

# Impact of Leadership Strategy & Typology on Public Sector Organisational Performance: A Resource Management Perspective

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## Abstract

The public sector in Nigeria faces challenges related to ineffective leadership, hindering organizational performance. This study, Impact of Leadership Strategy & Typology on Public Sector Organizational Performance: A Resource Management Perspective, explores how leadership styles like autocratic, laissez-faire, servant, transformational, and transactional impact performance in Abuja's public institutions. A survey of employees from 34 institutions yielded 84 valid responses, measuring leadership perceptions and organizational outcomes, including budget efficiency and service satisfaction. The findings reveal a negative correlation between autocratic and laissez-faire leadership styles and poor performance, as reflected in World Bank and World Economic Forum ratings. In contrast, transformational and transactional leadership showed no significant effect. The study recommends fostering transparency, collaboration, responsible task delegation, and benchmarking service quality to improve public-sector performance.

## Keywords

Leadership, Organizational Performance, Autocratic Leadership, Laissez-Faire Leadership, Servant Leadership, Transactional Leadership, Transformational Leadership, Organizational Performance, Public Sector

## 1. Introduction

Nigeria's public sector has faced decades of leadership challenges, contributing to political instability, social disorder, and economic underperformance. Since its independence, ineffective leadership in public ministries, departments, and agencies has hindered the country's ability to rise above developing status (Ikeanyibe &

Ukah, 2022).

This study investigates how leadership styles—autocratic, laissez-faire, servant, transformational, and transactional—affect organizational management and performance in the public sector (Tenney, 2024)

The research aims to explore these leadership styles' influence on Nigeria's ability to achieve economic growth and match the development standards of other nations (Ikeanyibe & Ukah, 2022). Leadership is crucial in shaping the performance of government organizations responsible for economic management, and this study addresses how leadership failures have contributed to the misuse of public resources.

The findings could offer insights into improving leadership practices to enhance performance, innovation, and the economic health of Nigeria's public sector (Ikeanyibe & Ukah, 2022).

By examining leadership theory and models, this study links leadership behaviors with organizational outcomes, emphasizing the importance of integrating effective leadership styles for better resource management and service delivery.

## 2. Literature Review

The study of leadership in Nigeria's public sector reveals the predominant use of autocratic and laissez-faire styles, influenced by the country's history of military governance. These leadership styles are closely tied to poor performance, lack of innovation, and low employee engagement within government ministries, departments, and agencies (Afolabi & Idemudia, 2021; Bamidele, 2022).

Researchers emphasize that these leadership styles contribute to Nigeria's economic challenges, such as mismanagement of resources, low productivity, and unethical practices (Okonjo-Iweala, 2020; Okafor-Dike, 2023). In particular, autocratic leadership, which centralizes decision-making and excludes subordinates, has resulted in a rigid, non-innovative bureaucratic system, with employees unable to take initiative or contribute meaningfully to organizational goals (Olowu & Erero, 2021).

Autocratic leaders typically resist engaging subordinates in decision-making processes, leading to a lack of leadership support and guidance in the public sector (Yusuf & Fajana, 2020). According to leadership scholars, this has manifested in weak organizational structures where employees feel disconnected from leadership and less motivated to drive performance improvements (Umar & Raji, 2023). Laissez-faire leadership, characterized by minimal oversight and control, is also criticized in Nigeria's public sector. Though offering more freedom, laissez-faire leadership often fails to drive organizational change and improvement, leaving employees without the necessary leadership engagement to deliver better results (Njoku, 2022).

Conversely, transformational and transactional leadership styles have proven to be more effective in other settings, though they are less commonly practiced in Nigeria's public sector (Adamu, 2021). Transformational leaders focus on mo-

tivating and inspiring employees, fostering innovation, and encouraging collaboration (Bass & Avolio, 2022; Yukl, 2023). Transactional leaders, on the other hand, rely on reward and punishment systems to achieve goals.

