LEADERSHIP STYLES AND THEIR IMPACT ON EMPLOYEES' PERFORMANCE

IN CAMEROON DEVELOPMENT CORPORATION

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To the entire Pangmimo's family

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ABSTRACT

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The various leadership styles play an important role in organizational productivity that enhances employee performance. It can influence someone's behavior or attitudes. The main problem addressed by this research is the absence of strategic interventions on leadership styles in Cameroon Development Corporation (CDC) that impact employee performance. The main objective of this research is to determine how the leadership styles in the CDC impact employee performance. The exploratory case study design is used with quantitative approach to find out their relationship. The technique used is stratified sampling techniques with a sample size of 384 employees. Data collection was done using a questionnaire and was tested to determine the reliability and the three sub scales alpha value of the instrument which was found significant with more than 70. Aligning with the interactions of interviews as a primary source of data and complimented with the secondary sources, the researcher employed the content analysis approach to examine the issues of leadership styles and its impacts on employees' performance in CDC. This helps to come out with transcriptions and examination of the participant's diverse opinions. The standard beta coefficient, a multiple regression analysis used found that democratic leadership style has a positive and significant impact on employee performance while in contract bureaucratic

leadership style has a lesser effect on employee performance and autocratic leadership styles has a negative effect on employees' performance. The most common leadership style used in CDC is Bureaucratic Leadership style with 175 (45.6%) followed by Democratic Leadership style with 115 (29.9%) and Autocratic leadership style with 94 (24.5%). The conclusion was that two leadership styles positively impact employee performance CDC with the exemption of autocratic leadership style. Future research was suggested to include analyzing more than one organization and also to make comparative studies on various industries who are involved in the primary and tertiary sectors of the economy.

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CHAPTER I:

INTRODUCTION

1. Introduction

The impacts of leadership styles on the performance of employees in Cameroon Development Corporation (CDC) focused on some essential styles of leadership viz; bureaucratic, democratic and autocratic on employee performance. The wake of the ongoing socio-political and environmental challenges in the southwest region of Cameroon, which has greatly affected the productivity of CDC. The decline in strength of production is attributed to the type of leadership role embedded in employee performance. CDC is an agribusiness company based in Bota Limbe, Cameroon. The sudden decline in output in the agro-industrial giant corporation was linked to the type of leadership practiced by managers and supervisors. Therefore, leadership styles are critical for employee performance management (Hetland et al., 2018). The researcher seeks to come out with the solution of this problem by undertaking a survey using some questionnaires to obtain data that has provided the most appropriate leadership styles after analysis. In summary, this chapter contains the research background, research problems, the problem statement with the purpose, main and specific objectives, the significance of the research, and the hypothesis of this study.

1.1 Background

Leadership plays a primordial role in everyday life and helps develop people's achievement in an organization. These achievements involve leading people toward a common objective. The main aim of leadership is not just to hold on to power but to use the skills people possess to drive others toward the organization's success. The influence of leadership could be a prime focus for gaining

more productivity in the CDC. Leadership generally deals with people's behaviors and how they influenced employees in a way that triggers greater output. Leadership management is best ~~be~~ achieved if leaders can recognize and appreciate what the employees are doing. In leadership, there are four ways in which subordinates can offer respect to their leaders (Stogdill, 1974), as follows:

In the first place, a leader influences others to do what they want them to perform. Secondly, a leader can only be with their followers since without a follower there is no leadership. Thirdly, leaders are easily at the center of any crisis or in a position of solving problems. Lastly, leaders are people with a vision and have clear ideas as they know what is expected of them. Leadership can be goal-oriented; in this case, the team adopts the organizational goal as part of its personal goal. To realize this, the employees should understand what the organization wants from them and work towards achieving their set objectives.

CDC, in which this study is undertaken, has the government of Cameroon as its sole shareholder. It was created in 1947 to take over plantations left by the Germans after their defeat in the Second World War. The present-day leaders of the CDC should adopt a style that best achieves her goal. In this light, managers or supervisors should ensure collective efforts toward their subordinates to better attain the goal of the organization. In the works of Mwita (2000), an organizational performance could easily be realized when there exists a strong bond between the managers with her subordinates as well as the strategic goal of the organization.

Leaders who exhibit unique traits that shape strong relationships with their subordinates are bound to perform well. Therefore, leaders should quickly identify their subordinates' position and implement the best leadership style to achieve the organizational goal alongside the employees. The 21st century is plagued with many leadership challenges which basically are due to rapid

changes in technologies and changes in some cultural practices, which have changed the pattern in which leaders get the awareness of diverse factors, such as the grip of competencies that cannot guarantee organizational success. To be a leader, Bennis (1989) identifies some skills needed to help improve a leader's efficiency and build a strong relationship with their subordinates. Leadership was greatly involved during this era, especially the attitudes of people toward it. In a classical autocratic approach, only some new things are considered good, and no style is best or worse in handling diverse problems.

Research by Drucker (2017) shows that what makes an effective leader is doing the right thing that helps to shape an organization's leadership style. This could make the leaders be influenced either positively by high-performing employees or negatively by low-performing employees. In this regard, high performance will increase the productivity of CDC since there is a very high demand for their products. Managers in organizations can control their subordinates in a way such as to downgrade them because of the style adopted by the managers, which will instead decrease employee performance. This study establishes ways to find which of the numerous leadership styles is practiced in the CDC and the impact it has on employee performance.

1.2 Statement of the Problem

Leadership in CDC has a significant problem which is the need for more strategic interventions of specific leadership styles to impact employee performance (Birol et al., 2015). According to Bedakar and Pandita (2014), employee performance requires the achievement of defined duties toward a targeted goal, and this can only be realized when work is efficient due to the style of leadership applied. CDC needs corporate approaches that align with some style of leadership such as bureaucratic. democratic and autocratic to influence the performance of employees in an

establishment such as the CDC. The level of success of employees' performance can generally rest on which style of leadership is applied, since a wrong leadership style practiced will negatively impact employee performance.

This study aims to examine CDC, that has suffered from the setbacks of the socio-political crisis in the Anglophone region over the past years and needs an appropriate form of leadership that will trigger employee productivity, thereby improving the organization's overall performance. There is a great need to carry out urgent research on what style of leadership should be applied in CDC to impact performance positively. This helps to influence the kind of leadership she has to use, which influences their employees' thinking and behavior toward achieving the goal set in the Corporation (Goleman, 2021).

To fill the knowledge gap of this research this study examines three leadership styles (Democratic, Bureaucratic, and Autocratic). This research attempted to narrow the gap of knowledge of research by reviewing these three leadership styles and how they influence employees' performance in CDC. In addition, this research intends to find the most appropriate leadership style used in CDC which increases employees' performance significantly.

1.3 Purpose of the study

The main purpose of this study is to determine how leadership styles impact the performance of employees in CDC. It also seeks to understand two variables: leadership styles (democratic, autocratic, and bureaucratic), and employees' performance. Knowing which of these leadership styles positively impacts employee performance will help CDC leaders as well as other leaders in different organizations to discover the ideal leadership style that could enhance performance.

It will be an essential instrument for managers and supervisors since the most appropriate leadership style has been determined which if implemented, will increase the organization's productivity. This research bridges the gap in the field of leadership styles and employees' performance as managers allows us to retain existing employees while attracting new ones due to the style of leadership practiced by organization.

This study equally seeks to define which leadership style has a strong relationship between the employees such as field supervisors, accountants, field workers (harvesters and general laborers) which constitute the dependable variable of this study with their leaders which is the independent variables i.e. the various leadership styles. This research used a total of 384 respondents as a sample size using a questionnaire for a duration of four months starting from September 2024.

This study aims to target some 1279 employees as per the CDC 2022 annual report of account of CDC for the Oil Palms Estates of the West Coast area, which include Bota, Debundscha, and Idenau Palms Estates. Using questionnaires to obtain information that captured elements of leaderships styles with the various performance of employees. The researcher aims to use a stratified sampling technique since the employees are of different classes, i.e. hourly rated, supervisory, and management staff with cluster sampling adopted since the population is stratified. This study is critical for CDC managers and other organizations. It is very useful when adopting the most appropriate leadership styles to improve organizational efficiency and employees' performance.

1.4 Research Questions
This study seeks to provide answers to various research questions as follows:

Main Research Question (MRQ).

MRQ. How do leadership styles impact employees' performance in CDC?

Specific Research Questions (SRQ)

SRQ1. Which leadership styles are commonly used in the CDC?

SRQ2. How does the democratic leadership style impacts employees' performance?

SRQ3. How does the bureaucratic leadership style impact employee performance?

SRQ4.How does that autocratic leadership style impacts employees' performance?

Research Objectives

Main Objectives

To determine the effects of the various leadership styles on employees' performance.

Specific Objectives

1.   To determine which leadership styles are used in CDC.

2.   To evaluate how Democratic leadership style impacts employees` performance.

3.   To evaluate how bureaucratic leadership style impacts employees' performance.

4.   To evaluate how autocratic leadership style impacts employee performance.

Statement of Hypothesis

This study indicates the statement of hypothesis as follows:

Ho. The leadership styles have no significant effects on employees' performance in CDC.

H1: The leadership style has significant effects on employees' performance.in CDC.

1.5 Significance of the study

The findings of this study help to give an intuition of the relationship with the different leadership styles, which can improve effective leadership strategies for better organizational and employee

performance. It also helps to investigate employee performance and leadership styles, thereby breaking existing barriers between employers and employees.

Moreover, many people in leadership roles have explored many leadership styles in handling problems for their organizations and increasing productivity. Furthermore, this study also helps the researcher to receive an award of a Doctorate degree in Business Administration from SSBM (Swiss school of Business and Management).

1.6 Definition of terms

The researcher uses some conceptual definitions in this study. They are outlined below.

The autocratic leadership style: The leader is the sole author of taking decisions and their relationship with her employees is set on specific expectations from their employees with a strictly defined outcome (Milgron, 1991).

The bureaucratic leadership style: The leader in this type of leadership relies on rules and regulations clearly defined in the organization's various positions (Hetland et al. 2019).

The democratic leadership style: This is the type of leadership in which employees alongside employers participate in decision-making, motivating their employees to be dedicated and involved in achieving their set goals. The leader makes a final decision after monitoring the process (Cherry, 2006).

Employee Performance: This refers to the level of achievement or accomplishment of an individual or team in an organization (Campbell, J.P. (1990)

Leader: An appointed individual within an organization who can organize other employees to deliver efficiently to meet the desired goals (Kate,2020).

Leadership: Results from what is done through others because of a tie with them (Kate,2020).

Leadership Style: This is usually a relationship between two people, with one being the superior who uses his rights and methods to help both achieve a common goal (Kate,2020).

1.7 Summary

This study provides some background context and is exploratory with a conceptual analysis approach on the effects of the leadership styles on employees' performance in CDC. It equally focuses on using a regression form of analysis in order to get the correlation relationship between the leadership styles, which are the independent variables of this study and the employees' performance which are considered the dependent variable.

A total of 384 questionnaires was used by the researcher in the quantitative designed method and a multi-factor leadership tool which according to Avolio and Bass (2004) who designed it was used in obtaining the data. They are assessed using a Likert scale while the questionnaires are being analyzed using the Statistic Package for Social Science (SSPS) version 25. This study began with research questions and problems, followed by objectives and hypothesis, before dealing with the conceptual details of what a leader is is. Finally, the term leadership was elaborated. This study conceptual framework is built to provide the relevant aspects of this study, and it constitutes the core of this research.

CHAPTER II
LITERATURE REVIEW

2.1 Introduction

The impact of leadership styles on employees' performance in CDC is the primary aim of this study. This literature review contains relevant material for this study. It draws references from past studies of many researchers on the same issue. It explores ways of examining the independent and dependable variables used in this study, which leads to detailed analysis using the conceptual as well as the theoretical framework of this research. The theoretical framework and the conceptual framework are the two main sections of this chapter. The theoretical framework provides related theories to this research while the conceptual framework defines and explains some key concepts and variables associated with this study's context.

Any leader could use different leadership styles to secure collaboration in setting goals and regulations in an organization like CDC to complete their work effectively. The type of job to be done could determine the style of leadership in that organization. Agulanna and Madu (2009) asserted that leaders are known to engage in different behaviors when tackling the issue of leadership responsibilities. Wehab (2010) supported the idea that a leader's style is the behavioral pattern or strategy for managing subordinates. Also, Hersey and Blanchard (2010) stated that a leader's style motivates team members to work effectively. In this regard, Northouse (2004) asserts that a leader's style reflects their chosen approach which they attempt to persuade others

Leadership in CDC and other organizations have evolved within the past few decades in terms of how people define it and their attitudes toward it. A classical autocratic approach model, in which the determination that 'not everything old was bad and not everything new was good and that no particular leadership style could be considered as bad or worse in handling a particular problem in

an organization. Leaders now have different ways of handling employees facing various problems at the same time with more efficiency and achieving the desired quality. For the organization to achieve its targeted goal, the leader must know when and how to exhibit any of these approaches as they arise. This is seen in detail in the conceptual and theoretical framework of this study.

2.2 Documentation

Some articles in this literature review are from researchers who have published their works in the past 10 years. The SPSS is used in this research for analyzing the results, which equally includes strategies of some concepts that identify some researchers' work as well as the components of this research as its explores ways on how leadership styles impact employees' performance.

Table 2.1: The Summary, nature and its sources of reference

Authur(s)	Nature of references	Sources
Agarusal (2020)	Leadership styles and employee performance	International Research Journal in Business Studies
Akyerero T.(2021)	Leadership styles & Employee Performance	*Journal of leadership Research*
Birol and Yener (2015)	Leadership style	*Procedia, social and Behavioral Sciences*
Biaka (2020)	The leadership styles & employees' performance in Cameroon.	*Open Journal of Leadership 2020*
Mobarak et al, (2023)	Leadership styles and team performance	*LLC consulting Publishing Company business perspective.*

Nzille (2023)	Leadership styles and employee performance	*Scientific Research Journal. Open Journal of Leadership*
Obiwuruet et al. (2016).	Leadership styles	*The Australian Journal of Business & Management Research*
Omkar (2020)	The leadership styles & employee Performance Research	*Australian Journal of Business & Management Research*

Note: Author's work

These keywords are to identify some styles of leadership which include bureaucratic, democratic and autocratic. Others include the laissez faire, transformational, transactional, servant and authoritative leadership styles. Our study will dwell on the first three leadership styles.

2.3 Theoretical Framework

Many theories written by researchers best explained the terminologies of this study. These are as follows: The trait and situational leadership theories, the behavioral and process leadership theories. Fielder contingency and leader member exchange theories as well as the goal path theory. All these theories are the evolution of developmental approach in which leadership theory was developed.

These leadership theories have evolved through refinement and modification over time There is no one that could be considered obsolete or have no importance in present-day leadership in CDC or other organizations. Even though more critical theories exist, the fundamental principles of these leadership are still widely applied. According to Dess & Picken (2000), the form of

leadership applied in any organization is determined by the organization's type and operational functions. It needs sensitivity, proper care, precision, confidence and technical expertise, which could differ significantly from a management-oriented portfolio and could fit only at some organizational levels. Amabile et al. (2004) further explained that most organizational contexts, culture, laws and regulations significantly affect the concept of leadership, thereby making it easier for organizational changes in all aspects. Some leadership theories are reflected on the conceptual framework of this research. They are presented in the following subsections.

Trait Theory. A review of trait theory revealed a human personality approach which ascertained the degree to which personality traits differ from one human being to another and the patterns of thoughts for a person and their behaviors like anxiousness, shyness, pessimist or optimist thoughts and openness, which is common in CDC and other organizations. Research undertaken by Boundless (2015) revealed that the understanding of some traits and personalities theories inform what tall people have as traits or characteristics of personality. This traits theory helps to identify leaders with traits, such as high integrity or emotional stability, that positively impact employee performance. Leaders' characteristics like age and experience influences leadership styles and employees' performance. The trait theory brings out traits like extraversion and conscientiousness to predict leadership effectiveness and employee performance. Incorporating traits theory explains how leaders' characteristics impact their leadership styles and ultimately affect employee performance in CDC.

For the past 75 years, this theory has been growing, from Fiske (1949) to McCrae & Costa (1987), the so-called "Big Five" categories of some personality's demission called extraversion, which includes some features like sociability, assertiveness and emotional expressiveness. Notwithstanding, some attributes are included in this dimension, such as agreeableness, which also

consists of trust, kindness, and affection for people's behaviors. The third-place dimension, called conscientiousness, has a high level of control and goal-directed behavior.

The fourth and last dimension is neuritis, which is emotional stability, anxiety, and irritability. Finally, openness, which features such as imagination and insight into what has been studied in leadership and employee performance as shown in Table 2.2 below. The study revealed that some traits are in a broader range of interest than others. This helps build up the various characteristics of this study in CDC.

Table 2.2: The big Five Personality Dimensions

Lower End	Dimensions	Higher End
Anger, envious, nervous, anger and unable	Have emotional stability	Is at ease, very relaxed, stable and not nervous
Very imperative, not imaginative, not intelligent and unanalytical	Very open to experience	Very perceptive, analytical, imaginative and inquisitive.
Very timid and silent, introversive, unenergetic, and unenthusiastic.	Have extraversion	Very energetic, talkative, bold and enthusiastic.
Have selfish, uncooperative and rude	Have agreeableness	Very polite, kind, warm and unselfish.
Very responsible, undependable, .	Reliable, practical,	Disorganized consciousness and organized

Source.: Richard L. Daft (2005) The Leadership Experience, Third Edition, US: Thomson South-western.

Looking at the above traits' theories up to the late 50s denote systematic attempt at the concept of leadership, which is very much linked to some personal qualities of a leader. This preliminary groundwork has given more meaning to the context of leadership study today, and we must dwell

well on leadership with a solid background on traits which essentially deal with personality qualities. This trait theory was helpful in this research work in CDC as it quickly identifies some leadership qualities by their traits and habits and make those associated with high or low traits which are best link to the styles of leadership that is part of this study.

Also, this trait theory will help in this research by providing essential information about conceptual views of an organization's leadership. Similarly, some people could have analyzed their traits with the help of popular tests and questionnaires, that bring out the strengths and weaknesses of leadership and make them understand this concept well. This will also help them to situate where they can best adapt or perfect their leadership skills. With this regard, some supervisors could access the actual position of their skills as far as driving the leadership qualities in the organization is concerned.

More importantly, these trait models on which leadership styles is based are linked with many characteristics of both successful and unsuccessful leaders. This could help define or predict good and effective leadership in an organization, as in the case of CDC, on which this study is based. In a nutshell, the study could be used to test successful leaders in CDC, associating it with good traits that enhance a successful or unsuccessful leader, helping to break the gap between them being innocent of what they have. A victorious leader will have a more significant trait quality than unsuccessful leaders. Some researchers have developed tests within the past four decades and successfully identified some of these traits.

According to Karz, (1955), a renounced researcher working with Harvard Business, reviewed a leader`s skill approach in an article that appeared to be the best proven skills for leaders and ultimately make them to be very successful leaders in organizations.

This type of method is appealing and reasonable as it is trying to surpass this trait problem by way of attempting to understand leadership as set of developing the skills in a leader. Much research was contended during the 1990s that some leaders successfully solved complex organizational issues in a way considered best, which has resulted in comprehensive skills base leadership model. This is important as an advanced model by Mumford et al. (2000) did identify the core traits, which are as follows:

Table 2.3 Trait model

Articulate: To have effective communication with others	Outgoing: To talk freely and get along with others
Perceptive: Be discerning and insightful	Contentious: Be organized and carful.
Self-confidence; To believe in one ability	Diligent e hardworking and industrious
Persistent: To stay focused on a goal even with interference.	Sensitive: To show some tolerance
Determined: To be firmed and certain.	Understanding others; To classify with other
Trustworthy; Be very reliable	Courageous: In taking initiative and risks.
Self-Assured: Be protected	Participative. Allow others to take part
Dependable: Be reliable	Democratic; share decision making
Friendly: Be kind.	Show integrity and responsibilities

Source*: Trait Model by Mumford et al. (2000)*

Some of the strengths or advantages of trait theory are that the behaviors of individuals have a very strong correlation with the traits they possess. When examining the aggregate behaviors, it shows

a stronger correlation with traits which means that the behavior of a leader as time moves on vary in many ways. Personality traits are categorized into trait theories that use some criteria as objectives for classifying and getting the behavior of leaders, which will help in this research by identifying the leadership styles in CDC, or any other organization.

The importance of this trait theory stands as a true testimony when compared to other theories in analyzing a specific set of traits independently from others. These theories could arrive at similar characteristics that have been converted into a single point. The trait theory naturally is valid as many researchers have a foundation from this theory which could easily be used as a yardstick against leadership style if we had to assess which leadership style plays a vital part in this study.

The traits theory can only be with limitations as it needs strong predictive power (Gleitman et al., 2004). Also, and more importantly, this study on trait theory has conflicting results, making it very unclear why personality is associated with leadership. Also, the trait approach ignored a situational specificity in which a powerful personality with extraversion and an openness measure are still only effective in some situations. According to Hill (1998), this theory equally had difficulties that could constitute it as effective leadership by ways of identifying the traits which lead to good leadership. In addition, the specificity of the trait(s) becomes the hindering factors as it is considered skillful at each trait to cope with the best ways in handling different organizational situations.

The implications of this theory can provide information which is valuable to leadership as it is applied in all organizations as well as individuals at any time.

Despite all the shortfalls recorded on the trait's theory, it has some advantages in this research as CDC managers or leaders could utilize some aspects of this theory to assess their positions on what

they are now in their organization since this could be more potent. A greater understanding of their identities is needed, and better ways are available for them to affect behaviors of others in the organization. This will greatly make supervisors or leaders know easily the various strengths and weaknesses possessed by their employees to better develop some of the organizational qualities which involve them.

Looking at the theory of Great Man, a good moderation is that with the trait theory leadership qualities can be acquired. Research carried out by Bester (2009) on some theories suggested that specific attributes, personality characteristics, and traits make a good leader. This was confirmed in the work of Daft (2013), who specified in distinguishing some characteristics of a leader like uprightness and self-assurance, intelligence, appearance as well as the traits qualities as observed in some organizations. This, therefore, makes leaders more unique and has some inherent traits qualities which make them different from others in society.

According to the works of Arnold and Feldman (1986), which focused on some leadership traits theories dwelled more on individual quality of some leaders. This includes some leaders with leadership qualities such as energy, height, and appearance which constitute the physical traits. Looking at some of the social traits like tact, courtesy and administrative ability and personal traits such as enthusiasm, adaptability and self-confidence. In a similar manner, research carried out by Daft (2013) indicated that, the great men of history have a great set of significant events which help the motion in which we enjoy today.

Considering the research carried out by Burns (2003) on physical, intellectual and personality traits, leaders were able to be distinguished from non-leaders. The research upheld that very few variances exist among the leaders with their followers. This means that failing to detect these traits

which qualify as an effective leader has made researchers develop traits theory making it an inaccessible component that has led to disfavor. The significance of certain traits development was exposed around the 1950s with the military and non-military by some scholars during their study. In this study, the essential of traits theory is to determine the various characteristics or qualities of the various leadership styles in CDC and other organizations.

Situational leadership theory. The Situational Leader, whose author is Dr Paul Hersey, created the situational leadership theory in which he stated that for any successful leader to adjust the type of leadership they practice. This shall depend on the people in the organization whom they are leading with the entire tasks instead of using just one style among the various people. Leaders adapting their style to employees' maturity level positively impacts employee performance. This maturity level helps to give different leadership styles, and the situational leadership theory explains variations in employee performance within the CDC.

Incorporating situational leadership theory into this study helps leaders' adaptability and flexibility, which impacts employee performance and organizational success. The situational leadership theory emphasizes the task and encourages leaders to do the same in every organization to get the best out of their employees. He emphasizes relationships with the people they are leading and not their supervisor but stresses what is needed to complete the best task. He came out with four main leadership styles, which is very helpful in distinguishing the various leadership styles used in the CDC. They are:

1) Telling (S1) -In this situation the leader had to tell their people what they should do and how they should do it

2) Selling (S2) The leaders should communicate vital information and provide good direction to their followers, which is "selling" the message to get the team on board with what they are doing.

3) Participating (S3)—Leaders should focus on employees' relationships rather than direction. They should work as a team, but decision-making responsibilities should be a priority for all.

 4) Delegating (S4)—Here, most leaders are responsible for passing on the work progress to the followers or the group but still monitoring them. The workers are not concerned with any decision making.

The S1 and the S2 leadership styles above centered with having the task done while leadership styles S3 and S4 are more involved in getting on with development because of their abilities to work independently.

The work of Hersey and Blanchard created an aspect where any of these styles rely on how mature the person is and the group they are leading. In such circumstances, he came out with four diverse levels of maturity.

Maturity 1 (M!). These are the employees at the lowest stage of the maturity scale. As they are not knowledgeable and lack basic skills, they cannot be given the confidence to work independently. They must be pushed to do their tasks correctly to get work done.

Maturity 2 (M2) – Here, the set of employees seen are those who are so enthusiastic to work but are unfortunate not to have the basic skills needed to perform their tasks correctly.

Maturity 3 (M3) The employees at this level are above level 2 and have the skills and zeal to work but are not confident enough to handle some challenging tasks with full abilities.

Maturity 4 (M4) is a level at which employees can work well independently. They have all the skills needed to perform, are very devoted to their work, and are very committed to the assigned tasks. Each leadership style according to Hersey-Blanchard model, are maps to the various levels of maturity indicated in the following table.

Table 2.4 The Maturity Level Theory

Maturity Level	The best leadership style
M1: The Lower level of maturity	S1: Direction and telling
M2; The medium level of maturity but limited skills	S2: Coaching and selling
M3: The medium level of maturity with very high skills but still lack confidence	S3: Supporting and participating
M4: High maturity level	S4: Delegating

Source: The Hersey maturity theory

Table 2.4 reflects the level of maturity of a team in an organization according to Hensey and Blanchard (1972) shows which leadership styles are considered most effective for the people at the various levels of maturity in an organization like CDC. In the past decade, people at management level have been searching for what is considered the "ideal" leadership style in an organization. However, their research has profoundly revealed that it is difficult to rate any leadership style as the best among others which is practiced in an organization.

Adopting an idea of Leaders to consider people's behavior to meet their demands becomes a unique situation if leadership have to be very successful. The leaders are people in society who help to identify the needs and the problems in situational leadership model and develop them due to extensive research on the people. The task behavior of people usually gives the level of direction, alongside their behavior in relationship to others. The followers have a level of support offered to their leaders which puts the followers and leaders at the same level of readiness to work together in the group they find themselves. This make them to be more socio-emotional connected to each other.

Looking at Task Behavior as well as the relationship behavior, are the two critical dimensions that are crucial to some leaders' behavior in management research within the past few decades. These two dimensions, which range from autocratic or bureaucratic and democratic aspects, employee-oriented on the one hand to production-oriented on the other, were believed for some time to be the way for task and relationship behaviors. The solid leadership in authoritarian leader behavior which represents a single continuum is very participative at one end. It has been dispersed in more recent years since task, and relationship behaviors are very connected with the leadership styles practiced by the organization.

Given the amount of socio-emotional support, this situational leadership interplays with the direction of a leader's task behavior. In other words, a leader's behavior could push the follower to provide a high level of readiness in support for his action to exhibit the task given to them with high quality. The main aims here are that some leaders attempt to complete a task and viewing from the point of an individual or followers. Situational leadership means people readiness to take responsibility to direct their behaviors in an organization like the CDC, on which this study is based. Various readiness variables could be considered only after a leader performs a particular task. This means that the follower needs to be at a level of readiness. The leader's behavior is seen in a pattern of two separate and distinct axes, as observed in Table 2.5 below.

Table 2.5 Task model

High Relationship, Low Task	High Task, Low Relationship
Low relationship, Low Task	High Task, low Relationship

Low ⟵————— Task Behavior —————⟶ High

PROVIDING DIRECTIVE BEHAVIOUR

Source: Hersey task model

The past few decades of research have supported the contention that there is no "best style of leadership in any organization like CDC but come out with four basic styles shown in Table 2.5, which may be effective or ineffective depending on the situation in CDC or any organization. People tend to have various degrees of readiness depending on the specific task, function or objective a leader is attempting to accomplish through their organizational efforts.

The basic concept of Situational Leadership is that the level of readiness of a given follower continues to increase in accomplishing a specific task, if the leader embarks on reducing task behavior and increasing relationship behavior. It is a way to find a better style of management to produce the required results needed. This can be done until the individual, or group reaches a moderate level of readiness in the organization. The more appropriate way for a leader to decrease not only task behavior but relationship behavior as well in an organization so that the follower is not only ready in terms of the performance of the task but is also confident and committed to the assigned task to get a great success in the organization.

Because the follower self-generates skills and re-enforcement, a great deal of socio-emotional support from the leader is no longer necessary. At this readiness, people see a reduction of close supervision and increased delegation by the leader, which indicates trust and confidence. Therefore, Situational Leadership focuses on the appropriateness or effectiveness of leadership styles according to the task-relevant readiness of the follower in any organization.

This cycle can be well illustrated by a bell-shaped curve superimposed on the four leadership quadrants, as shown in Table 2.6. Looking at the style of leader versus readiness of followers, Table 2.6 relates the readiness level of a follower for completing a particular job objective to the

"optimum" leadership style of a manager for maximizing follower job performance. Keep in mind that the figure represents two different phenomena in the table.

The curved line that runs through the four leadership quadrants portrays the appropriate leadership style on leader behavior for given levels of follower readiness. The readiness level of the individual or group being supervised, regarded as follower readiness, is depicted below in the leadership model as a continuum ranging from low-level to high-level readiness. In marking the various leadership styles in the model, we use the following shorthand designations:

(1) High risk/low relationship will be referred to as leader behavior style S1.

(2) High-task/high- relationship behavior as leader behavioral style S2.

(3) High-relationship/low-task behavior as leader behavior style S3.

(4) Low-relationship/low-task behavior as leader behavior style S4.

In real terms, follower readiness is not a simple question of readiness but of degree. Table 2.7 shows that some readiness benchmarks can be provided for determining the appropriate leadership style by dividing the readiness continuum into four levels. Low levels of task-relevant readiness are referred to as readiness level R1, low to moderate as level R2, moderate to high as readiness level R3, and high levels of task-relevant readiness as level R4.

Table 2.6. Situational Leadership Model

LEADER BEHAVIOUR

Share idea And facilitate The making of Decision	**S3** **S2**	Explain your decision and provide opportunity for explanation
Low relevant Low task Turn over responsibility For decision and Implementation	**S4** **S1**	high task Low Relevant Provide specific instruction and closely supervise Performance
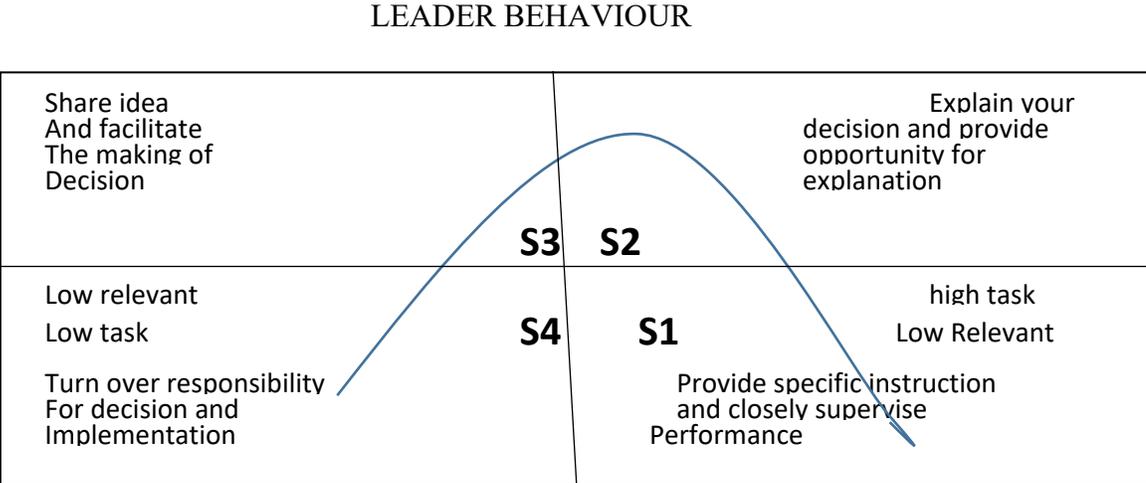
Table 2.7 Situational Leadership Model

HIGH	MODERATE		LOW
R4	R3	R2	R1
Able and willing or confident	Able but unwilling or insecure	Unable but willing or confident	Unable or unwilling and insecure

The bell-shaped curve of leader behavior in the model's portion means that the readiness level of one's followers develops along the continuum to higher levels, and the appropriate leadership style moves along the curvilinear function. To determine what leadership style is best to use in a given situation, one must first determine the readiness level of the followers about a specific task that the leader is attempting to accomplish through the follower's efforts in an organization. Once this readiness level is identified, the appropriate leadership style can be determined by constructing a right angle (90 degrees) from the point on the continuum that identifies the readiness level of the follower to a point where it intersects on the curvilinear function in the leader behavior portion of

the model. The quadrant in which that intersection takes place suggests the appropriate style to be used by the leader in that situation with a follower of that readiness level (Table 2.7.).

Suppose a manager has determined that a follower's readiness level in terms of administrative paperwork is low. Using Situational Leadership, the leader would place an X on the readiness continuum, as shown in Table 2.7 (below R1). Once the manager had decided to influence the follower's behavior in this area, the manager could determine the appropriate initial style to use by constructing a right angle from the X drawn on the readiness continuum to a point where it intersects the bell-shaped curve (designated in table 2.7 by O). Since the intersection occurs in the S1 quadrant, it is suggested that when working with this follower who demonstrates R1 readiness on this task, the manager should use an S1 style (high-task/low-relationship behavior).

Suppose one follows this technique to determine the appropriate leadership style for all four readiness levels. In that case, it will become clear that the four readiness designations (R1, R2, R3, R4) correspond to the four leader behavior designations (S1, S2, S3, S4); that is, R1 readiness requires an S1 style, R2 readiness requires an S2 style, etc. In this example, when we say, "low relationship behavior," we do not mean that the manager is not friendly or personable to the follower. In supervising the follower's handling of administrative paperwork, we suggest that the manager spend more time directing the person on what to do and how, when, and where to do it than providing socio-emotional support and reinforcement. Increased relationship behavior should occur when the follower can handle necessary administrative paperwork. At this point, a movement from S1 to S2 would be appropriate.

Thus, Situational Leadership contends that in working with people who are low in readiness (R1) in terms of accomplishing a specific task, a high-task/low-relationship style (S1) has the highest

probability of success; in dealing with people who are of low to moderate readiness (R2), a moderate structure and socio-emotional style (S2) appears to be most appropriate. In working with people with mild to high readiness (R3), a high-relationship/low-task style (S3) has the highest probability of success. Finally, a low-relationship/low-task style (S4) has the highest likelihood of success working with people of high task-relevant readiness (R4).

While it is important to remember the definitions of task and relationship behavior given earlier, the labelling of the four styles of Situational Leadership shown in Table 2.7 is sometimes helpful for quick diagnostic judgments. High-task/low-relationship leader behavior (S1) is referred to as "telling" because this style is characterized by one-way communication in which the leader defines the roles of followers and tells them what, how, when, and where to do various tasks. High-task/high-relationship behavior (S2) is referred to as "selling" because, with this style, the leader still provides most of the direction.

The leader also attempts through two-way communication and socio-emotional support to get the followers psychologically to "buy into" decisions that have to be made. High-relationship/low-task behavior (S3) is called "participating" because with this style, the leader and followers now share in decision-making through two-way communication and much-facilitating behavior from the leader since the followers have the ability and knowledge to do the task. Low relationship/low-task behavior (S4) is labelled "delegating" because the style involves letting followers "run their show." The leader delegates since the followers are high in readiness, have the ability and are willing and able to take responsibility for directing their behavior.

Situational or contingency theories recommend that no leadership style is as precise as a stand-alone, as the leadership style relies upon factors such as quality, the situation of the followers, or

several other variables. In this theory, there is no single right way to lead because the internal and external dimensions of the environment require the leader to adapt to that situation". Accordingly, to Greenleaf (1977) on the theories of contingency, some leaders do not change the dynamics alongside the environment but also the categories of behaviors change which has some challenges with leadership as there is no best way of leading or organizing people with a particular style of leadership to achieve an effective outcome due to many circumstances.