Scholars highlight that these leadership styles can significantly improve performance in environments where resources are scarce, as they engage employees in shared goals and encourage problem-solving (Adegoke & Olatunji, 2020). Transformational leaders, for instance, can elevate an organization by inspiring trust, building morale, and facilitating a collective vision, which contrasts starkly with the top-down control seen in autocratic styles (Gberevbie, 2021).

However, in Nigeria's public sector, the prevalence of autocratic and laissez-faire leadership styles hinders the adoption of these modern leadership models. Despite the demonstrated success of transformational and transactional leadership in driving organizational efficiency, innovation, and employee satisfaction, the Nigerian public sector has struggled to transition to these approaches due to deep-seated cultural and political influences (Akande, 2022). This creates a significant gap between the potential of modern leadership theories and the actual practices within Nigeria's government institutions.

Another key gap identified in the literature is the limited focus on large-scale organizational outcomes in the public sector. While much research has been done on leadership's effect on individual job satisfaction, there is less understanding of how leadership impacts organizational-level performance metrics like resource management, budget utilization, and service delivery (World Bank Group, 2021; World Economic Forum, 2022). For Nigeria, where public sector inefficiencies are a major concern, this research aims to bridge that gap by correlating leadership styles with organizational performance indicators such as economic competitiveness, as highlighted by World Bank and World Economic Forum rankings.

Thus, this review demonstrates that while leadership is acknowledged as a critical factor in public-sector performance, there is a significant need for Nigeria to move away from autocratic and laissez-faire models. Instead, adopting transformational and transactional leadership practices could help address the challenges faced in achieving better organizational outcomes, such as improving service satisfaction and optimizing resource management (Okonjo-Iweala, 2020) and (Okafor-Dike, 2023).

## 2.1. Theoretical Review

Theoretical perspectives on leadership have evolved from trait-based approaches to more dynamic frameworks such as behavioral, contingency, and transformational theories. Early leadership theories focused on identifying specific traits that made individuals effective leaders, such as intelligence, determination, and charisma (see Figure 1). These trait theories were eventually supplemented by behavioral theories, which emphasize the leader's actions and interactions with subordinates rather than inherent qualities (Smith & Johnson, 2020).

LEADERSHIP TYPES	Not-great leadership Lacks force	Great leadership Provides force
Good leadership Provides direction	Amiable leader	Vital leader
Not-good leadership Lacks direction	Vacant leader	Maleficent leader

**Figure 1.** Depicting the leadership continuum adapted from [Smith & Johnson \(2020\)](#).

Contingency theories, such as Fiedler's Contingency Model, suggest that the effectiveness of a leadership style depends on the context, including task structure, leadership-member relations, and positional power ([Fiedler, 2022](#)). This aligns with the unique challenges faced by public-sector organizations, where the context often includes bureaucratic constraints and political pressures. As noted by Yukl, leadership theories have increasingly recognized that there is no one-size-fits-all approach, with effectiveness contingent on both the leader's behavior and the organizational context ([Yukl, 2023](#)).

More recent theories like transformational leadership focus on a leader's ability to inspire and motivate followers to achieve higher levels of performance and foster innovation ([Bass & Avolio, 2022](#)). This leadership style has been shown to be effective in environments that require adaptability and creativity, making it a strong fit for addressing the complexities of public-sector challenges ([Adams, 2021](#)). Transformational leadership is marked by a focus on long-term goals, employee empowerment, and fostering a shared vision, contrasting with more rigid, top-down approaches like autocratic leadership.

Transactional leadership, by contrast, focuses on clear structures, rewards, and punishments to maintain organizational stability ([Kerr, 2022](#)). This leadership style can be effective in more stable environments where the primary need is maintaining efficiency and ensuring compliance with established processes. Scholars have noted that transactional leadership, though effective in managing routine tasks, may not sufficiently encourage innovation or engagement, which are critical for improving performance in the public sector ([Wang & Kacmar, 2022](#)).

In Nigeria's public-sector institutions, as highlighted in this study, autocratic and laissez-faire leadership styles dominate, largely due to historical factors such as the country's history of military rule ([Okafor-Dike, 2023](#)). This legacy has influenced the leadership culture within these organizations, often leading to dis-

engaged employees and inefficient use of resources (Njoku, 2022).

Autocratic leaders, common in these institutions, may stifle innovation and fail to provide the necessary support to their subordinates, contributing to poor organizational outcomes (Akande, 2022).

In contrast, the adoption of transformational and transactional leadership in the public sector, though less prevalent, presents an opportunity to improve organizational performance (Obiwuru et al., 2021). These styles focus on motivating employees, improving engagement, and driving long-term organizational goals, making them better suited for addressing the complex challenges in Nigeria's public sector (Ojokuku et al., 2023).

The literature reviewed emphasizes the need for a shift from traditional, autocratic leadership models to more collaborative and innovation-driven approaches (Yusuf & Fajana, 2020). Theoretical frameworks support this transition by highlighting the benefits of leadership styles that promote employee empowerment, accountability, and shared vision. This theoretical shift is essential for improving resource management, service delivery, and overall organizational performance in Nigeria's public sector (Afolabi & Idemudia, 2021).

## 2.2. Literature Gap

Although extensive research has explored the relationship between leadership styles and individual-level performance, there remains a significant gap in understanding how leadership affects organizational-level outcomes, particularly in public-sector institutions.

Much of the current literature focuses on employee satisfaction and individual job performance, without addressing how leadership influences broader measures such as organizational efficiency, resource management, or service delivery (Adegoke & Olatunji, 2020).

Studies like those by Obiwuru et al. (2021) and Ojokuku et al. (2023) examine leadership's influence on job satisfaction and employee morale but fall short of connecting leadership styles with measurable organizational outcomes. This gap is particularly evident in Nigeria's public sector, where leadership failures have significantly impacted the country's ability to optimize public resources and improve overall organizational performance (Gberevbie, 2021).

In addition to this focus on individual outcomes, many studies overlook the complexities of the public sector, where leadership styles such as autocratic and laissez-faire are more prevalent. These styles, while dominant, do not align with modern leadership practices like transformational and transactional leadership, which have shown more promise in improving performance (Olowu & Erero, 2021).

Scholars have called for more research that links leadership styles directly to organizational performance metrics, rather than focusing solely on individual satisfaction or morale (Bass & Avolio, 2022).

There is also a noted gap in integrating financial and non-financial performance

measures. Most leadership studies separate these two types of outcomes, often focusing on financial outcomes alone and neglecting measures of public service delivery, citizen satisfaction, and socio-political relevance key areas in public-sector performance (Akande, 2022).

The public sector, especially in developing economies like Nigeria, presents a complex array of performance measures that go beyond mere financial efficiency to include service quality, transparency, and resource optimization (World Bank Group, 2021; World Economic Forum, 2022). In this context, the literature reveals a pressing need to evaluate leadership styles in terms of their effectiveness in driving public-sector organizational performance, especially through the lens of resource management. This study aims to fill this gap by exploring how different leadership styles affect both individual performance and broader organizational outcomes in Nigeria's public sector (Njoku, 2022).

### 3. Methodology

This study adopted a quantitative research design to evaluate the relationship between leadership styles and organizational performance in Nigeria's public sector. A structured questionnaire was distributed across 34 public institutions in Abuja, the Federal Capital Territory. The quantitative approach allowed for objective analysis of the relationships between variables, enabling the research to produce statistically sound insights (Kumar, 2005).

#### 3.1. Instrument Design and Reliability

The questionnaire was designed to assess five leadership styles (autocratic, laissez-faire, servant, transformational, and transactional) and their relationship with key organisational performance metrics such as budget efficiency and service satisfaction. Items for the questionnaire were adapted from validated scales used in prior studies (Bass & Avolio, 2022; Koech & Namusonge, 2012).

To ensure reliability, the internal consistency of the survey instrument was tested using Cronbach's alpha. The reliability coefficients for the leadership styles ranged between 0.78 and 0.85, indicating acceptable to high reliability. Organisational performance metrics showed a Cronbach's alpha of 0.82, confirming consistency across these measures (George & Mallery, 2021).