Most leaders assumed that Contingency theorists focused on the relationship that leader have with their followers and concentrate more on the role which define this relationship. The use of situational leadership theory on leaders is more significant to this study as it focuses on group dynamics. Some of our modern theories on leadership and dynamics have led to relationships among groups and leaders in CDC.

Bass (1997) proposes that this theory on situational leadership should centered on subordinates' maturity. The task and relationship-oriented models of the situational leadership style which was introduced in 1969 have an encompassing way for leaders to function and be more effective in an organization. They have to adapt to the situation prevailing at the time. Despite some of its demerits, this theory is beneficial to this research as it remains a viable tool on how to define the type of leadership practiced in corporations like the CDC using the dynamics methods and theories of leadership which are modern.

Behavioral Theory. In early 1940s, The Ohio State University carried out its first detailed investigation of this approach to behavioral theory. In this light, Stogdill (1948) commended that there is more to the Behavioral approach than the traits of the leaders. In effect, there are many researchers in this field of behavioral theory, which emerged in the 1960s in the same field. Blake

and Mouton led some researchers who came up with the mechanism of the behavioral approach, where the behaviors of supervisors in organizations were investigated in terms of how far they had implemented their various tasks. What they failed to do is to provide the prescribed guidelines for leaders to use in organizations like CDC.

A study on leaders' behavior and actions rather than their traits or characteristics influences employee performance, motivation, and job satisfaction. There are various forms of behaviors, which include tasks, goals, productivity behaviors all cantered on building relationships, trust, and communication with employees. Participative behavior encourages employee involvement in solving problems and making decisions.

Behavioral theory impacts the performance of employees in task-oriented leadership, which helps improve productivity but neglects employee well-being. Good relationship-oriented leaders boost job satisfaction but compromise productivity, while participative leaders, on the other hand, enhance employee engagement and motivation in the CDC. For an effective leader to be recognized using the outline of characteristics in the leadership approach, they need to know how two behavior forms can be demonstrated: the people and the task level in the enterprise. Of these two components, the behavioral approach baseline distinguishes an effective leader. Leaders are, therefore, reminded of their efforts toward the task and people levels in organizations. For leadership to be effective, there is a need for the situation to be flexibility so that the leader can guide those working with him.

Effective leadership can quickly gain guidelines from the behavioral approach. The response of some researchers on leadership traits has been discussed in the earlier pages of this study. Nevertheless, the perception of the behavioral approach has been widened in scope. Leaders now

focus more on their actions than on their personalities. McCanse (1991) carried out a study that justified how a society could be more successful using the feasibility approach of leadership.

The behavioral approach has contributed a lot to leadership as it has two different forms of classification, which are task oriented, and people oriented aiming to achieve the same objective with efficiency. When these two functions are combined, they give effective leadership. This approach helps a leader better understand how leaders can be very effective and offers ideas on areas for improvement in any organization.

 The contribution of the behavioral approach to leadership is excellent, but still, several limitations go with it. Bryman (1992) suggested that the behavioral approach does not link the leader's behavior strongly to the performance outcome. He revealed a lack of connectivity in the relationship. This is so because it provides job satisfaction and productivity in the same period. The work of Yukl (1994) revealed a significant setback in this approach since no method fits every situation in an organization. His research reflects more on the findings. For a leader to succeed, there must be a very high task and high relationship. This becomes contradictory with some researchers like McCanse (1991), who vehemently disagreed that the task-oriented method cannot be used in all situations, especially as some need high tasks while others need only a supportive approach to be successful.

The use of behavioral theory by leaders turns out to be made rather than born, according to Wakabi (2014). Another research by Arnold and Feldman (1986) on leadership effectiveness on the Behavior theories focused on leadership behavior. It sought to know which relationship a leader has with their subordinates that can trigger them to react emotionally. Similar research was carried out by Allen (1998) on behavioral theorists, which was developed to train supervisors on

leadership style and how their behaviors affect it. The work of Wakabi (2014), just like others, argued that behavioral theory could be learned rather than inherent among other leaders in organizations like the CDC.

Despite some of this theory's disadvantages, a behavioral approach needs a process to implement its benefits at all levels of some institutions. This implies that CDC managers need to learn the best of this approach and implement it for tremendous organizational success. Such behavioral approach is essential in this research as it can be seen from the point of view of how leaders could behave in the CDC if faced with many challenges. Handling the behavior of the leaders and the employees gives a clear image of what prevails in CDC since leaders' behavior is easily noted by employees, which generally reflects the image of performance.

Theory of Reasoned Action

In 1975, Feibein and Ajsen proposed the reasoned action theory to explain how intentions predict human behavior. Their theory has two assumptions: people always behave rationally and use the information they have. Ajzen and Feibein (1980) stated that this theory on individual can engaged behaviors at a specific time due to their intentions which predict their diverse actions.

The work of Feibein and Ajzen (1975) further depicts that there is a clear link between belief, attitude, norms, intentions, and behavior. These behaviors determine the subjective norms and a person's altitude toward their behaviors. The subjective norms are 'the person's perception that most people who are important to him think he should or should not perform'. The following equation summarizes the theory: The behavioral intention is equal to attitude plus a subjective norm of the person involved.

The person's attitude toward a behavior determines the consequences to the Theory of Reason Action (TRA) and the consequences have multiplier effects. The structure of a person's belief can be modeled or influenced by using external stimuli. Behavioral intentions are closely determined by the person's normative beliefs and motivation to withstand these norms.
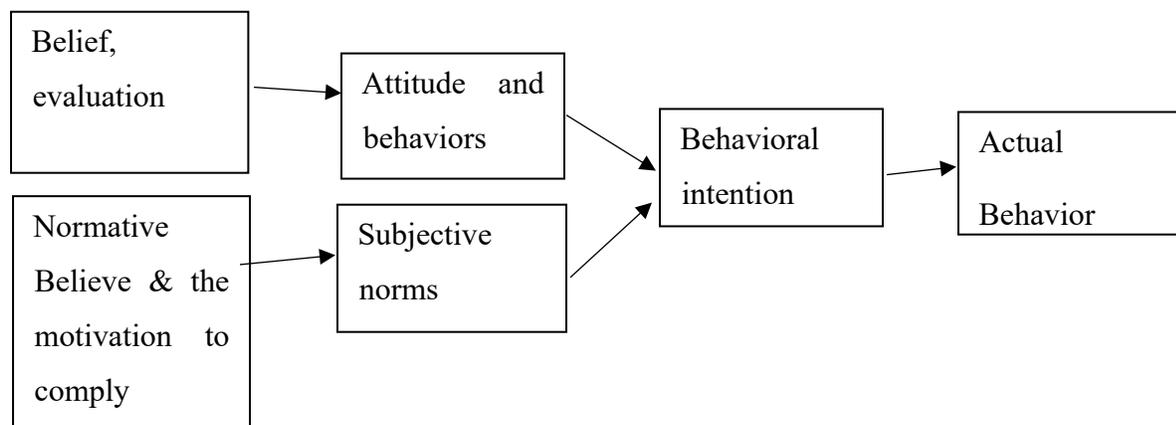
Figure 2.1 The theory of Reasoned Action by Davis, Bagazi and Warsaw, (1989)

According to TRA above and Fisbein and Adjen, a person's behavior due to attitude or subjective norms is usually referred to as an external variable. These variables include task interference, political influence, type of development, and organizational structures. Davis, Bagazi, and Warsaw (1989) analyzed the TRA, which showed that the model makes good predictions for individuals with many alternative issues. This theory shows two risky predictions. The first is supported, while the second is not supported. It deals with the distinction between attitude and subjective norm, whether both are cognitive or have practical components.

The distinction between attitude and subjective norms has some cognitive and practical components, which are supported in some cases but not others. If attitude is more significant than subjective norms, the behavior is deemed an attitude rather than normative control. It is essential to know what determines altitude or subjective norms, which go a long way in influencing the

behavior of leaders in CDC and other organizations. This study sought to explore this. Attitude as determined by behavioral belief, which concerns people's livelihood; whether it is good or bad, it will have some consequences. Subjective norms about what people think are determined by belief which people preserve that encourage them to perform the best way to achieve an organizational success. Summative processes are assumed to have both attitude and subjective norms.

This theory was, however, criticized in many ways. Trafinow (1998) states that the distinction between attitude and subjective norms is conceptual and needs to be realized in the real world. Belief determines attitude, while subjective norms are determined by the motivation to comply with such behavior. This was equally supported by Miniard and Cohen (1981), who stated that behavioral and normative beliefs are different names for the same construct, and he argued further with the following illustration; imagine that the behavior of the concern is "sleeping in class", so a behavioral belief might be "my teacher will disagree with me if I sleep in class."

To understand this, a normative belief might be, "My teacher thinks I should not sleep in class." This is like a different way of saying the same thing without distinction between the attitude and subjective norms. It was a way of trying to make the issue of distasting the attitude and subjective belief in our content of the reasoned theory cast into doubt what is based on this distinction, which is incorrect.

The components of TRA are employee attitudes toward their leader styles, i.e., supportive, directive, and participation, which can influence their intentions and behaviors. Subjective norms and social pressures from colleagues, supervisors, or organizational culture can also shape employee attitudes and intentions. The component is employee intention to perform well or poorly,

which can have a bearing with their subjective norms and attitudes. Lastly, employee behavior determines employees' actual performance based on their intentions.

Leadership styles help shape employees' attitudes towards work, leaders, and organization. What employees believe about (perceived support) from their leaders influences their motivation and engagement. This TRA also includes employee performance (behavior), which includes attitude, belief, and intention. The leadership style can enhance or hinder employee performance. Reasoned action theory facilitates understanding for a leader in deciding the perfect attitude and behavior they are faced with in CDC, which helps to shape these attitudes. Nomadic assessment in determining the type of leaders in CDC and how employees respond to these attitudes helps determine which leadership style best enhances employee performance.

Human Society Theory

According to Aristotle, human society theory (HST) is usually a group of people who share an everyday lifestyle, especially in various organizations. In this research, we considered CDC as an organization and the employees working there as a group. Giddngs's human society theory revealed the stimuli reaction of plural behavior of people base on the kind of consciousness. In other words, ethical code, division of labor and cooperation has discriminated against association from people which dwelled into some of the theories that highlight human society.

HST views an organization's social system as complex with interconnected components. It touches on human needs and emphasizes the importance of fulfilling basic human needs such as security, recognition, and personal growth. HST is very motivational because it is driven by the desire to meet these human needs.

A research work done by Yuki (2013,) on the influence of leadership on the performance of employees and motivation using the bureaucratic, democratic and autocratic styles of leadership and how well human needs are met in the workplace, enhancing employee motivation and performance. The performance of employees is fulfilment of human needs, which can be seen in how it impacts employee performance. Organizational culture and social systems can support or hinder the effectiveness of leadership styles. The use of HST in this research helps the organizational culture, which brings out the effectiveness of leadership styles in meeting employee needs and driving toward a positive performance.

In this study, the importance of society theory helps us determine the type of leadership and how it affects the various ways of employee performance in CDC. Examine some human society theories which have a great link to leadership styles and the performance of employees in organizations which constitute the main variable of this research. They are as follows:

Douglas McGregor's Theory X-Y.

This theory which was developed in 1960 by McGregor brings out managers' different attitudes toward their employees. By so doing, he came up with two attitudes, which he considered X and Y. He assumes that theory X is an average person who dislikes work and could only be forced to work by the leader. This means that for leaders to cause an employee to work, for the organizational activity or objective to be met the workers must control or be directed in a way that threat of punishment exists to make employees go to work. However, this is managed in a way that responsibility is avoided. It is assumed that people could be more ambitious, and in the work of Mat, (2008), the desire for security is the main driving force and theory X is considered a traditional view when it comes to human behavior in society.

Assuming that employees are lazy, unmotivated, and need close supervision as indicated by McGregor, (1960), who state that leaders who adopt this style tend to be authoritarian, controlling, and focused on punishment. This can lead to low employee motivation, satisfaction, and performance (Bakheit, 2017). In the same line theory, Y theory of Douglas McGregor theory is the opposite of theory X as employees are not forced to work but are motivated with self-control and commitment to work, eventually leading to achieving the organizational goal.

Where employees are motivated, self-directed, and want to achieve (McGregor, 1960), leaders adopt this style, which tends to be participative, empowering, and focused on rewards. This leads to high employee motivation, satisfaction, and performance (Bakheit, 2017). Porter et al (2006) carried out research which shows that employees have good imagination, creativity, and innovation when solving problems, and above all, they are responsible and accountable for their jobs. These two theories help defend the type of leadership that can be applied in an organization like the CDC. Theory X requires force on the employees with punishment, while theory Y requires a participatory form of leadership, which is considered in this study.

Path Goal Theory

Robert House, (1971) developed a theory called Path Goal, in which he defines the path leaders should follow to succeed. His theory guides leaders in navigating the journey of success with their team by helping them to get a good path toward realizing the goal of their group. The goal path theory as described by Fllippo (1984) as a leader whose function helps classify subordinates' paths to success, including intrinsic and extrinsic rewards, to improve the organizations' performance.

In the work of Armstrong (2009), subordinates' goal paths can best be expressed as information or rewards in a work environment. Northouse (2010) stated that an organization's leadership helps

define their workers' clear goal-path through coaching and moving obstacles that prevent the employees from achieving success. This work on goal-path theory, as stated by Northouse, is the center of this research since it has to do with leadership styles in an organization that facilitates the employees' path to achieve the organizational goal.

Armstrong (2009) tried to compare the goal path theory with Lewin's three participatory styles in which he identified four leadership styles in the form of participative leadership style, supportive leadership style, directive leadership style and achievement-oriented leadership style. These various forms of leadership styles can be further analyzed as follows; The achievement-oriented style focuses on a leader who sets out for his followers and anticipates the highest level of performance from them in terms of productivity. It indicates that the leader has great confidence in their followers and expects them to be the best in their work capability and produce results since the work is believed to have no work challenges.

The second type of leadership is directive, which allows leaders to inform their followers about what is expected of them and how they will go about doing what they have been instructed to do. The third form is participative leadership style. This type of leadership style allows a leader to have consultation with his followers and get suggestions on many issues affecting the organization before making his decision final. The following decisions are considered most appropriate when using this style. The fourth leadership style is supportive, which requires the leader to show psychological concern for his followers. This is necessary because leaders lack confidence in the followers, and for them to succeed, they need support from the leader.

Leaders in the path goal theory propose that, to influence an employee, they need to be motivated and also to be given clarified goals which provide support and remove any obstacles that hindered

their effective performance (House, 1971). A leader who adopts this approach focuses on clarifying goals and expectations, providing guidance and support, removing barriers and obstacles and increasing rewards and recognition (House & Mitchell, 1974). This could increase employee motivation, satisfaction and performance (Wofford & Liska, 1993).

The path-goal theory helps set clear employee goals and expectations in CDC. It provides support that helps employees to achieve their targeted goals by removing obstacles to employee performance, which allows employees to be recognized and rewarded for their achievements. Over the decades, researchers have varied indicators of leadership styles. Bass (1959) described leadership from a different perspective as viewed by many which are confronting and unclear in social psychology.

However, leadership remains the most critical part in any business unit and has a significant role in its success. According to Burn (1978), more is written about leadership than what is unknown in behavioral science. Moreover, Yukl (1989) explains what is considered an effective leader and remarked that leadership brings power and fundamental changes in any environment in the present day than in the past. Knowing the evolution of leadership from its conception to the present-day context is essential as it helps to figure out what stage of leadership and what period of history is being practiced in the organization. This development has uncovered the route of some of these leadership theories, which are linked to this study.

The personality period

As far back as 1869, Galton came up with the need to replicate the personalities and behaviors of the great man and traits theories. In 1927, Bowden remarked that the great man's work was still significant to leadership theory, which was equally confirmed by Jenning (1960). Most of the

theories had different personality traits, making the essential traits of personalities without any unique characteristics among the leaders. This could be seen in leaders like Adolf Hitler and Martin Lurther Jr. According to House (1971), the era of traits theories has proved to be an essential explanatory variable. It is straightforward to understand as it focuses on traits for leaders rather than what a leader could offer. Raven (1962) observed that some theories came up with different traits, and some theories discussed more than one trait. This personality period portrays some initial concept theories of traits approach, which is used in determining the leadership style in CDC.

The influence era

According to Pfeffer (1981), the impact of power can be seen in present-day leaders. To explain how leaders are effective, we must mention how they use power over their subordinates. Authoritarian or dictating all aspects of specific leadership cannot be successful in a present-day setting in an organization. Locke's work (1991) stated that the world of today has more to do with socialism than the older period in history, and leaders' ways of forcing their subordinates to accept organizational goals have a significant effect on follower effectiveness. This period, considered a period of persuasion by leaders to their subordinates, has had a lesser influence on modern-day leadership. However, this influence period could be viewed as an era when leaders greatly influenced their subordinates, which is considered part of our leadership style in this study.

The behavior era. This era is considered the evolution of leadership theory as emphasize were given on leaders than traits as leaders exhibit their actions toward their followers. According to Yukl (1989), most of the work carried out during this era brought out the variances in behavioral patterns, both practical and the ineffective leaders in an organization, some leaders focus on the

pattern of other leaders' behavior. Behavioral trait development was a major issue than just studying them in an organization. This was confirmed by Moorhead, 1987 who states two significant behavioral traits of structure initiation in the various stages of this era and was adapted for application in the managerial setting.

This era saw the emergence of theories X and theory Y of McGregor (1966). These theories show how workers respond to the task given to them. Theory X entails employees being directed or externally motivated to serve the organization. Theory Y is seen as employees who already have the motivation inside them and are willing to work using the right conditions to achieve the stipulated goals in the organization. In Bass's work (1981), employee behavior is centered on conditions and the stimulation given by leaders.

The situation era. Bass (1981) suggests that leadership theory has some significance. It includes the leaders' social status, the combined power they exercise, and the type of external environmental factors. Leaders are said to be more effective due to the traits and skills they possess, which equally influence their behaviors. In the work of Hook (1943), this type of approach concerns irrelevant leaders who, if removed from their position in power, will make the organization more effective than allowing them to impose wrong decisions on the subordinates, which will negatively affect the organizational achievement. In addition, in the work of McCall and Lombardo (1977), some empirical studies carried out as far back as this moment claimed that some theories have proposed external variables to be included in the leadership contracts, such as economic factors. This plays a role in tailoring the leaders toward a direction they never intended but are forced to do so because of the nature of the economy.