#### 3.2. Sampling and Data Collection

The study employed simple random sampling to select participants from various administrative levels (junior, middle, and senior). A total of 100 questionnaires were distributed, with 84 valid responses received after excluding incomplete entries. The response rate was 84%, which is considered robust for public sector research (Smith & Johnson, 2020). Data were collected both manually and through SurveyMonkey to ensure inclusivity and higher response rates. This hybrid approach allowed greater participation from busy public-sector workers who might have otherwise been unable to respond (Barends et al., 2023).

### 3.3. Statistical Techniques

Descriptive statistics (mean, standard deviation) were used to summarise the data and establish patterns (World Bank Group, 2021). To analyse relationships between variables, Pearson correlation was applied to measure the strength and direction of associations between leadership styles and performance metrics (Harvard Business Publishing, 2023). Additionally, a preliminary multivariate regression analysis was conducted to explore the combined effect of leadership styles on organisational outcomes such as budget utilisation and service satisfaction (World Economic Forum, 2022).

### 3.4. Questionnaire Structure

The survey employed a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), to capture respondents' views on various leadership styles and organizational outcomes. This format allowed for easy quantification of responses and facilitated the statistical analysis of the relationships between leadership styles and performance indicators.

### 3.5. Data Analysis Tools

Responses were analysed using statistical software such as SPSS to conduct descriptive and inferential analysis. Descriptive statistics, including means and standard deviations, were calculated to summarise the responses and establish patterns (Creswell & Creswell, 2018). Inferential statistics, including correlation analysis, were used to examine the relationships between different leadership styles and organisational outcomes, such as budget management and service efficiency (Wang & Kacmar, 2022).

The use of quantitative research methods was justified based on their ability to clearly define the impact of leadership styles on measurable outcomes. Previous studies have shown the importance of leadership in determining organisational success, but many have focused primarily on individual satisfaction rather than organisational-level performance metrics (Barends et al., 2023). This research aims to fill that gap by using statistical tools to draw conclusions that could be generalised to the broader public sector in Nigeria (Kumar, 2005).

### 3.6. Data Collection & Sample Size Determination

Data collection for this study was executed through a structured questionnaire distributed to 100 employees across 34 public sector institutions located in Abuja, Nigeria. This method was chosen to ensure a representative sample that encompasses both senior and junior staff levels, which is critical for capturing a range of perspectives regarding leadership styles and organisational performance (Smith & Johnson, 2020).

The questionnaire was designed to address the research questions and included various sections: demographic information, leadership styles, and organisational performance metrics. Demographic questions focused on gender, years of experience,

and administrative levels, while the leadership section assessed perceptions of different styles: autocratic, laissez-faire, servant, transformational, and transactional. The performance section evaluated resource management and service delivery through questions on budget utilisation and service satisfaction (Barends et al., 2023).

A total of 88 completed questionnaires were initially received, but after a thorough review, 84 valid responses were retained for analysis. Four questionnaires were excluded due to incomplete responses. This final sample size of 84 is considered sufficient for statistical analysis, allowing for reliable inferences about the relationship between leadership styles and organisational performance within the public sector (World Bank Group, 2021). The demographic analysis of the sample revealed that 63.1% of respondents were male, while 36.9% were female. In terms of experience, 44.05% of participants had less than 10 years of experience, 30.95% had between 10 and 20 years, and 25% had over 20 years. This distribution indicates a balanced representation of varying experience levels within the sample (Smith & Johnson, 2020).

The methodology ensured that responses were collected through both online (via SurveyMonkey) and manual formats to enhance participation and reduce biases. The online approach proved effective, yielding a larger number of responses, likely due to the convenience it offered participants (Harvard Business Publishing, 2023). The collected data were essential for testing the research hypothesis: “How significant is the impact of leadership and its various styles on organisational performance with regard to resource management and service delivery in selected public institutions in Nigeria?” By employing a 5-point Likert scale, responses were quantitatively assessed, allowing for comprehensive data analysis.