This is what we consider a social status perspective in which some researchers believe members undertake specific tasks to achieve their desired goals. Stogdill (1959) considers the role of leader and subordinate as mutually interacting and establishing expectations in a group. Trist (1951) confirmed this mutual interaction, which, according to him, increases the environmental issues affecting the organization. This era is essential to this study as it is an awareness of the connectivity of leaders' expectations when mutually compromising on the set goals.

Contingency Era. This period of leadership changes demonstrated how leadership evolution took place in this era which had some lapses, which was proven for the first time. Leadership, which was considered unadulterated, contained features that were reviewed previously by researchers that contained leadership features. The Fieldler theory of leadership includes variables, including leadership style, that can help an organization to withstand different situations. In this study, he accomplished this by trying to bring out which leadership styles are considered better than others in the present condition and circumstances.

The Transactional Era. This stage of leadership is more about the differentiation and social interaction between the leaders and employees in an organization. Sometimes, it can be referred to as the influence era since it deals with leaders influencing the employees in their interactions to achieve the organizational goals better. During this era, Taber (1986) observed some approaches and theories established. According to the theory of leader-member (Liden, 1986) and the Vertical Dyad Linkage theory, its involve transactions between the leader and their employees, affecting the relationship. According to Hollander (1958), leadership exists only when other group members acknowledge the leader with leadership qualities and members are willing to choose him as their leader. In Bass's (1981) work leaders and employees have equality due to leadership since no one

override the other given that the employees in every establishment gain general ideas from the leadership at that time and in different circumstances.

Anti-Leadership Era. Leadership has stood the test of time, and during the period of Mitchell (1979) era which was anti leadership time the phenomenon where it was advocated that the idea of a leader should abandon, though leadership remained untouched. The rise of anti-leadership, according to Meindi et al. (1985) on the issue of leadership was rooted as changes in organizational activities. According to Kerr and James, researchers have tried to substitute the phenomenon of leadership concept in consequent studies to carry characteristics of organization and employees, considering the type of leadership applied and the organizations' situation, which will keep the employees very effective.

The Culture Era. In this era, according to Wateman (1982), in the search for excellence, the anti-leadership era faded out and gave way to the cultural era. In the work of Pascale and Athos (1981), there idea of anti-leadership became more pessimistic and were even eroded, and this gave way to a new phenomenon and shifted the focus from only productivity to quality and efficiency of work, which now become the organizational culture. This was confirmed by Schein (1985) that the old leadership qualities existed when the present-day organization culture was developed. The pattern of this new leadership advocated passive and inadequate leadership except initiated in the organizations' change process.

This history of the evolution of the styles of leadership has enormous importance in this research due to it ties in with some of the independent variables used in this research. The significance of evolution helps the researcher analyze the concepts used based on the era in which the analysis is done. The theoretical framework is realized from all that has been put together, including the

various theories and leadership styles that will come under the literature review. The theatrical presentation of the literature on leadership theories can be represented in the framework below.
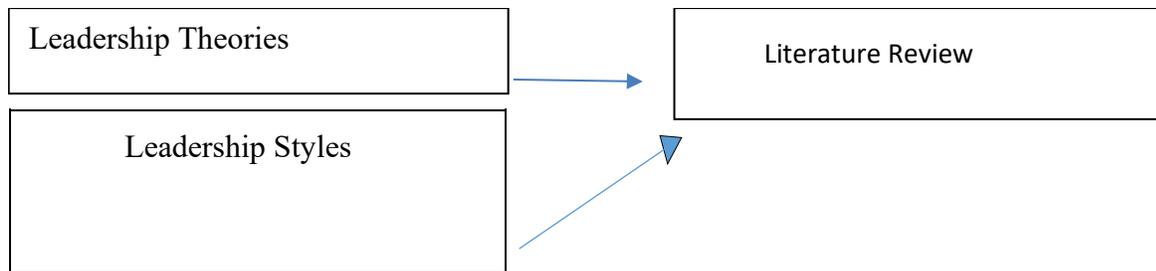
Figure 2.2 Theoretical Framework.

2.4 Leadership Styles

An approach in providing leadership style was viewed by Al-Mahayreh et al. (2016) as a means of directing and encouraging people toward achieving the organizations' goal. In the work of Kurt Lewin (1939), some researchers identified some leadership types used in organizations, to be democratic style. Autocratic style and bureaucratic style.

An Autocratic Leadership Style: This type of leadership style allows leaders with greater power to control decision-making in an organization. Some unilateral decisions are made by leaders; they expect their followers to obey the latter. This is the type of leadership that favors quick decisions but limits employee creativity and organizational engagement. A study by Dotse and Asumeng (2014) revealed that a leader with an autocratic style assign task and determines the policy to members even when their subordinates are not consulted. An authoritarian leadership style makes a distinction of power between the leaders and his followers. Leaders closely supervise their employees to achieve the proper performance in an organization, as seen in the work of Lawin et al. (1939), and this provides clear expectations of autocratic leaders.

Autocratic leadership is instrumental in an emergency, as it can quickly resolve a problem in an organization (Essential, 2009). That notwithstanding, this type of leadership has some disadvantages, since the control of power is centered in the hand of one man. who may negatively impact employees' creativity and innovation in an organization. This style constitutes one of our main independent variables in this study.

Democratic leadership style

Democratic leadership means there is room for decision-sharing among employees and leaders. The leader observes employees' opinions on an issue that affects the organization and then makes a final decision reflecting the employees' overall aims. This is the type of leadership style that promotes employees' participation in decision making in organizations. According to Mat (2008), a democratic leader achieves a consensus of the people's participation in an issue. Such employee participation gives a leader the ultimate option in solving problems and making good decisions. Equally, Nwokocha and Iheriohanma (2015) emphasized the democratic style practiced in organizations. According to his findings, before a leader could make any decision or issue instructions to their team, they gathered opinions, suggestions, and feedback from staff. Then, they had to see the team's direction and how it influenced the staff's involvement.

Bureaucratic leadership style.

According to Max Weber (1947), a bureaucratic style is one in which employees follow the rules already aligned with the organization's lines of authority for supervisors and managers. The higher authority regulates what form of management should be done in an organization. Leaders impose rigorous discipline on the subordinates in the organization (Turner, 2010). In addition, leaders are empowered through their offices as they hold the position of power and control those who are their followers. Those who are promoted to higher positions automatically assume this authority within their ranks to perfect the functionality of their office.

Lewin's Three Participatory Leadership Styles.

Kurt Lewin (1939) came out with three leadership styles with a group of researchers who identified democratic, autocratic and laissez faire styles. Autocratic means power rests in the hands of the leaders in the organization, while democracy refers to the voice or decision of the people who are part of the organization. Laissez-faire gives power to the people working in an organization to decide what they want and how they want it done. Porter et al. (2006), supported Lewin's three participatory leadership styles, stated that the study of leadership style involves three styles which are the democratic, autocratic and laissez faire. This study seeks to explore two of these styles, the democratic and autocratic leadership styles, which are used as the independent variable of this study.

2.5 Empirical Literature

According to Meyer and Botha (2000), empirical literature is varied and is based on the variables and scope of this research topic. Barghi (2013) laid emphasis on leadership styles and their corresponding effects on employee performance in organizations which is the core of this research.

Also, Mgbeze's (2014) researched on the impacts of leadership styles on employee performance.in Lagos Banks of Nigeria, in which the study shows significant performance for academicians and practitioners, with the democratic style showing a higher significant performance than the other leadership styles.

Another leadership style studied on employee performance was Luthans (1977), who described how a leader influences their followers and remarked that the efficiency and trust of an employee depend on organizational citizenship which also depends on the behavior of a leader. Oladipo et al. (2013) explained that leadership approaches depend on how a leader views the conditions of the organization and how best to integrate them into the functionality of the management process. A leader's success or failure depends solely on leadership style, and there is no best style to handle all the problems the organization faces.

According to Fujin et al. (2010), leadership styles benefit employee performance. If employed in the context of CDC, these styles will produce vibrant correlations and positively impact on the organization's overall management. In Sun's work (2002), the achievement of any business is greatly attributed to the effectiveness of leadership style with their practices in the organization. An organization needs an effective leadership style to achieve its goal. Employees need to accompany their tasks with greater efficiency, and this could be done if the leaders can provide the enabling ground for the employees to function with distinction. This could only be due to their behavior, which is exhibited in the style of leadership that is consistent in a competitive environment. According to Fujin et al. (2010), some researchers believe managers can lead by taking good care and concern of their subordinates, influencing them to have job satisfaction, and positively impacting organizational goals.

Employee performance.

According to Pattanayak (2005), employee performance means, workers who are given an assigned task to be carried out and have to do the task according to the expected results. In the case of CDC, regardless of who the employees are, they need to take instructions from their supervisors who intend to ensure that work is done by the rules and regulations put in place by management. An easy way to assess a leader's performance could be through their employees and the growth of the organization. Some leaders could perform highly if their employees have discretional behavior, allowing them to think positively about the organization's growth and could provide ideas that promote their employees' well-being. The core of management is to increase their employees' efficiency to increase output and meet the organization's goal. Erkutlu (2008) viewed the strength of work quality on the performance of an employee as an output and timelessness or speed of completion of work in an organization.

These studies help fashion the various leadership styles already discussed and thus bring to life the multiple styles of leadership practiced by the CDC. This study considers the labor force in place, the output, and the employees' effectiveness. Employee performance concluded with comprehensive leadership styles by examining democratic, autocratic, and bureaucratic leadership designs in this study. Five major terms—quality, quantity, efficiency, achieved goals, and task—help identify on the performance of an employees.

1. Quality: Quality is the level of excellence or precision in an employee's work output (Kuehn, 2013). In the case of CDC, quality performance may involve meeting or exceeding production, customer service, or project delivery standards.

2. Quantity: This refers to the amount or volume of work employees produce within a given timeframe (Latham, 2007). In this study, quantity performance might relate to the number of tasks completed, sales targets met, or production levels achieved.

3. Efficiency: This involves achieving maximum productivity with minimal waste of resources (time, money, material) (Ducker, 2007). In the context of the CDC, this effect may mean streamlining processes, reducing costs, or optimizing workflows.

4. Achieved Goals: This refers to how employees meet or exceed specific, predetermined objectives (Klai et al., 1990). In this research, achieved goals might include meeting project deadlines, including targets, or completing training programs.

5. Task completion: This involves finishing assigned tasks or projects within designated timelines (Hackman & Johnson, 2013). In this research, task completion may relate to meeting deadlines, completing projects, or fulfilling responsibilities.

Conceptual Framework

According to Gill (1998), the research of the styles of leadership has been an area of great importance for over two decades. Bass's (1997) work includes some researchers who define leadership as adding value to information generated in the area of leadership. Yukl (2006) equally identified leadership as an expression which is frequently used in conversation to distinguish between what could be labelled as good leadership and what could be considered bad leadership. There is still not universally acceptable in the real term of leadership in which all organizational problems can be resolved. According to Zagorsek (2004), the term leadership means influencing people to accept what needs to be done in an organization. It influences the leader and their

followers in making decisions for the organization. Leaders also influence, motivates, and facilitate all CDC activities toward organizational goal's achievement.

Research carried out by Sundi (2013) saw the job of a leader as someone who has to convince their followers to achieve a given goal of the organization. This was equally confirmed by Leslie et al. (2013), as leadership is seen as those who could influence others willingly to work for the goal of the establishment and have to follow the guidance and support of the leaders. In the leadership studied by Kumar (2014), people influence others in accomplishing the organizational goal so that there will be more credibility in terms of efficiency and output. To achieve this, some attributes of leadership like the employees' opinions, morals, skills, knowledge and character must exist, and these are used in this study on employees. Some of these leadership attributes are in place, as seen in this study.

Memon (2014) articulates leadership as sharing a vision among followers, which could positively influence individuals' thoughts, attitudes, and behavior. Norhouse (2010) also researched a leader's procedure for achieving organizational goals. Bass (1990) focused on leadership as a procedure of gathering and connecting people to achieve set goals. In summary, many ways to define it exist, as many scholars have other ideas. It could be viewed principally as an influence from one person considered a leader to another person considered a follower in which both agreed to work for a common goal. Bass (2004) views the situation of military, education and businesses and classified leadership into informal and formalized groups. For this study, we shall deal with the formal organization of CDC as our case study. Many researchers have identified leadership styles, and this study examines three styles (autocratic, democratic, and bureaucratic) and their features (i.e., internal and external factors) to see which best fits the situation and impacts employees' performance in CDC. The conceptual framework of this research is being examined below.

The Conceptual Framework

The Independent Variable   The Dependent Variables

```
┌─────────────────────────────┐              ┌─────────────────────────────┐
│  Leadership Style           │              │  Employee Performance       │
│                             │              │                             │
│   Democratic                │              │   • Quantity                │
│                             │─────────────▶│   • Quality                 │
│  Bureaucratic               │              │   • Achieved goal           │
│   Autocratic                │              │   • Efficiency              │
│                             │              │   • Tasks                   │
│                             │              │                             │
└─────────────────────────────┘              └─────────────────────────────┘
                                                            ▲
                                                            │
         ┌─────────────────────────────┐                   │
         │     External politics       │                   │
         │                             │───────────────────┘
         │  Interference by government │
         └─────────────────────────────┘
```
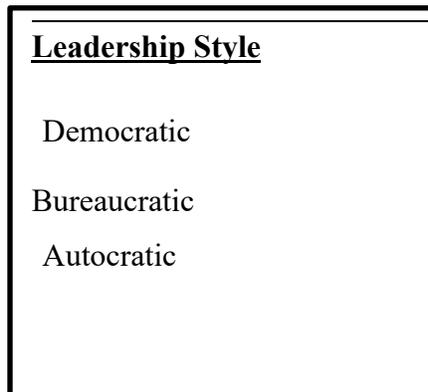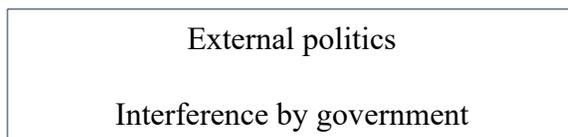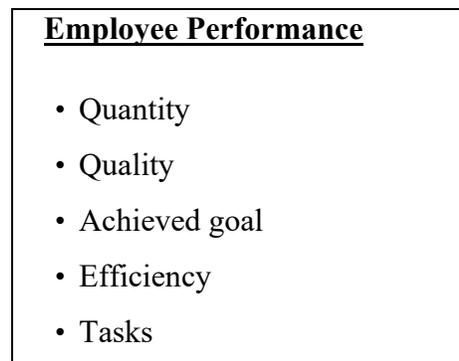
Figure:2.3 Source; Author Conceptual Framework

Looking at the above framework on leadership styles, which CDC and some organizations highly practiced, this study on CDC has developed three leadership styles: bureaucratic, democratic, and autocratic. These styles will be used to examine leaders' role in influencing employees' performance as managers used them in discharging their duties in CDC. Nevertheless, these conceptual frameworks guide managers on the most suitable style at any given time, depending on the situation in CDC.

For CDC to survive, both the internal and external constraints of production need to adopt an acceptable leadership style which could trigger greater productivity for its survival. There is a great need to carry out this study which will significantly be of great help to the CDC management as it identified the most appropriate style of leadership that enhances employee performance and could also be applied to other organizations facing similar challenges since it produces identical results. For this to be done, the researcher had to administer 385 questionnaires to some staff of the West

Coast estates of CDC, where work conditions are fast regaining their credibility. The questionnaires are tested in a pilot study after being certified for application by the researcher's supervisor.

2.6 Summary

Leadership styles and their effects on employee performance in CDC have caused the researcher to focus on three leadership styles. (democratic, bureaucratic, and autocratic leadership). This research is on CDC as our primary focus. CDC is a para-public corporation in Cameroon, which, is situated mainly in the South, but is experiencing many challenges, such as ineffective style of leadership with negative performance from employees due to the Cameroon Anglophone crisis. This has helped leaders to discover their ideal leadership style to be applied to their employees in the face of this adverse situation.

One of the primary aims of this study is to guide organizations on how best they can manage a situation in an organization that will trigger greater output from their employees with the style of leadership put in place. Every organization wants to make a profit, and without efficient employees, there will be no productivity. Therefore, organizations need to develop the skills of their employees in appropriate positions.

CDC has inherent leadership challenges that warrant the need for this study. This could help develop an organization with suitable style of leadership to secure good business even with the persistence of the Anglophone crisis that has plagued CDC activities. CDC, like other organizations, needs a potential leadership style that could improve its employees' output, and this could only be realized after careful analysis of this study.

CHAPTER III
METHODOLOGY

3.1 Introduction

Strategic intervention and the lack of a particular leadership style is the concern of CDC leaders to impact employee performance, which is a significant problem. (Birol et al., 2015). CDC needs corporate approaches that align with leadership styles such as democratic, autocratic, or bureaucratic to trigger employee performance in the organization. The success rate of employees' performance depends on the style of leadership practiced by the organization as any wrong style of leadership will negatively impact employee performance. The aim of this research is to find out how the various leadership styles employed by CDC and its impact on employee performance. It also seeks to understand two variables for this study: The leadership styles that is bureaucratic leadership style. Democratic leadership style, and autocratic leadership style and their effects on employee performance in CDC. It will be a valuable tool for leaders of the CDC and for discovering the ideal leadership style that enhanced performance.

This study pursued to carry out the following research questions:

Main Research Question (MRQ)

MRQ. How do leadership styles impact employees' performance in CDC?

Specific Research Questions (SRQ)

SRQ1. Which leadership styles are commonly used in the CDC?

SRQ2.How does democratic leadership style impacts employee performance?

SRQ3. How does bureaucratic leadership style impacts employees' performance?

SRQ4. How does autocratic leadership style impacts employee performance?

Statement of Hypothesis

This study indicates the statement of hypothesis as follows:

HO: Leadership styles have no significant impacts on employee performance.

H1: Leadership styles have a significant impact on employee performance.

Main Objective

To determine the influence of leadership styles on employees' performance.

Specific objectives

1. To determine which leadership styles are used in CDC.

2. To evaluate how the Democratic leadership style impacts employees 'performance.

3. To evaluate how bureaucratic leadership style impacts employees' performance.

4. To evaluate how autocratic leadership style impacts employees' performance.

The chapter presents an overall research methodology to achieve these objectives, it began with an introduction, the research methods and designs, the population with the sample size as well as the data collection processes, and it ended with the analysis of the study. It further presents limitations, ethical assurances, and a summary.