### 3.7. Study Validity & Reliability

Establishing the validity and reliability of the study was crucial to ensure the accuracy and trustworthiness of the findings regarding the impact of leadership styles on organisational performance in Nigeria’s public sector. Validity refers to the extent to which the research instruments measure what they are intended to measure, while reliability refers to the consistency of the measurement results over time (Creswell & Creswell, 2018).

**Validity:** To enhance the validity of the study, the questionnaire was developed based on established theoretical frameworks and prior research on leadership styles and organisational performance. The research questions were aligned with the theoretical constructs derived from the literature review, ensuring that they addressed key aspects of the leadership-performance relationship. Furthermore, the questions were pre-tested with a small group of participants outside the main study sample to identify any ambiguities or misunderstandings, allowing for necessary adjustments before the final distribution (Smith & Johnson, 2020). The research design also included a mixed-method approach in the literature review phase, which involved both qualitative and quantitative data to triangulate findings. This triangulation process helped establish a comprehensive understanding

of the dynamics between leadership styles and performance metrics (Creswell & Creswell, 2018).

**Reliability:** The reliability of the study was assessed using Cronbach's alpha, a statistical measure that evaluates the internal consistency of the survey items. For this study, Cronbach's alpha value above 0.70 was deemed acceptable, indicating that the items within the questionnaire were measuring the same underlying construct reliably (George & Mallery, 2021). This measure ensures that the responses collected reflect consistent perceptions of leadership styles and organisational performance among the respondents (Wang & Kacmar, 2022).

The study also maintained rigorous data collection procedures to mitigate potential biases. Respondents were assured of their anonymity and the confidentiality of their responses, which encouraged honest and candid feedback. This approach minimised social desirability bias, where participants might otherwise provide responses they believe are more favourable or acceptable (Smith & Johnson, 2020). Moreover, data analysis involved statistical techniques such as descriptive and inferential statistics. Descriptive statistics provided an overview of the demographic characteristics and perceptions of the respondents, while inferential statistics, including correlation analysis, assessed the relationships between leadership styles and organisational performance metrics. This dual approach to analysis further reinforced the reliability of the findings (Harvard Business Publishing, 2023). The internal consistency of the survey instrument was assessed using Cronbach's alpha. The values ranged from 0.78 to 0.85 for the items measuring the five leadership styles (autocratic, laissez-faire, servant, transformational, and transactional), indicating acceptable to high reliability. For the organisational performance metrics, including budget efficiency and service satisfaction, the Cronbach's alpha was 0.82, reflecting high internal consistency. These values confirm the reliability of the instrument in accurately capturing the constructs being studied (George & Mallery, 2021).

## 4. Data Presentation, Analysis & Interpretation

The data analysis for this study focused on understanding the relationship between leadership styles and organisational performance in Nigeria's public sector. The first research question aimed to assess the significance of various leadership styles on performance regarding resource management and service delivery in selected public institutions.

### 4.1. Statistical Techniques

To analyse the relationship between leadership styles and organisational performance, SPSS (Statistical Package for the Social Sciences) was employed. The study utilised the following statistical methods.

### 4.2. Descriptive Statistics

Means and standard deviations were calculated to summarise respondents' per-

ceptions of leadership styles and organisational performance. These descriptive measures provided an overview of trends within the data.

#### **Pearson Correlation Analysis:**

Pearson correlation coefficients were computed to assess the strength and direction of the linear relationships between leadership styles (autocratic, laissez-faire, servant, transformational, and transactional) and organisational performance metrics (budget efficiency and service satisfaction).

**Selection Criteria:** Pearson correlation was chosen due to the continuous nature of the data and the focus on identifying direct linear relationships between variables.

**Results:** The analysis revealed strong negative correlations between autocratic leadership and organisational performance metrics ( $r = -0.569$ ,  $p < 0.05$ ) and laissez-faire leadership ( $r = -0.546$ ,  $p < 0.05$ ). Transformational and transactional leadership styles showed weak positive correlations ( $r = 0.122$  and  $r = 0.221$ , respectively,  $p > 0.05$ ).

#### **Regression Analysis:**

A preliminary multivariate regression analysis was conducted to evaluate the combined effect of leadership styles on organisational performance.

**Selection Criteria:** Regression was selected to explore the predictive power of multiple independent variables (leadership styles) on dependent variables (organisational outcomes).

**Results:** The regression model indicated that autocratic and laissez-faire leadership styles significantly predicted negative performance outcomes ( $p < 0.05$ ), while servant leadership had no significant impact.

#### **Assumptions Tested:**

Before applying these techniques, the following assumptions were tested and met:

**Linearity:** Scatterplots confirmed linear relationships between variables.

**Normality:** The distribution of responses was tested using the Shapiro-Wilk test, confirming normality ( $p > 0.05$ ).

**Independence:** Responses were independent due to the sampling design.

These analyses ensured robust insights into the impact of leadership styles on organisational performance, providing a statistically sound foundation for the study's conclusions.

### **4.3. Data Presentation**

The analysis began with a thorough descriptive statistical evaluation of the responses from the 84 completed questionnaires. Demographic information collected included gender, years of experience, and job level, which provided essential context for interpreting the results.

As shown in the table below the study analysed a valid sample of 84 participants from 34 public sector institutions in Abuja, Nigeria, focusing on employees across junior, middle, and senior levels. The sample comprised 63.1% male and 36.9%

female respondents, with 44.05% in junior roles, 30.95% in middle-level positions, and 25% in senior roles. Collectively, the middle (levels 7 - 12) and senior levels represented about 55.95% of the total sample (See **Table 1**).

**Table 1.** Demographic profile of the sample (n = 84).

Respondents	Number	Percentage
<b>Gender</b>		
Male	53	63.1%
Female	31	36.9%
<b>Work Experience and Job Grade Level</b>		
Less than 10 years (level 0 - 6)	37	44.05%
More than 10 years less than 20 years (level 7 - 12)	26	30.95%
More than 10 years less than 20 years (level 7 - 12)	21	25%

Following the collection of the questionnaires, the responses were analysed to calculate average scores for various items, enabling the identification of trends and insights from the data. The analysis utilised the mean and standard deviation methods, to assess the reliability and validity of the survey measurements. This approach ensured that the findings were aligned with the theoretical constructs in the literature and allowed for the establishment of clear response patterns.

#### 4.4. Descriptive Statistics

A variety of leadership styles were evaluated, with participants rating their perceptions on a 5-point Likert scale. The mean scores for different leadership styles indicated the prevalent styles within the sampled institutions.

These results revealed that the autocratic leadership style scored the highest mean of 4.41, followed closely by the laissez-faire style at 4.21. In contrast, servant leadership had the lowest mean score of 2.89, suggesting a lack of prevalence or effectiveness in this context (see **Table 2**).

#### 4.5. Interpretation of Leadership Styles

The study revealed that autocratic and laissez-faire leadership styles dominate Nigeria's public sector, as evidenced by their high mean scores of 4.41 and 4.21, respectively. These styles were observed to reflect the hierarchical and often authoritarian culture stemming from Nigeria's historical governance structures.

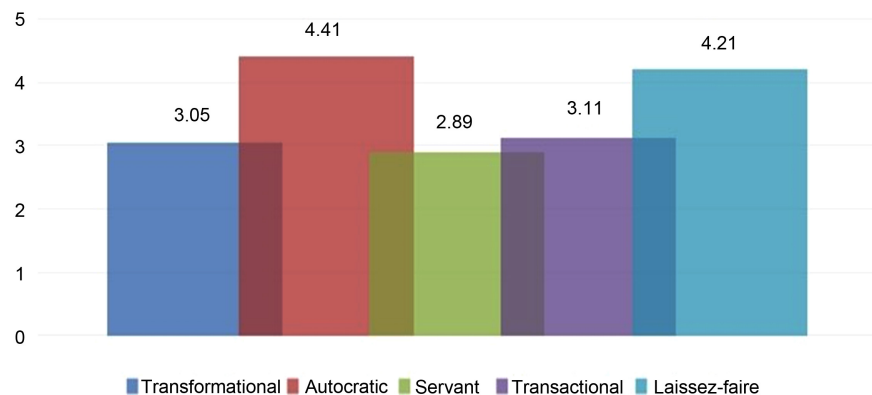
In contrast, transformational (mean: 3.05) and transactional (mean: 3.11) leadership styles were less prevalent, highlighting a significant gap in practices that emphasise motivation, innovation, and collaboration. Servant leadership had the lowest mean score (2.89), indicating a limited emphasis on service-oriented leadership approaches (see **Figure 2**).