In this chapter the variable of this research is included, the type and its source of data.

3.2 Research Methods and Design

The research design used in this study is conclusive research design, which seeks to provide a comprehensive insight for more precise investigation. This research design uses more statistical tests. The analytical techniques are advanced, which is preferable to others that lack this quality. It also has population representatives that picture through the application of a valid instrument. The conclusive research design is used in this research to evaluate the effects of leadership styles on employees' performance.

The procedures and methods used in collecting data is known as research design and the design is also used in analyzing and to measure the various variables stated in the research problem of the study (Andrew, 2016). A conclusive research design of this study is more suitable than others because it provides causality, establishes the cause-effects relationships between the leadership styles and employees' performance as it provides more definitive answers. Also, this design allows hypothesis testing, enabling researchers to confirm or reject specific predictions about the effect of leadership styles on employees' performance. The conclusive research design of this research typically involves larger sample sizes, increasing the generality of findings to the broader population of CDC employees. More importantly, conclusive designs often employ control groups, reducing the impact of extraneous variables and increasing the accuracy of results.

The aspect of distributing the characteristic of a particular individual or group is known as descriptive research and this study used this form of design. In the work of Cohen (1994), he conducted a survey to gather specific data at specific points to describe the entire existing conditions to be used in generalizing from sample to population. This gave rise to quantitative research which is equally used in this study as it predicts some aspects of the population interest in term of employees' behavior.

According to Ticehurst (2000) quantitative research provides not only facts but also figures on the phenomena as its involves statistical analysis. With the quantitative research method, the modification of data collection using a standard questionnaire is fit to the content in which this study is carried out. The measures used by the researcher are numbers which are analyzed using statistical techniques. Therefore, this study uses a quantitative technique deemed appropriate as it comes with the objective of this study by measuring the numerical relationship between the variables.

With the conclusive research design, there are various steps which the research shall undertake as follows.:

Step 1 To formulate a research Hypothesis stating a specific, testable hypothesis. To show if there is any significant relationship between leadership style and employee performance.

Step 2 To select the sampling method, which is the probability sampling method. This study uses random sampling to ensure representativeness and generalizability.

Step 3. To collect data. This study uses questionnaires to collect quantitative data from a presentative sample which are CDC employees.

Step 4. To analyze the data by applying statistical tests, such as regression, to test the hypothesis and determine the significance of these findings.

Step 5. To draw conclusions based on data analysis. Accept or reject the hypothesis and draw conclusions about leadership styles and employee performance and the relationship between them.

The most suitable design is the conclusive design because it includes a hypothesis testing framework using null and alternative hypotheses. Sampling software like Survey Monkey or Quadrics facilitates sampling and data collection, and statistical software performs a regression analysis. This conclusive design is considered best as casualty as it helps in establishing cause and effect relationship among variables. Also, generalizability provides probability sampling to ensure findings can be generalized to a larger population and objectivity, ensuring quantitative data collection and statistical analysis is done with minimized bias. Also, conclusive design allows for precise measurement of the effects of leadership styles on the performance of employees, identifying the most effective leadership style. In addition, this design provides actionable recommendations for organizational development.

This conclusive design is superior to others since case studies provide descriptive insights but cannot establish causality, which is found in conclusive design. Secondly, experimental designs are not feasible in this research context as manipulating leadership styles in a real-world setting is impractical. Lastly, Correlational designs can identify relationships but do not establish causality or provide the same level of reliability as the conclusive design,

One of the aims of conclusive research design is to establish the cause effect relationship among variables by providing definitive conclusions to research questions or hypotheses, and a Survey Research Design was selected as its generalizable findings, offers objectives and precise measurements and enables practical recommendations for organizational development. By employing a conclusive design, this study is ultimately informing leaders to strategies for improvement by providing valuable insights on the effects of leadership styles on employees' performance in CDC,

3.3. Population and Sample

Population: This research identifies the relationship between leadership styles and employee performance CDC. The term population here refers to the entire group of CDC employees. CDC has a total workforce of 13585 for seven different departments as of July 2024 according to CDC monthly labor force publication for July 2024. This research targets one of the Group Oil Palms departments, with a workforce of 2237 as of July 2024. Five out of ten units constitute the palms department, which gives 1279 workers as the target population. They are the west coast units: Bota, Debundscha, Idenau Palms Estates, and industrial Unit Idenau, including the Group Palms Office. The reasons for selecting this unit are that there has been relatively calmness in the above-mentioned estates, and work has been going on well during this crisis.

Sample

The term sample refers to the sample design of the study which is a definite plan of obtaining a sample from a given population. The researcher adopts this as a technique and procedure to select sample items in this study as it is a framework for the basis of choosing a sample survey which targets the population samples size and technique. In the work of Chandran (2004) selecting a portion of the population means a sample which adequately represents the entire population. In a manner, Kothari (1990), defined sampling as the number of items which need to be selected from the universe to constitute a sample.

The sample size should not be excessively large or small as it required to be optimum in fulfilling the requirement of efficiency, representativeness, reliability and flexibility. The total number of employees in the West Coast Estate is 1279. The work of Cochen (1977) brings out the formula for the average number of respondents from the area to be included in the sample size which is a 5% error and 95% confidence level. The best sample size formula for research is often debated, but Cochran's formula is commonly used and widely accepted.

$N=(Z^2 * o^2)/E^2$

Where is the sample size

Z score is 1.96 which represents 95% confidence level.

Population standard deviation (estimated or known)

E- margin of error (desired level of precision)

Accordingly, this is represented as N = the size of the population, n = The sample size, e = the margin size e = is the margin of error at 5% with the standard value of .0.05%. hence, using 1279 as the population, the size of the sample stands as follows.

$N= (1.96^2 * .05^2)/.05^2=384.$

Therefore, 384 is the sample size of this study and would be required to achieve the 95% level.

This research uses stratified sampling in ensuring that the sample represents the different subgroups (strata) within the population, such as job roles, since we have management staff, supervisory staff, and hourly rated staff. By stratifying the sampling, we increased the accuracy of the results. We captured a representative sample of each subgroup, which has helped in this research and brought out the various leadership styles practiced in CDC and how they affect employees' performance in CDC.

This method also increases efficiency than random sampling since we have a large population with a small sample size. CDC have different estates and units, this method of sampling helps to allocate total sample size (384) to each stratum based on the proportion of employees in each estate or unit of the west coast plantations which involved Debundscha palms (331 employees) Idenau Palms (316 employees) Bota Palms (420 employees), Idenau Industrial unit (159 employees), Group palms office (53 employees) which give the total population of 1279 as per July monthly labor force report of CDC. In this case, random or systematic sampling to select employees from each stratum is used.

The researcher used a proportionate stratified sampling to draw the sampling unit from each five units that make up the West Coast estates. The use of proportionate stratified sampling is to ensure that probability sampling techniques identified members of each group drawn from each stratum which is a proportionate representation of the group to be sampled. The various leadership styles can easily be sorted from the response of these various groups, as in the case of CDC where we have three strata which are management employees. supervisory employees, and hourly rated employees. The management employees or management staff and supervisory employees or supervisory staff were selected by stratified sampling technique since they are involved in

overseeing the other employees and may be referred to as the leaders of the organization and constitutes part of the total population of this study.

Gay (1987) works on methodology outline that stratified sampling is the best to be applied in proportionate selection exercise to come up with the population size. In a similar way, Robson (1993) described stratified sampling as the most efficient tool to obtain a good sampling size of the population since the means of stratified sampling are closer to the means of the overall population which reflects same characteristics of the entire population. All respondents were staff in the west coast unit ranging from management, supervisory to hourly rated employees were all selected using a simple random sampling method as the number of employees selected came from each unit is stated in table 3.1 below.

Using this formula where $n = \_ N (1+ N* e2)$

to determine the sample size to be selected per unit with the corresponding results as follows:

Table 3.1. The sample size selection.

Unit	Total Employees	Total Employees Selected	Management t Staff	Supervisory Staff	Hourly Rated Staff
Bota Palms Estate	420	119	4	20	95
Debundscha Palms Estate	331	93	3	20	70
Idenau Palms Estate	316	87	3	20	64
Idenau Industrial Unit	179	64	3	20	41
Group Oil Palms Office	53	21	6	11	4
Total	1279	384	19	91	274

Source: author base on Cochen's (1977) sampling formula.

Table 3.1 shown above is the calculation of the simple size selection method for the 384 employees selected randomly, with 19 being management employees, 91 being supervisory staff, and 274 are hourly rated staff. In all, sampling techniques is used in this research since stratified sampling is based on proportional to sectors followed by a simple random sampling to specifically get each respondent

Moreover, one significant shortcoming of survey is the reaction of the subjects as it could likely be seen good by many researchers in answering questions they feel can please them. The researcher decided to overcome the shortcomings of this survey method by incorporating secondary data in a way that our instrument and approach will gain more facts from the participants We also had to use document analysis and observation approach to overcome the shortcoming of quantitative data.

To achieve this objective therefore this study sort to use both primary and secondary data emanating from CDC library, internet research and CDC annual reports on performance management. Aligning with the interactions of interviews as a primary source of data and complimented with the secondary sources, the researcher employed the content analysis approach to examine the issues of leadership styles and its impacts on employees' performance in CDC. This helps to come out with transcriptions and examination of the participant's diverse opinions.

The key challenges of the content analysis approach method are that it does not show the degree of quantitative terms which these challenges existed. However, this method did not present a simulation model for future leadership scenario which could be used in CDC Performance policy. Notwithstanding the few negative issues on this approach, this study preferred to adopt the use of content analysis to analyze without eliminating or suppressing the views expressed through interview and focus group discussions. This analytical strategy is chosen because it clearly reveals

the intricacies associated with the question of leaderships styles as perceived by CDC employees. This helps to give an insight into the situation for informed policy directives in CDC. Though there are possibilities of using quantitative analysis at least using percentages, this was avoided because of the observed skeptics in providing adequate and relevant data by the population

Accordingly, more precautions were employed to avoid a situation of under representation of the actual situation on the ground. Therefore, it was preferable to interact and deduce from the series of discussions on their views of the current situation in CDC.

3.4 Data Collection Processing and Analysis

There are two main instruments for data collection: questionnaires (surveys as a primary source) and content analysis (the secondary sources). These primary data were employees' responses to the questionnaire. Employees of these units are full-time employees. The multifactor leadership questionnaire adopted by Aviolio and Bass (2004) were modified and was used in this study since it is used in the measurement of the three leadership styles captured by this study which are the democratic, bureaucratic and autocratic leadership styles. This same method of data collection was backed by Emory (1991) and has become widely applicable as a primary data generating tool. Emory (1991) duly. It has a closed-end questionnaire because of it higher practicality and is easy to fill. The distribution and collection of the questionnaire was done by the researcher to facilitate respondent access to the questionnaires.

The researcher was permitted to conduct research in CDC and before distributing the questionnaires to the employees concerned there was a communique which was sent to the various unit heads to permit the distribution and collection of questionnaires to employees of the Corporation. The authorization permitted the researcher to have collaboration with the various leaders to facilitate the process of this research. This helps to establish a friendly atmosphere

making it easier for the researcher to accompany her objectives. The researcher gave orientation as the distribution and collection of the questionnaire from the respondents. A distribution of 384 questionnaires was done to the various units concerned.

The questionnaires had 34 questions which were answered by the respondents, and it was divided into three sections with the first section being respondent demographic featuring personal information about the employee, asking about the age, gender, educational background, current work position, palace of residence, marital status and religion background. The second part deals with questions on leadership styles. The three leadership styles in the study have different questions. This includes questions relating to the democratic style of leadership, questions relating to bureaucratic style of leadership as well as questions on autocratic leadership style. The third part contains 10 questions related to employees' performance. The 34 items measured keys leadership styles and employee performance strongly linked to individual or organizational success. All the questions of part 2 and part 3 were scored on a scale of 5 points using the method of rating on the Likert scale which is 1 = not at all. 2 = once a while, 3= sometime, 4= often and 5= frequently, if not always. This study uses three independent variables which are democratic, bureaucratic and autocratic leadership styles while the dependable variable is the employees' performance.

Questionnaires were used to obtain data as every prospective respondent were given a questionnaire in person which help to promote a significant response. This research uses SPSS version 25 in analyzing the data. Before using the multifactor leadership questionnaires, the researcher has assured that it was tested for reliability and validity as study shows that this tool of data collection was developed and adopted by Aviola and Bass (1995) and have since been used by many researchers as it has proven to be effective and reliable. This study, therefore, chooses to

adopt Multifactor Leadership Questionnaires (MLQ) developed by Avolio and Bass (2004) to measure leadership styles in organizations. This tool is a well-developed instrument used for the measurement of leadership style and has been validated by many researchers extensively since it has demonstrated a high level of reliability in many research works.

This tool was checked for consistency, completeness of the forms or any missing or other errors in the forms before the data was processed using the SPSS program for analysis. The template for entry was organized and coding material retrieved the relevant data for the analysis. The SPSS programs have descriptive statistical indexes in which there are areas for the calculations of percentages, means and standard deviation which is used in the analysis of this study. The analysis of this data uses descriptive statistical indexes like percentage, mean and standard deviation. This SPSS can use Inferential statistics such as correlation and multiple linear regressions to identify the strength and relationship as well as the degree of prediction among the leadership styles and employees 'performance. The mathematical model of determining the quantitative association among the variables is shown in the table below

Dependent variable Y = BO+B1x1+B2x2+B3x3+Bnxn+E

X= which represents independent variable or explanatory variable of the model.

B0 stands for constant and Bn stands for Coefficient, while the E represents error margins of the assumption model. Normality, linearity and multi collinearity tests are the various assumption tests carried out in this model before applying the model linear regression models to ensure the data is analyzed.

In addition to the primary source, content analysis of the secondary sources was conducted. Aligning with the interactions of interviews as a primary source of data and complimented with the secondary sources, the researcher employed the content analysis approach to examine the

issues of leadership styles and its impacts on employees' performance in CDC. This help to come out with transcriptions and examination of the participant's diverse opinions. This study implores secondary data which has significant impacts on employees' performance as the welfare and other conditions of work not targeted by the questionnaires were observed. This could easily be seen from the conditions of workers' houses and their working environment as more information is retrieved from CDC journals, websites and annual reports.

3.5 Limitations

The limitation of the conclusive design used in CDC for leadership style and employee performance is that conclusive designs assume to have a cause-and-effect relationship, which might not always be the case. Secondly, it ignores contextual factors like organizational culture, employee motivation or external influences that could impact employee performance. Thirdly, the result might not be generalizable to other organizations or industries due to the unique characteristics of the CDC. Fourthly, there might be a measurable error as reliance on reported data or single source measurement can lead to bias and mistakes. In addition, cross-sectional designs provide a picture in any time failing to capture development charges over time.

There is a lack of control as non-experimental designs cannot control extraneous variables potentially influencing results. Furthermore, Sampling techniques might not perfectly represent the population leading to biased results. Moreover, reliance on existing data or secondary sources can compromise data quality and accuracy. It can lead to a leader-employee dynamic, which might oversimplify the complex leader-employee dynamic, neglecting individual differences and nuances. Lastly, Cameroon cultural and social context might influence employee performance, which the design might not fully account for. By acknowledging these limitations, this research

can refine its methodology, address potential biases, and provide more accurate insights into what were the impact of some leadership styles on employees' performance in CDC.

The defect of the conclusive design method was taken care of by the researcher as he had to include participants in the research process to gain deeper insights as well as carrying out the pilot study. The questionnaires were tested by employing diverse sampling strategies to ensure representative samples, which increases reliability. The researcher engages in interdisciplinary collaboration to address complex research questions. By adopting a conclusive design approach and mitigating its limitations, this research uses conclusive methods on CDC aim at having an effective leadership style which influences the performance of employees, and it is the core of this research.

3.6 Ethical Assurances

In seeking exploit consent from CDC administration before collecting data the researcher consciously considered ethical issues, maintain confidentiality and also protect the anonymity of CDC respondent who took part in this research. During the period of data collection, the researcher had to explain to the respondents the purpose of this research so as to gain their concern toward responding to the various questions raised with more emphasis of keeping their response confidentially since the respondents may be afraid of being harmed by what they express in the questionnaires and it was stated that its meant only for academics' purpose. In this light, the researcher uses codes or pseudonyms to protect the identities and designs questionnaires to minimize bias. This research ensures that the participants understand the questionnaire's purpose, benefits and risks.

Above all, the researcher ensures that participation is voluntary and that employees are not covered or pressured as participants can withdraw without consequences. Relevant findings will be shared

with shareholders, including employees and management, and the report will be clear, concise, and accessible. Data will be stored securely for a reasonable period, then destroyed or anonymized, and finally, hard copies and electronic files will be appropriately disposed of. By addressing these issues, the researcher ensures that the questionnaires are processed, and the data handling are conducted with integrity, respect, and professionalism.

3.7 Summary

Leadership styles and their impact on employees' performance are the objects of this methodology. It identifies areas for improvement, informs leadership development initiatives, and assists in the development of knowledge in the domain of research on leadership styles and employees' performance. A questionnaire was used for this study. In the work of Best and Kahn (2006) questionnaires are used for information. To measure leadership styles, the standardized questionnaire, developed by Bass and Avolio (2004) on MLQ were developed to align with the content of this research. This instrument is considered as the most widely used and is very effective in measuring leadership styles and is used in this study. It can equally measure an expansive leadership scope of all sorts beginning from a passive leader to a leader who understood how to convince their followers with reward package to change from being followers to leaders.

This research adopted MLQ and modify it to fit the study context, as Emory (1991) duly suggested. A closed ended questionnaire was used which is a primary data tool and because it has a very high practicality and also ease for filling. The researcher himself did the distribution of the questionnaires to the respondents and later collected them after the respondents have responded.

The component for the MLQ used in this research constitutes six MLQ questions each on bureaucratic, democratic and autocratic style of leaderships and with ten questions on employee performance. This measure factors on bureaucratic leader, including adherence to rules and

procedures, clear hierarchy and chain of command, focus on efficiency and productivity, decision-making based on established policies, and communication in formal and top-down. The factors of democratic leadership include encouraging employee participation and involvement, fostering open communication and feedback, empowering employees to make decisions, valuing collaboration and teamwork and acting as a facilitator or coach. To measure factors for autocratic leaders, centralized decision making, little or no employee input, focus on authority and control, communication is one way and top-down, emphasizing obedience and compliance.

For employee Performance, the factors to measure it are productivity Quantity and quality of work, meeting deadlines and targets, efficiency in completing tasks, Job satisfaction employee motivation, employee work satisfaction and environment, commitment to organization), employee engagement (participation in decision making, sense of ownership and accountability, willingness to go above and beyond), Creativity and innovation (generating new ideas and solutions, improving processes and procedures and embracing change and adaptability) and finally teamwork and collaboration (collaboration with colleagues, building strong working relationships and supporting team goals and objectives).

CHAPTER IV:

RESULTS

4.1. Introduction

Leadership styles and their impact on employees' performance in CDC are the main objectives of this study. It brings out two variables; the independent variance which is the three leadership styles used in this study (Bureaucratic leadership style, democratic leadership style and autocratic leadership style) and the dependent variable which is the employee performance. It seeks to know how leadership styles impact the performance of employees in CDC. It will be a valuable tool for leaders of the CDC to discover the ideal leadership style that could enhance performance. Four research questions and two hypotheses are developed in a descriptive framework using quantitative data from primary source for data analysis and reporting results.

This chapter presents the results of this study. It comprises the following: The first section brings out the results of the study which is divided into several subheadings that characterize the findings under each research question of this study. The second section reports the evaluation of the research findings as it designed to evaluate conclusion on leadership styles used in CDC which has an effect on the performance of employees by using a binary logistic regression. The summary is presented in the last but third section of this chapter which highlights only keys points discussed in the chapter.

4.2. Results

This research intended to determine impacts of three leadership styles on employee performance with a focus on bureaucratic, democratic, and autocratic leadership styles within the CDC (Cameroon Development Corporation). The study results were presented in two major sections.

The first section presents the study results from the primary sources collected (surveys). The second section presents the study results from secondary sources (content analysis).

Findings from the primary sources (surveys)

Profiles of study participants.

Demographic characteristics of CDC workers constitute profile of the study participants who take part in responding to questionnaires on impacts of three leadership styles on the performance of employees. These include, gender, age, education, work position, wealth quintile, place of residence of the participants, their marital status and religion practices.

Table 4.1 Socio demographic characteristics.

		Frequency	Percent
Gender	Female	132	34.4
	Male	252	65.6
	Total	384	100.0
Age	18 to 30 yrs.	28	7.3
	31 to 40 yrs.	99	25.8
	41 to 49 yrs.	176	45.8
	Above 50 yrs.	81	21.1
	Total	384	100.0
Education	Non Formal Education	39	10.2
	Primary Education	237	61.7
	Secondary Education	79	20.6
	Tertiary Education	29	7.6
	Total	384	100.0
Work position	Hourly Rated Staff	274	71.4
	Management Staff	19	4.9
	Supervisory Staff	91	23.7
	Total	384	100.0
Wealth Quintile (in FCFA)	150000 and above	77	20.1
	42000 to 80,000	264	68.8
	81000 to 149,000	43	11.2

	Total	384	100.0
Place of residence	Camp	360	93.8
	out of camp	24	6.3
	Total	384	100.0
Marital Status	Divorce	3	0.8
	Divorcee	1	0.3
	Married	262	68.2
	Single	111	28.9
	Widow/ Widower	7	1.8
	Total	384	100.0
Religion	Christian	343	89.3
	Muslim	28	7.3
	Non	13	3.4
	Total	384	100.0

Table 4.1 reflects the socio demographic characteristics that include: gender, age, education, work position, wealth quintile, place of residence, marital status, and religion. The gender distribution of respondents shows a clear predominance of males, who constitute 65.6% (252) of the total sample, while females account for only 43.4% (132). This suggests that the study sample is heavily male dominated.

The age distribution shows that majority of respondents are within the age breakage range of 41 to 49 years range (45.8%), followed by those aged 31 to 40 years (25.8%). In contrast, younger individuals (18 to 30 years) represent only 7.3% of the sample, and those above 50 years comprise 21.1%. The above statistics indicate a relatively mature workforce as the majority falls between the age of 41 to 49.

In addition, educational background data reveal that most respondents have received primary education (61.7%), while 20.6% have secondary education. A smaller proportion has non-formal education (10.2%) or tertiary education (7.6%), indicating that the sample is predominantly composed of individuals with basic education levels.

Moreover, the current work position of respondents is primarily as Hourly Rated Staff, making up 71.4% (274) of the sample, followed by those in supervisory roles (23.7% /91/). Management staff represent only 4.9 % (19), suggesting that most participants occupy entry-level or mid-level positions within their organizations.

Furthermore, when examining wealth quintiles, the majority 68.8% (264)) falls within the respondents within the lower income of 42,000 to 80,000 FCFA. Those earning 150,000 FCFA and above constitute 20.1 % (77), while the 41,000 to 49,000 FCFA bracket accounts for 11.2% (43), indicating a predominantly lower-income population.

Additionally, regarding place of residence, an overwhelming majority of respondents, 93.8% (360) live in camps, with only 6.3% (24) residing outside of camps. These finding highlights that the sample is largely drawn from camp settings, which might be relevant to understanding the context of their living conditions.

Also, marital status data show that most respondents are married 68.2% (262), while singles make up 28.9 % (111) of the sample. Divorce and widow/widower statuses are relatively rare, at 1.1% (4) and 1.8% (7) respectively, suggesting that family structures are predominantly stable and traditional.

Finally, the religious background of the respondents is predominantly Christian 89.3% (343), with Muslims representing 7.3% (28) and those with no religious affiliation making up 3.4% (13). This indicates a strong Christian influence within the study population.

Findings: Research question results. To determine how the leadership styles employed by the CDC impact employee performance the following specific research questions were designed:

SRQ1. Which leadership styles are commonly used in the CDC?

SRQ2. How does democratic leadership style impacts employee performance?

SRQ3. How does bureaucratic leadership style impacts employee performance?

SRQ4. How does autocratic leadership style impacts employee performance?

This research questions serve for analyzing collected data from the study participants. The results reporting is equally guided.

Finding for SRQ1. Which leadership styles are commonly used in the CDC?

The results of the leadership style commonly practiced in CDC is seen in table 4.2 below

Table 4.2: Leadership styles practiced at CDC

		Frequency	Percent
Leadership Styles	Bureaucratic	175	45.6
	Democratic	115	29.9
	Autocratic	94	24.5
	Total	384	100.0

Based on table 4.2 above the most common leadership used in CDC is Bureaucratic Leadership style with 175 (45.6%) followed by Democratic Leadership style with 115 (29.9%) and Autocratic leadership style with 94 (24.5%).

Regression analysis

In analyzing the relationship between leadership styles and employees' performance, the results shows that the three leadership styles (Bureaucratic, Democratic and Autocratic) which are independent variables has a positive coefficient with employees' performance and this indicate that good performance increases in association with leadership styles using the coefficients are with odds ratios of the binary logistic regression model while a negative coefficient indicates that the leadership style has a decrease in the likelihood of good performance. Any odd ratio greater than one indicates that leadership style increases the odd of good performance while the odd ratio

less than 1 indicates that the leadership style decreases the odd of good performance. The above results indicate some differences in employee performance on leadership styles practiced in CDC, which is seen in the various tables below.

Interpretation

The bureaucratic leadership style has a high odd value of 192.526 which suggests that bureaucratic leadership style in CDC leadership style has a negative significant influence on employee performance. This style is likely hindering employee performance, leading to suboptimal performance. The democratic leadership style has a moderate odd value of 129.812 which shows that democratic leadership style has a moderate positive influence on employees' performance in CDC. This leadership style encourages employee participation, motivation and engagement. The autocratic leadership style of low odd value of 1 suggests that there are minimal impacts on employee performance.

Finding for SRQ2: How does democratic leadership style impacts employee performance?

The third specific research question is how democratic leadership style impact employee performance, and this is seen in table 4.3.

Table 4.3. Democratic leadership style influence on employees' performance

Parameter	B	95% Confidence Interval		Hypothesis Test Wald Chi-Square	df	Sig.	EXP(B)	95% Wald Confidence Interval for Exp (B)	
		Lower	Upper	Square	df	Sig.	EXP(B)	Lower	Upper
Non Democratic_LS=.00	-.565	-1.007	-.123	6.280	1	.012	.568	.365	.884
Democratic_LS=1.00]	0ᵃ	.	.	.	.	.	1	.	.

From Table 4.3 above, value B (0.565) represent change in the log-odds of good employee performance for a one unit change in democratic leadership style. A positive B value indicates that democratic leadership style is positively associated with good performance of employees since the P- Value is (0.012) which is 9.95% showing that there is statistically significant relationship between democratic leadership style and employees' performance in CDC.

The odds of having good performance are reduced by approximately 43.2% (1-0.568=o.432) when not using democratic leadership style. This means that the odd for not using a democratic leadership style and having good performance is 0.568. This value shows that any increase per unit of a democratic leadership style, the chances of having good performance increase by 56.8% (0.568). Democratic leadership style is strongly associated with good employee performance in CDC as the value suggests that democratic leadership style may be a significant predictor of employee performance as the relationship is statically significant.
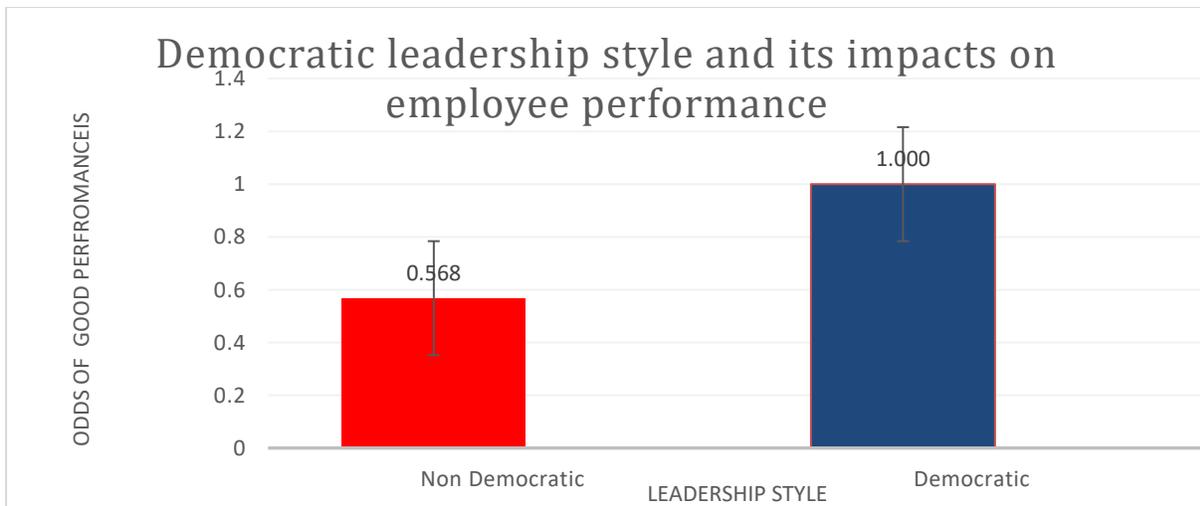

Figure 4.1 The effects of democratic leadership style on employees' performance.

This figure reflects the following parameters:

☐ Parameter: The independent variable being tested, in this case:

- **Non-Democratic_LS = 0.00** (Non-Democratic Leadership Style)

- **Democratic_LS = 1.00** (Democratic Leadership Style - used as the reference group)

☐ B **(Beta Coefficient)**: Represents the **log-odds** of "Good Performance" associated with a given category compared to the reference group.

- **For Non-Democratic LS**: B=.565B = .565B=.565

- The reference group (Democratic LS) has B=0B = 0B=0, meaning it is the baseline.

95% **Wald confidence interval (Lower and Upper)** being the confidence range for BBB.

- **For Non-Democratic LS**: The confidence interval is **(-1.007 to -1.23)**, meaning we are 95% confident that the true of BBB is within the range.

- The Democratic LS row has missing values (".") because it's the reference category.

☐ Wald **Chi-Square**: this test evaluates the significant of individual's predictor variables in a logistic regression model. It assesses whether the coefficient (B) of the predictor variable is significantly different from zero.

- **For Non-Democratic LS**: **6.280** (a large value, indicating a significance).

☐ df **(Degrees of Freedom)**: **1** (since there's only one predictor variable).

☐ Sig. **(Significance Level or p-value)**: The probability that the effect is due to chance.

- **For Non-Democratic LS**: **0.012** (highly significant, since it's less than 0.05).

☐ Exp**(B) (Odds Ratio)**: This tells us the **change in odds** of "Good Performance" when moving from the reference category (Democratic) to the given category (Non-Democratic).

- **Exp(B) = 0.568**: This means that employees under **Non-Democratic Leadership** are **43.2% (1 - 0.568) less likely** to have "Good Performance" compared to those under Democratic Leadership.

 95% Wald Confidence Interval Level for EXP(B): The range of possible values for the odds ratio.

- **For Non-Democratic LS**: (0.365, 0.884)

  This suggests that even in the worst-case scenario, the odds of good performance under Non-Bureaucratic LS are still much lower than under Democratic LS.

Interpretation

- Employees under a **Non-Democratic Leadership Style** are significantly **less likely** to perform well compared to those under a **Democratic Leadership Style**.

- This effect is statistically significant since the p-value is 0.**012**,

The odds ratio of **0.568** means that the odds of "Good Performance" decrease

Finding for SRQ3. How does bureaucratic leadership style impacts employee performance?

This second research question on how bureaucratic leadership style impacts employees' performance does is presented in Table 4.4.

Table 4.4 on bureaucratic leadership style influence employees' performance.

Parameter	B	95% Wald confidence interval		Hypothesis Test			Exp (B)	95% confidence interval for EXP (B)	
		Lower	Upper	Wald Chi Square	df	sig		Lower	Upper
Non Bureaucratic_LS=.00	-1.457	-1.885	-1.028	44.389	1	.000	.233	.152	.358
Bureaucratic_LS=1.00]	0ª	.	.	.	.	.	1	.	.

The coefficient value for non-bureaucratic leadership styles is -1.457 indicating a negative relationship between non-bureaucratic leadership style and employee performance. The 95% confidence interval ranges from -1.555 to -1.028, indicating that the true coefficient value lies within this range.

The hypothesis test result (YG square = 44.389) indicates that the null hypothesis which suggested that Leadership styles have no significant influence on employee performance is rejected since there is significant difference between bureaucratic leadership style and employees' performance. We therefore accept the alternative hypothesis as the difference between bureaucratic and non-bureaucratic leadership style is 1 indicating that bureaucratic leadership style has a higher effect on the performance of employees in CDC.

The p-value is 0.233, indicating that employees working under non bureaucratic leadership style in CDC have lower odds of performing well compared to those working under bureaucratic leadership styles. The 95% confidence interval for odds ranges from 0.152 to 0.358, indicating that the true odds ratio lies within this range. The result suggests that the bureaucratic leadership style has more positive effects on employee performance when compared to a non-bureaucratic leadership style. This implies that CDC may benefit from adopting bureaucratic leadership style to enhance employee performance. However, it is essential to consider potential setbacks of bureaucratic leadership style such as decrease innovation and creativity and balance them with the benefits. Figure 4.2 indicates the effects of bureaucratic leadership on employees' performance.
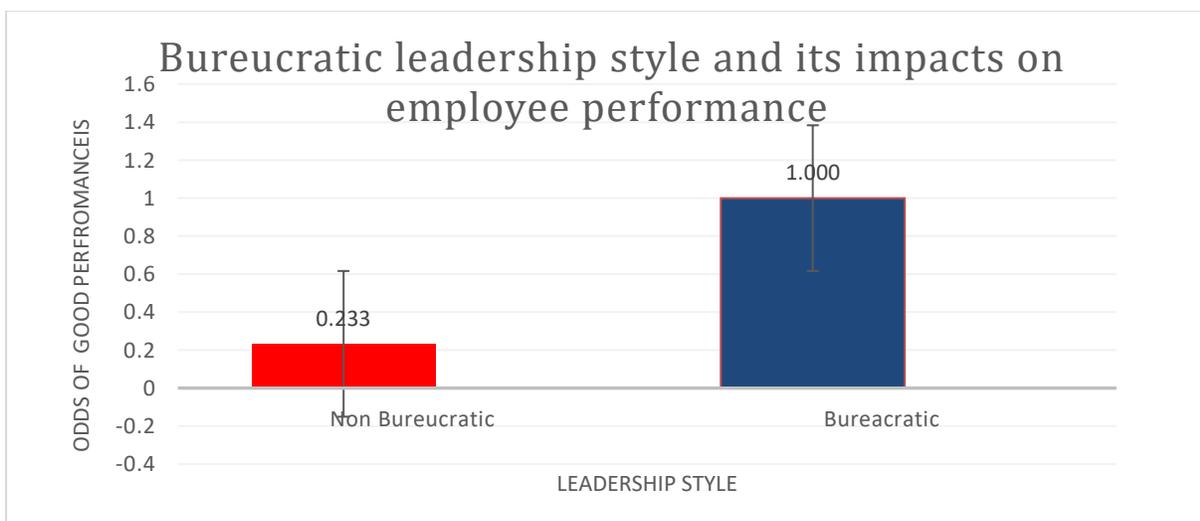
Figure 4.2 Effects of bureaucratic leadership style and employee performance.

This figure reflects the following parameters:

☐ Parameter: The independent variable being tested, in this case:

- **Non-Bureaucratic_LS = 0.00** (Non-Bureaucratic Leadership Style)

- **Bureaucratic_LS = 1.00** (Bureaucratic Leadership Style - used as the reference group)

☐ B **(Beta Coefficient)**: Represents the **log-odds** of "Good Performance" associated with a given category compared to the reference group.

- **For Non-Bureaucratic LS**: B=−1.457B = -1.457B=−1.457

- The reference group (Bureaucratic LS) has B=0B = 0B=0, meaning it is the baseline.

☐ 95**% Wald confidence Interval (Lower & Upper):**

- **For Non-Bureaucratic LS**: The confidence interval is **(-1.885, -1.028)**, meaning the 95% confidence is the true value of the BBB it is within the range.

- The Bureaucratic LS row has missing values (".") because it's the reference category.

☐ Wald **Chi-Square**: this test evaluates the significant of individual's predictor variables in a logistic regression model. It assesses whether the coefficient (B) of the predictor variable is significantly different from zero...

- **For Non-Bureaucratic LS**: **44.389** (a large value, indicating strong significance).

☐ df **(Degrees of Freedom)**: **1** (since there's only one predictor variable).