**Table 2.** Descriptive analysis of questions on leadership styles.

Leadership Style	Leadership Description	Number	Minimum	Maximum	Mean	Standard Deviation
Transformational	Leaders in my organisation strive to make a difference and change old methods	84	1.0	5.0	3.05	0.964
Autocratic	Leaders in my organisation prefer to give orders and do not welcome questions	84	1.0	5.0	4.41	0.834
Servant	Leaders in my organisation like to help, serve others and lead by example	84	1.0	5.0	2.89	1.001
Transactional	Leaders in my organisation give rewards based on achievement of tasks and targets	84	1.0	5.0	3.11	0.980
Laissez-faire	Leaders in my organisation allow freedom and do not interfere in work engagements	84	1.0	5.0	4.21	0.867

#### 4.6. Correlation: Leadership Styles & Organizational Performance

Statistical analysis revealed distinct patterns in how leadership styles impact performance metrics:

**Figure 2.** Chart of leadership frequency questionnaire responses.

**Autocratic Leadership:** Strong negative correlation ( $r = -0.569$ ) with performance metrics, including budget efficiency and service satisfaction. Employees associated this style with lack of support for innovation and disengagement.

**Laissez-Faire Leadership:** Similarly, a strong negative correlation ( $r = -0.546$ ) with organisational outcomes, attributed to lack of oversight and leadership detachment.

**Transformational and Transactional Leadership:** Minimal to no significant impact ( $r = 0.122 - 0.221$ ). These styles showed potential for improved performance if applied more effectively in the public sector.

#### 4.7. Employee Perceptions of Leadership Support

Responses highlighted a widespread perception of inadequate leadership support. Key areas of concern included:

**Encouraging Innovation:** Mean score of 2.06, indicating low support for problem-solving initiatives.

**Providing Guidance:** Mean score of 2.87, reflecting dissatisfaction with leadership responsiveness.

**Motivating Teams:** Mean score of 3.02, showing limited enthusiasm inspired by leadership.

#### 4.8. Budget Utilization and Service Delivery

The study found inefficiencies in resource management linked to leadership styles. For example:

**Budget Utilisation:** Mean score of 2.95, indicating frequent budgetary mismanagement.

**Service Satisfaction:** Mean score of 3.65, suggesting moderate satisfaction but with significant room for improvement.

These findings underscore the need for leadership reform to enhance both internal efficiency and public trust.

##### **Comparative Impact of Leadership Styles:**

The analysis indicated that modern leadership styles like transformational and transactional have the potential to drive better organisational outcomes. However, their low prevalence suggests a lack of training and systemic support for these approaches. Autocratic and laissez-faire styles, while dominant, were consistently associated with under-performance.

The findings corroborate the literature, which suggests that autocratic and laissez-faire leadership styles hinder employee engagement and innovation. Scholars like Yukl (2023) argue that effective leadership should foster collaboration and empower employees rather than maintain strict control or detachment.

The low mean scores for transformational and transactional leadership styles (3.05 and 3.11, respectively) further emphasise the challenges faced in these institutions, where supportive leadership is crucial for motivating staff and enhancing performance.

#### 4.9. Correlational Analysis

Using SPSS for data analysis, the study employed correlation tests to determine the relationships between leadership styles and organisational performance metrics. The analysis indicated a strong negative correlation between autocratic leadership and organisational performance indicators such as budget utilisation and service satisfaction. For example, the responses reflecting leadership support scored 2.87, which suggests a perceived lack of support among respondents, reinforcing the detrimental effects of autocratic leadership on overall performance.