☐ Sig. **(Significance Level or p-value)**: The probability that the effect is due to chance.

- **For Non-Bureaucratic LS**: **0.001** The p-value is less than 0.001 (p < 0.001), indicating a statistically significant effect.

- ☐ Exp**(B) (Odd Ratio)**: This tells us the **change in odd** of "Good Performance" when moving from the reference category (Bureaucratic) to the given category (Non-Bureaucratic).

- **Exp(B) = 0.233**: This means that employees under **Non-Bureaucratic Leadership** are **76.7% (1 - 0.233) less likely** to have "Good Performance" compared to those under Bureaucratic Leadership.

□**95% Wald confidence Interval for Exp (B);** The range of possible values for the odd ratio.

- **For Non-Bureaucratic LS**: (0.152, 0.358)

  This suggests that even in the worst-case scenario, the odds of good performance under Non-Bureaucratic LS are still much lower than under Bureaucratic LS.

Interpretation

- Employees under a **Non-Bureaucratic Leadership Style** are significantly **less likely** to perform well compared to those under a **Bureaucratic Leadership Style**.

- The p-value is less than 0.001 (p < 0.001), indicating a statistically significant effect.

- The ratio of the odd value is **0.233** that means the odds of "Good Performance" decrease substantially under Non-Bureaucratic LS.

- substantially under Non-democratic LS.

Finding for SRQ4; How does autocratic leadership style impacts employees' performance?

The fourth specific research question is how does autocratic leadership impact employee performance and this is presented below.

Table 4.5 Autocratic leadership style impacts employee performance

Parameter	B	(95% Wald Confidence Interval)		Hypothesis Test Wald Chi-Square	Df	Sig.	Exp(B)	(95% Wald Confidence Interval for EXP (B))	
		Lower	Upper					Lower	Upper
Non Autocratic_LS=.00	5.099	3.114	7.084	25.349	1	.000	163.857	22.511	1192.691
Autocratic_LS=1.00	0ª	.	.	.	.	.	1	.	.

From table 4.5 above on autocratic leadership and it impact on employee performance, the B value (5.099) represents the change in the log-odds of good employee performance for every unit of change in autocratic leadership style. The B value which is positive indicates that autocratic leadership style when compared with employee performance is positively associated. Looking at the p-value of (0.000), which is less than 0.05 indicates that the autocratic leadership style in CDC has a statistically significant relationship with employee performance. The odds of non-using an autocratic leadership style and having good performance is 163.857. This value shows that any unit increases in autocratic leadership style the odds of good performance increase by 16385.7% (163.857) The relationship is statistically significant between autocratic leadership style and employee's performance.

Figure 4.5 Effects of autocratic style of leadership and employee performance.
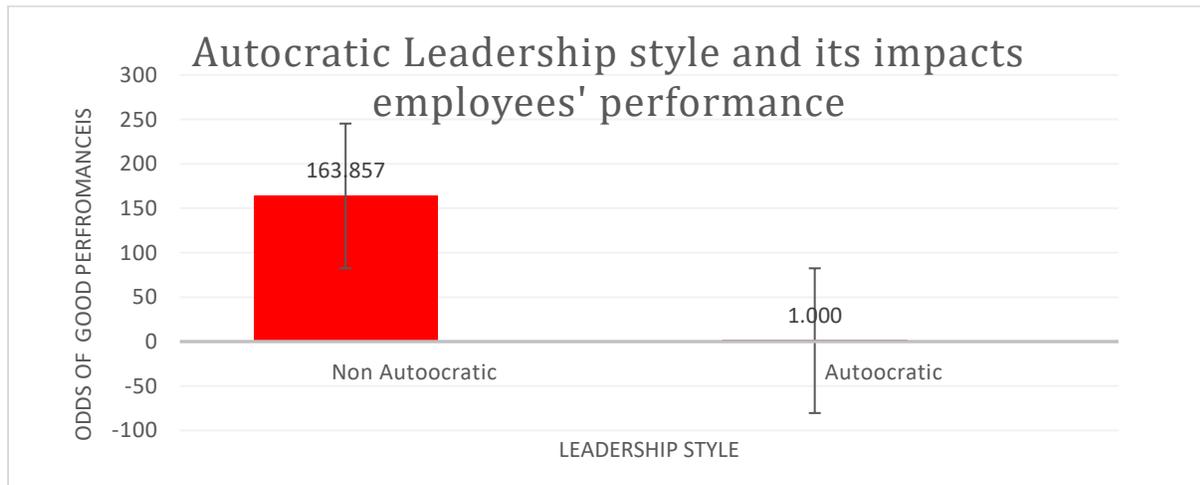
Figure 4.3 shows the impact of autocratic leadership style on employee performance which is analyzed below with the following:

☐ Parameter: The independent variable being tested, in this case:

- **Non-Autocratic = 0.00** (Non-Autocratic Leadership Style)
- **Autocratical = 1.00** (Autocratic Leadership Style - used as the reference group)

☐ B **(Beta Coefficient)**: Represents the **log-odds** of "Good Performance" associated with a given category compared to the reference group.

- **For Non-Autocratic LS**: B=.5.099B = 5.099B=5.099
- The reference group (Autocratic LS) has B=0B = 0B=0, meaning it is the baseline.

☐ 95% Wald confidence Interval (lower & Upper): The confidence range for BBB.

- **For Non-Autocratic LS**: The confidence interval is **(252.511 to 1192.691)**, meaning we are 95% confident that the true value of BBB falls within this range.

- The Autocratic LS row has missing values (".") because it's the reference category.

☐ Wald **Chi-Square**: this test evaluates the significant of individual's predictor variables in a logistic regression model. It assesses whether the coefficient (B) of the predictor variable is significantly different from zero.

- **For Non-autocratic LS**: **36.349** (a large value, indicating a significance).

☐ df **(Degrees of Freedom)**: **1** (since there's only one predictor variable).

☐ Sig. **(Significance Level or p-value)**: The probability that the effect is due to chance.

- The p-value is less than 0.001 ($p < 0.001$), indicating a statistically significant effect.

☐ Exp **(B) (Odds Ratio)**: This tells us the **change in odds** of "Good Performance" when moving from the reference category (Autocratic) to the given category (Non autocratic).

- **Exp(B) = 163.857**: This means that employees under **Non-Autocratic Leadership** are 16385.7% **% (1 – 163.857) less likely** to have "Good Performance" compared to those under autocratic leadership. This mean that is likely hindering employee potential and contributing to suboptimal performance.as it is not effective in optimizing employees' performance and that significant improvement is needed.

☐ 95% Wald confidence Interval for Exp(B): The range of possible values for the odds ratio.

- **For Non-Autocratic LS**: (22.511, 1192.691)
  This suggests that even in the worst-case scenario, the odds of good performance under Non autocratic LS are still much higher than under Autocratic LS.

Interpretation

- Employees under Non-**Autocratic Leadership Style** are significantly **less likely** to perform well compared to those under Autocratic **Leadership Style**.

- The p-value is less than 0.001 (p < 0.001), indicating a statistically significant effect.

- The odds ratio of **163.857** means that the odds of "Good Performance" increases substantially under Non-autocratic LS.

The interrelationship Among Leadership styles

The three leadership styles used in this research have some interrelationship with the bureaucratic leadership style having the strongest positive relationship with the performance of employees than the democratic leadership style which has the weakest but positive relationship with employees' performance and autocratic leadership style which has positive relationship, but its impact is not as strong as bureaucratic leadership style. The B value of bureaucratic leadership (5.260) is higher than that of democratic leadership (4.866) and autocratic leadership (5099). This suggests that bureaucratic leadership style has stronger and positive relationships when compared to the other two leadership styles. A further analysis is seen in table 4.6.

Table 4.6 The interrelationship among the leadership styles and their impact on employee performance

Parameter	B	(95% Wald Confidence Interval)		Hypothesis Test Wald Chi Square	df	Sig.	Exp (B)	95% Wald confidence Interval for EXP (B)	
		Lower	Upper					Lower	Upper
Bureaucratic Leadership Style	5.260	3.265	7.256	26.689	1	.000	192.526	26.169	1416.447
Democratic Leadership Style	4.866	2.861	6.871	22.626	1	.000	129.812	17.480	964.025
Autocratic Leadership Style	0[a]	.	.	.	.	.	1	.	.

From table 4.6 above, the interceptive value is autocratic leadership style which is 1 and it has significant impacts on employees' performance. The bureaucratic leadership style B value of 5.260 shows a significant positive relationship with employee performance. The confidence interval (3.265, 7.256) and odds ratio (192.562) suggest that bureaucratic leadership style has a substantial influence on employee performance. The B value for democratic leadership style is 4.871, which shows a positive significant relationship with employee performance. The confidence interval (2.861, 6.871) and odds ratio (129.812) indicate that the democratic leadership style has a substantial effect on employees' performance.

83
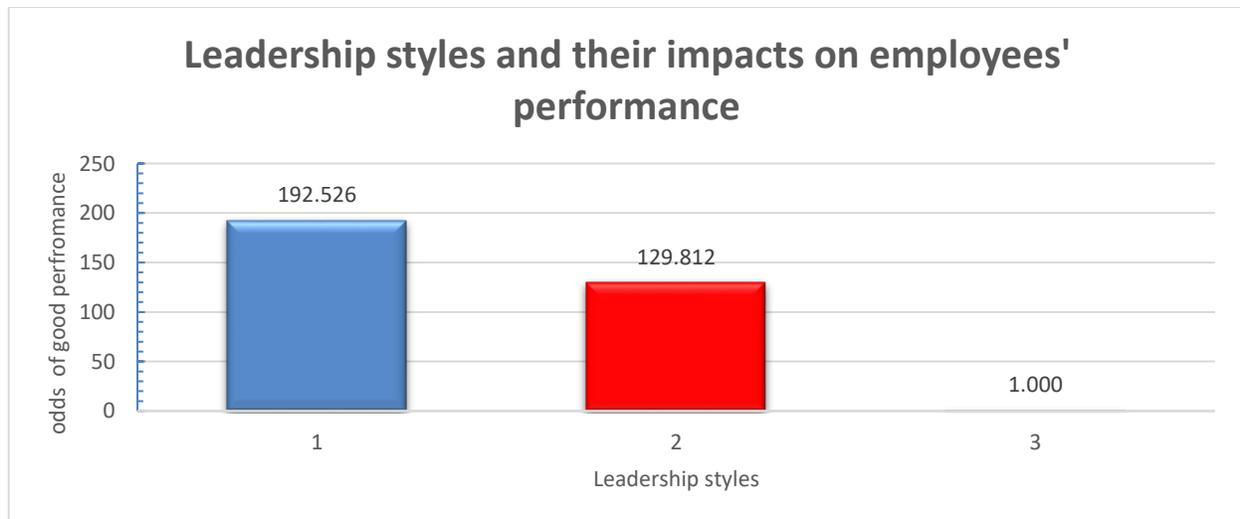
Figure 4.4. The leadership styles and their impact on employee performance. (1 is bureaucratic, 2 is democratic and 3 is autocratic leadership style)

The bureaucratic leadership style has a high odd value of 192.526 which suggests that bureaucratic leadership style in CDC leadership style has a negative significant influence on employee performance. This style is likely hindering employee performance, leading to suboptimal performance. The democratic leadership style has a moderate odd value of 129.812 which shows that democratic leadership style has a moderate positive influence on employees' performance in CDC. This leadership style encourages employee participation, motivation and engagement. The autocratic leadership style of low odd value of 1 suggests that there are minimal impacts on employee performance.

Findings from the secondary sources (content analysis)

To expand the insight of the primary sources, the analysis of the secondary sources was conducted. It was done by coding and categorizing textual data from relevant literature and publicly CDC documentation

Findings for research questions (content analysis)

Table 4.7 Content analysis of secondary data

SRQ	Codes	Emergent theme	Description
SRQ 1. Which leadership styles are commonly used in the CDC?	Autocratic leadership Bureaucratic leadership Democratic leadership	Diverse leadership approaches in organizational governance"	This theme captures the variety of leadership styles practiced within the organization, illustrating how different leaders adopt distinct approaches—such as autocratic, bureaucratic, and democratic—to guide their teams and achieve organizational goals.
SRQ2: How does democratic leadership style impacts employee performance?	▪ Participation in decision making ▪ Communication quality ▪ Collaborative environment ▪ Job satisfaction and employee motivation	Empowering work culture through inclusive leadership	This theme reflects how democratic leadership cultivates an empowering work environment by actively involving employees in decision-making processes, fostering open and transparent communication.
SRQ3. How does bureaucratic leadership style impacts employee performance?	▪ Rule following behavior ▪ Restricted autonomy ▪ Performance monitoring ▪ Change resistance	Structured Control in Bureaucratic Leadership	This code captures the defining characteristics of bureaucratic leadership, where structure, control, and consistency are prioritized. Leaders emphasize strict rule adherence, standardized procedures, and

			formal chains of command.
SRQ4; How does autocratic leadership style impacts employees' performance?	▪ Centralized decision making ▪ Strict supervision ▪ Limited employee autonomy ▪ Performance through fear	Strict control with close supervision.	This code reflects the centralized, top-down nature of autocratic leadership, characterized by strict supervision, limited employee autonomy, and a focus on compliance and task completion. It encompasses the effects of this leadership style on employees, including heightened stress, reduced morale, suppression of creativity, and a reliance on fear-based motivation.

In the process of coding material, the quotations were used from the content analysis of the secondary sources.

4.3. Summary

This chapter aims at presenting the various results after analyzing the questionnaires using SPSS for quantitative data and content analysis for secondary data on the various leadership styles and their impacts on employees' performance. The aim of using both quantitative and qualitative phenomenological study is to obtain an understanding on the various leadership styles that impact on employees' performance. Aligning with the interactions of interviews as a primary source of data and complimented with the secondary sources, the researcher employed the content analysis approach to examine the issues of leadership styles and its impacts on employees' performance in CDC. This helps to come out with transcriptions and examination of the participant's diverse opinions.

CHAPTER V:

DISCUSSIONS, IMPLICATIONS, RECOMMENDATIONS AND CONCLUSIONS

Chapter V includes results discussions of the research, implications, recommendation and conclusion of this research. Discussion includes results for the four research questions presented in the first section of this study meant to know which leadership style is commonly used in CDC, how bureaucratic leadership style influence the performance of employees, how democratic leadership style influence employees' performance and lastly how the autocratic leadership style influence employee performance. The second section concerns discussion on the implications for the four research questions of this study, recommendations on practical applications, further study and conclusion.

5.1 Discussion of Results

The researcher employs three different leadership styles in this study. CDC is a giant organization, and this study focused various leadership styles with the aim of coming with the best which is appropriate to enhance employee performance. Alternatively, there is no fixed style of leadership commonly used by the organization, which is the reason for the drop in the product quality Regarding their immediate supervisor, an insight into what an average employee performance could give a correlation of variances between an employee performance and leadership style. Moreso the descriptive statistical figures aimed to make the researchers understand the variation in employee responses using questionnaires.

Although the employees were more confident with what their immediate supervisor exhibited as bureaucratic and democratic leadership style and to a lesser degree, the autocratic leadership style. This means that the leadership exhibited by their immediate supervisor is the bureaucratic

leadership style. What then becomes an "ideal" leadership style in an organization could be seen from this research as profoundly indicating that no single style could be rated as the best. A close look at the means figures among the various leadership styles is discussed based on the different research questions in this study as follows:

Discussion of SRQ 1. Which leadership styles are commonly used in the CDC?

RQ1 was focused on identifying which leadership styles are commonly used in the CDC. Using answers from 384 and evaluation from the content analysis of secondary data (corporate documents and literature review), the RQ1 was intended to derive empirical evidence on the common leadership styles used in the CDC. The combined evidence for RQ1 yielded one major theme - diverse leadership approaches in organizational governance.

Major theme 1: Diverse leadership approaches in organizational governance. This theme captures the variety of leadership styles practiced within the organization, illustrating how different leaders adopt distinct approaches—such as autocratic, bureaucratic, and democratic—to guide their teams and achieve organizational goals. The most common leadership style used in CDC as seen in table 4.2 above is Bureaucratic Leadership style with 175 (45.6%) followed by Democratic Leadership style with 115 (29.9%) and Autocratic leadership style with 94 (24.5%). The data shows that out of a total of 384 respondents, 175 individuals (45.6%) reported using a bureaucratic leadership style. This shows that leadership at CDC significantly adheres to formal rules, structured procedures, and a hierarchical system.

The findings of this study indicated that for the task behavior and with the relationship behavior among the various leadership styles, there are two critical dimensions for a manager's behavior in management research. These two dimensions, which range from autocratic or bureaucratic and

democratic aspects, employee-oriented on the one hand to production-oriented on the other, were believed for some time to be the way for task and relationship behaviors. This helps builds solid leadership and can be represented on a single scale, showing how an autocratic leader's behavior can appear highly participative compared to other leadership styles within the same organization. Task and relationship behavior has been dispersed in recent years and are more connected with the leadership styles practiced by the organization, as is seen in the results obtained from this research.

Discussion of SRQ2. How does democratic leadership style impacts employees' performance?

RQ2 was focused on how democratic leadership style impacts employee performance. Using answers from 384 and evaluation from the content analysis of secondary data (corporate documents and literature review), the RQ2 was intended to derive empirical evidence on how Empowering work culture through inclusive leadership as seen in table 4.7. The combined evidence for RQ2 yielded major theme 2 on Structured Control in Bureaucratic

Major theme 2: Empowering work culture through inclusive leadership

One of the main objectives of this study is to determine if leadership styles in CDC have an influence on employees' performance. This could be viewed in terms of quality of work and productivity. Employee performance is viewed as an average when there is relatively low variation in the self-evaluation. This democratic leadership style is likened to the emergence of many other theories such as theory X and Theory Y by McGregor (1966). Many different theories were considered during this era, such as the Theories of X and Y. This theory gives a picture of how workers response to the task given to them. While Theory X entails employees to be directed and externally motivated to serve the organization, and Theory Y is more democratic, seen as

employees who already have the motivation inside them and are willing to work using the right conditions to achieve this as stipulated goals in the organization. This is confirmed in the work of Bass (1981), where employee behaviors are centered on conditions and stimulation given by their leaders, which help to impact their performance

Discussion of SRQ3. How does bureaucratic leadership style impacts employee performance?