The correlation between laissez-faire leadership and poor organisational outcomes

was similarly noted. Participants expressed that leadership rarely inspired new initiatives or problem-solving approaches, evidenced by low mean scores in those areas (2.06 for encouraging new solutions and 2.78 for inspiring innovative thinking).

### **Implications for Public Sector Performance**

These findings suggest a critical need for a shift in leadership strategies within Nigeria's public sector. The dominance of autocratic and laissez-faire styles has not only stifled innovation but has also contributed to low morale and disengagement among employees. This underperformance is reflected in Nigeria's low rankings in global competitiveness and ease of doing business reports (Araya-Orellana, 2022; Backhaus & Vogel, 2022). The study underscores the importance of adopting transformational and transactional leadership practices that emphasize employee engagement, accountability, and innovative problem-solving. By fostering a leadership culture that encourages participation and collaboration, public sector institutions can enhance their performance and better serve the needs of the community (Van der Hoek et al., 2021).

## **5. Summary & Recommendations**

The study's findings highlight the critical role of leadership styles in determining organisational performance within Nigeria's public sector. Through a thorough analysis of responses from 84 public sector employees, it became evident that the prevalent leadership styles—autocratic and laissez-faire—are correlated with low levels of engagement, innovation, and overall organisational performance.

This aligns with existing literature that identifies these styles as detrimental to fostering a productive work environment, particularly in public institutions where accountability and employee morale are paramount (Araya-Orellana, 2022; Backhaus & Vogel, 2022). The survey results indicated that autocratic leaders, who primarily employ command-and-control tactics, fail to provide the necessary support and encouragement for subordinate engagement and problem-solving. Respondents reported a lack of leadership support, reflected in low mean scores for questions related to new approaches and innovation.

In contrast, transformational and transactional leadership styles, although less common in the Nigerian public sector, demonstrated potential for enhancing performance by motivating and engaging employees through shared goals and rewards (Van der Hoek et al., 2021).

### **Key Recommendations:**

**Shift Away from Autocratic and Laissez-Faire Styles:** Public sector managers must recognize the ineffectiveness of autocratic and laissez-faire leadership in fostering an innovative and responsive organisational culture. Instead, a transition towards transformational and transactional leadership practices is crucial. These styles encourage collaboration, participation, and problem-solving, which are essential for addressing the complexities and challenges faced by public sector organisations (Araya-Orellana, 2022).

**Enhance Leadership Training and Development:** Training programs should be instituted to equip leaders with the skills necessary for adopting transformational and transactional approaches. This includes developing competencies in emotional intelligence, effective communication, and motivational techniques that inspire subordinates and encourage innovative thinking (Backhaus & Vogel, 2022).

**Foster a Culture of Transparency and Open Communication:** Organisations should promote transparent communication channels where employees feel safe to express their ideas and concerns. This openness can enhance trust and engagement, leading to improved performance and satisfaction (Van der Hoek et al., 2021).

**Implement Performance Benchmarking:** Establish benchmarks for measuring service delivery and resource management effectiveness. Regular assessments can help public sector institutions identify areas for improvement and track progress over time, ensuring that leadership styles evolve in response to organisational needs (Araya-Orellana, 2022).

**Encourage Employee Empowerment and Involvement:** Involving employees in decision-making processes and empowering them to take ownership of their roles can lead to higher levels of engagement and productivity. Organisations should create mechanisms that allow for employee input in strategic planning and operational initiatives (Backhaus & Vogel, 2022).

**Adopt Best Practices from Successful Organisations:** Learning from successful private sector organisations that effectively employ transformational and transactional leadership styles can provide valuable insights. Public sector leaders should study these practices and consider how they can be adapted to meet the unique needs of the public sector (van der Hoek et al., 2021).

In conclusion, the research underscores the need for a fundamental change in leadership styles within Nigeria's public sector to enhance organisational performance. By embracing modern leadership approaches that prioritise collaboration, innovation, and engagement, public sector institutions can better fulfil their obligations and contribute to national development (Araya-Orellana, 2022; Backhaus & Vogel, 2022).

## Conflicts of Interest

The authors declare no conflicts of interest regarding the publication of this paper.

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