RQ3 was focused on how bureaucratic leadership style impacts employee performance. Using answers from 384 and evaluation from the content analysis of secondary data (corporate documents and literature review), the RQ3 was intended to derive empirical evidence on how bureaucratic leadership style impacts employee performance. The combined evidence for RQ3 yielded major theme 3 on structured Control in Bureaucratic Leadership with rule following behavior in restricted autonomy, performance monitoring, change resistance approaches in organizational governance and its impact on employees' performance.

Major theme 3: Structured Control in Bureaucratic Leadership

This theme captures the variety of bureaucratic leadership styles practiced within the organization, illustrating how different leaders adopt rule and regulation approaches guide their teams, achieve organizational goals which enhance employees' performance. In table 4.3 above, we can observe that poor performance was 186 employees (48.4% of the total) and 198 employees (51.6% of the total) had good performance. The association between the bureaucratic leadership style and employees' performance are seen from the coefficients and odds ratios of the binary logistic regression model. The Bureaucratic leadership style is independent variable. A positive coefficient for a leadership style indicates the style is more associated with an increase of chance in good

performance, a negative coefficient indicates that the style is related to a decrease in the chance of good performance.

The leadership style with an odds ratio greater than 1 show that increases the odds of good performance. In other words, the odd ratio less than 1 shows that the leadership style decreases the odds of good performance. Table 4.3 categorizes employee performance into two distinct levels: poor and good. Out of 384 employees, 186 (48.4%) are rated as having poor performance. Furthermore, most of the employees, 198 individuals, or 51.6%, are classified as having good performance. This indicates that more than half of the workforce is performing well. In conclusion, while a slight majority of employees exhibit good performance, a substantial portion (48.4%) is still performing poorly. This suggests that there is significant improvement in overall employee performance

The bureaucratic style, in conformity with Max Weber's (1947) research, is one in which employees follow the rules already aligned with lines of authority by the organization for supervisors and managers. The higher authority regulates what form of management should be done in an organization. Leaders impose rigorous discipline on the subordinates in the organization. This was also confirmed by (Turner (2010).

 In addition, in the case of the CDC, leaders are empowered through their offices. They hold the position of power and control those who are their followers. Those who are promoted to higher positions automatically assume this authority within their ranks to perfect the functionality of their office. The researcher using bivariate correlation based on Pearson correlation statistics deduced that the relationship between leadership styles and employees' performance in CDC is highly significant.

There is significant but positive association amid Bureaucratic leadership style and employees' performance which has supported first hypothesis which state that: "Bureaucratic leadership style positively affects employee performance.". the null hypothesis (HO) shows that bureaucratic leadership does not affect employee's performance while the alternative hypothesis (H1) states that bureaucratic leadership style affects employee's performance. We therefore reject the null hypothesis (HO) which states that bureaucratic leadership style has no significant relationship with employees' performance to accept alternative hypothesis (HI) which justify that there are sufficient evidence to settle that bureaucratic leadership style has significant impacts on employees' performance in CDC.

Leadership styles in CDC and other organizations have evolved within the past few decades in terms of how people defend it and their attitudes toward it. A classical autocratic approach model, in which the determination of 'not everything old was bad and not everything new was good and that no particular leadership style could be considered as bad or worst in handling a particular problem in an organization', has now a different style where it is facing the employee to handle various problems at the same time with much efficiency and quality. For the organization to achieve its targeted goal, the leader must know when and how to exhibit any of these approaches as they arise.

In Table 4.4 of chapter 4 of this research, the results show that bureaucratic leadership equally influenced employees' performance. The p-value is less than 0.001 (p < 0.001), indicating a statistically significant effects of the relationship between bureaucratic leadership style and employees' performance. The odds ratio of 0.233 indicates that every unit increases in bureaucratic leadership style, the odds of good performance decrease by 76.7% (1-o.233).

Discussion of SRQ4: How does autocratic leadership style impacts employees' performance?

RQ4 was focused on how autocratic leadership style impacts employee performance. Using answers from 384 and evaluation from the content analysis of secondary data (corporate documents and literature review), the RQ4 was intended to derive empirical evidence on how bureaucratic leadership style impacts employee performance. The combined evidence for RQ4 yielded major theme 4 on Strict control with close supervision. Autocratic leadership style with centralized decision making strict supervision, limited employees' autonomy and performance through fear approaches in organizational governance and its impacts on employees' performance.

Major theme 4: **Strict control with close supervision** This theme captures the variety of bureaucratic leadership styles practiced within the organization, illustrating how different leaders adopt dictated approaches to their teams, and achieving organizational goals which enhance employees' performance. In table 4.6 above on autocratic leadership and it impact on employee performance, the B value (5.099) which represents a change in the long-odds of good employee performance for every one unit change in autocratic leadership style in CDC. A positive B value shows that autocratic leadership style has a relationship with employees' performance in CDC is positively significant since its P. value is 0.000 which is less than 0.05. The odds of non-using an autocratic leadership style and having good performance is 163.857. This value shows that for very increase of one unit in democratic leadership style the odds of good performance increase by 16385.7% (163.857) which indicates a statistically significant association with autocratic leadership style and employees' performance in CDC.

This type of leadership style allows leaders with greater power to control decision-making in an organization. Leaders can make unilateral decisions and do expect their followers to obey the latter. This type of leadership favors quick decisions but limits employee creativity and organizational engagement. This confirms the study by Dotse and Asumeng (2014), which revealed that a leader with an autocratic style without consulting their followers defines the policy and assigns various tasks to members. This shows a very negative adoption of employees on performance as they do not see why they are not empowered to carry out work without dictating, which is detrimental to their output.

The autocratic leadership style distinguishes power between leaders and followers in any organization. Leaders who closely supervise their subordinates to achieve proper performance in an organization, as is seen in the work of Lawin et al. (1939), which provides clear expectations of autocratic leaders. Autocratic leadership means power rests in the hands of the organizational leaders, while democracy involves the voice or decision of the people who are part of the organization. Porter et al. (2006) confirmed this, equally supporting the Lwwin's three participatory leadership style which include the democratic leadership style and autocratic leadership style, and which is part of the independent variables of this study.

According to the results in chapter four, autocratic leadership style shows that more leaders in the CDC use this leadership style. This style could be very instrumental in any emergency as it can efficiently resolve an organization's problem (Essential, 2009). That notwithstanding, this type of leadership has a substantial disadvantage in influencing organizational performance as power is centralized in a single person, who may negatively impact employees' creativity and innovation.

The second hypothesis which states that "Democratic leadership style positively affects employee performance is confirmed with a significant correlation association between democratic leadership style and employees' performance in CDC. Autocratic leadership style has an insignificant and weak negative correlation with employee performance, although this does not support the third hypothesis which states that, "autocratic leadership style positively impacts employee performance."

In table 4.7 above, the interceptive value is autocratic leadership style and shows any leadership with significant influence on employees' performance. Bureaucratic leadership style has a B value of 5.260 indicates a positive significant relationship with employee performance. The confidence interval (3.265, 7.256) and odds ratio of 192.562 shows a substantial influence of bureaucratic leadership style on employees' performance. B value of 4.871 for democratic leadership style indicates a positive significant relationship with employee performance. The confidence interval (2.861, 6.871) and odds ratio (129.812) indicate that democratic leadership style has a substantial influence on employees' performance in CDC.

The hypothesis test results (chi square value and p-value) in table 4.7 above indicate that both bureaucratic and democratic show a positive significant influence on employees' performance in CDC. The odds ratio figure shows a positive influence of leadership styles and employees' performance. It is important to note that the variables for "using autocratic leadership style," "using democratic leadership style," and "using bureaucratic leadership style" serve as the reference categories hence their parameter values are set to 0 and their Exp(B) equals to 1. This allows us to interpret the effects of "not using" these styles relative to the condition of "using" them.

In conclusion, the multivariate analysis demonstrates that the absence of autocratic leadership is associated with a dramatically higher likelihood of good employee performance, while not using democratic leadership also has a positive, though more moderate, effect. These results highlight the important role leadership styles in influencing employee outcomes and suggest that reducing autocratic practices may yield the greatest improvements in performance.

The success rates of employees' performance in CDC reply more to the style of leadership implemented since any form of wrong leadership will negatively influence employee performance. CDC has long suffered from the setbacks of the socio-political crisis in the Anglophone region over the past years and needs an appropriate form of leadership to trigger employee productivity, thereby improving the organizations' overall performance. This research has come out as a leading instrument in fine-tuning the selection of the best leadership style needed by CDC and other organizations that do not have an ideal leadership style but function similarly to that of CDC.. Democratic leadership style helps to influence their employees' thinking and behavior toward achieving the goal set in the Corporation (Goleman, 2021).

This research has attempted to fill these gaps in the knowledge of research by examining three leadership styles (Democratic, Bureaucratic, and Autocratic) and their impact on employee performance in CDC in finding the most appropriate leadership style that could significantly increase employees' performance. Any leader could use different leadership styles to secure collaboration in setting goals and regulations in an organization like CDC to complete the work effectively. The type of job to be done could quickly determine the form of leadership in that organization. Agulanna and Madu (2009) asserted that leaders are known to engage in different behaviors when tackling the issue of leadership responsibilities. Wehab (2010) supported the idea

that a leader's style is the behavioral pattern or strategy for managing subordinates. Hersey and Blanchard (2010) affirmed that a leader's style is how they motivate their team members to work effectively, as this asserts that a leader's style is their approach to behavior when attempting to persuade others (Northouse, 2004).

5.2 Implications

The leadership styles employed within CDC profoundly impact employees' performance. As the research findings suggest, the prevalent use of a bureaucratic leadership style followed by democratic and autocratic leadership has significant implications for employee motivation, job satisfaction and overall employee performance, which trigger greater productivity in CDC. This section deals with these findings' theoretical and practical implications, examining the consequences of these three leadership styles on employee performance and providing insight for future leadership development and organizational improvement within the CDC. The effects of leadership styles on employee performance are explored in this research and help identify opportunities for growth within an organization as well as improvement and the enhancement of some positive organizational outcomes.

Theoretical implication

The findings of democratic and autocratic leadership styles contribute to the behavioral theory proposed by psychologist McGregor (1960). McGregor (1960) argued that leadership strategies were influenced by the assumption of leaders on human nature. The results of both autocratic and democratic leadership styles support this theory as the two contrasting sets of assumptions made by leaders in organization which are two attitude profiles which were termed theory X and theory

Y. It was seen that the leaders who hold theory X assumptions were autocratic leaders while theory Y practiced democratic leaders. This research added to the real value of the theory of McGregor work which was to ascertain leader's attitude towards human nature which has a significance influence on how person behave as leaders.

Therefore, the relationship between the expectation of a leader and the resulting performance of employees has received much attention given that McGregor has found that leader expectations are high while productivity is poor. This could be seen in this study as the results show that autocratic leadership hurt productivity in CDC. These are some of the elements of Cameroonian culture where CDC is located as it provides a fertile ground for the practice of theory X leadership behavior which include overriding respect for elders, political authoritarian rule among others. However, some negative attitudes prevalent among employees of CDC such as abuse of office for private gains, laziness and lethargy, poor time culture demand theory X behavior if the leaders expect to achieve results in CDC.

The findings of bureaucratic leadership style in the study could relate to leadership theory developed by Fiedler (1967) that revealed that situational variables that interact among the leader's personality and their behaviors. According to Fiedler (1967), there is no best way that exists for any leader to consider when in control. He based his argument on situations which can create different leadership styles on their own. In solving this type of situation, there is a managerial contingency on the factor that impacts the situation which is supported by bureaucratic leadership style in a practiced by CDC which best performance can be obtained where the norms are usually routine tasks to perform than in a dynamic environment which has more flexible and complex nature.

Fiedler (1967) examined the three managerial situations which defined the conditions of task in any organization to learn on how to get the first step toward better employee performance, which easily trigger productivity. The results of this study supported the practice of norm and rule in bureaucratic leadership style obtained in CDC since leaders venture into leadership management, they must understand that they work with people, drive productivity, and influence without authority. This study helps learner to understand that any organizational success depends on her leadership skills which help them to manage their teams. The skill sets by leadership help to equip the leader to build team spirit and foster the organization's work which was not envisaged by Fielder.

Recognizing the strength and guiding self-assessment of what can produce the right lean for a proper role is ultimate in getting the desired success of an organization. This research does not only enable leaders or managers to know much about leadership but also to give good knowledge on leadership practices in organization. especially in leadership styles, which is our concern. Leadership styles are essential competencies that organizations must develop when engaged in improving employee performance. Any good leader who wants to develop a good leadership style should have good knowledge of Management, not only on time and cost management but also on quality, communication, risk, stakeholder and human resource management among other personal qualities.

In general, the various theories seen above did not touch the evolution of Leadership styles in CDC and other organizations within the past few decades in terms of how people defined it and their attitudes toward it. A classical autocratic approach model, in which the determination of 'not everything old was bad and not everything new was good and that no particular leadership style could be considered as bad or worst in handling a particular problem in an organization', has now

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a different style where it is facing the employee to handle various problems at the same time with much efficiency and qualitatively. The research shows a dimensional leadership style where on leader could implement two or more leadership styles in order to get the best of what they wanted in term of performance. For the organization to achieve its goal targets, the leader must know when and how to exhibit any of these approaches as they arise.

The implication of research question one: *Which leadership styles are commonly used in CDC?*

The evaluation of findings observed three key implications related to RQ1. They were related to democratic, bureaucratic, and autocratic leadership styles in CDC. Understanding the commonly used leadership styles in CDC can help identify the ideal leadership style that can influence employees' performance and offer them job satisfaction with organizational successes. The dormant leadership styles can influence positively the decision-making processes, ensuring that leaders are equipped to make informed decisions that drive organizational success. It should be noted that indemnifying the commonly used leadership styles can help design targeted training programs that address specific leadership development needs, enhancing leadership capacity within CDC. Also understanding the dominant leadership style can inform succession planning ensuring that the future leaders are equipped with the necessary skills and competencies that lead to organizational effectively.

This study's findings indicated that the bureaucratic leadership style is commonly used in the CDC. Given this fact, it is reasonable to assume that the bureaucratic leadership style does not positively impact employee performance when compared to democratic leadership style. The finding suggests that leadership styles can have cross-level effects thereby influencing individual employee performance, the team and organizational outcomes. This implies that, the autocratic

leadership style can only be implemented in CDC if combined with the democratic leadership style to achieve better employee performance.

This study, therefore, give the importance of considering a moderating factor such as employee personality, job characteristics and organizational climate when examining the influence of leadership styles on employee performance in CDC. These mediating mechanisms motivate and give job satisfaction to employees which in effect plays a primordial part in the relationship between leadership styles and employee performance in CDC. The findings equally revealed that democratic leadership is not frequently used; it has a greater significance on employee performance, giving room for leaders with high cultural intelligence to their own leadership style to diverse cultural contexts, thereby enhancing employee performance. In this manner, a good leader can emerge with high emotional intelligence in leadership, which will help effectively manage their own emotions and those of their team members and gear toward better employee performance in the organization.

The use of the ideal leadership style influence employees' performance in organization. This study shows that democratic leadership style if applied in CDC could significantly affect employee performance. When managing some external factors like weather conditions could allow the leaders to make necessary modifications and the use of bureaucratic, democratic or autocratic leadership styles may be used at the appropriate time. When dealing with the management of financial costs the various leadership styles, the bureaucratic, democratic, and autocratic could facilitate the process of identifying the sponsors or sources of finance that could make a realistic budgeting and cost estimates for an organization

The aspect of quality management using bureaucratic or democratic styles of leadership can easily be seen when formulating quality assurance standards and regulation in organization since these leadership styles can help to improve these standards as well implement them. For instance, if the CDC leaders apply democratic leadership, it will achieve greater productivity, which in essence is good employee performance as could have been seen in high level of communication since democratic leadership style is effective by way of consulting with the stakeholders, organize regular meetings and consider their suggestions put forth during deliberations at the meetings. Also, in handling issues concerning the organizational goal or mission, the democratic leadership practices could be used in managing communication, in the organization. Regular consultation with stakeholders by organizing regular meetings and considering getting their suggestions could be used in influencing the outcome of the overall mission or objectives of organizations. In the case of CDC meetings can be organized to explain the mission and goals to the stakeholders by asking questions and receiving responses during meeting on the mission or objectives of the organization for a better employee performance in order to bring out high productivity.

Using autocratic leadership will not trigger better output in CDC, an agro-industry company. If not corrected, it will be detrimental. The way out is to explore leaders adopting leadership development programs in the CDC, focusing on democratic leadership skills to enhance employee performance and motivation. The dominance of autocratic leadership in the CDC raises a serious issue that needs to be addressed, as it has an inferior effect on employees' performance. The limited use of democratic leadership suggests a mismatch between leadership style and employee needs, leading to suboptimal employee performance, especially as democratic leadership triggers more excellent employee performance. The result indicates a culture of practice of autocratic leadership, which has no significant value on employee output as it also implies a need for a cultural shift

within CDC, moving away from autocratic and bureaucratic leadership towards more democratic and participative leadership practices if the management intends to promote better employee performance and productivity.

Implications of research question two: *How does a democratic leadership style impacts employee performance?*

Since the study findings indicated that democratic leadership improves employee performance, organizations may invest more in training leaders to be participative, open to feedback, and collaborative. Democratic leaders involve employees in decision making process, which leads to increased job satisfaction and motivation. When employees feel that their opinions are valued, they are more likely to be engaged and committed to the organization. Also, democratic leaders are open to feedback and encourage employees to share their ideas and concerns. This creates a culture of transparency and trust, where employees feel comfortable sharing their teaching and suggestions.

In addition, democratic leaders foster a collaborative work environment, where employees work together to achieve common goals. This leads to increased teamwork, creativity and innovation. Furthermore, democratic leaders communicate effectively with employees, keeping them informed about organizational goals, expectations, and changes. This led to increased clarity and understanding, reducing misunderstanding and errors. However, this style of leadership increased employee engagement as employees feel valued, respected and empowered. Engaged employees are more productive, efficient and committed to the organization. There are better problems solving among democratic leaders which lead to more innovative and effective solutions. Employees bring different perspectives and ideas, which can help solve complex problems.

In summary, democratic leadership style improves employee performance, leaders in CDC should involve employees in key decisions to enhance engagement and accountability. Moreover, open communication and mutual respect might be encouraged, improving overall employee morale and retention. Furthermore, job satisfaction and motivation may improve employee performance significantly. Finally, and more importantly, there is increased job satisfaction as employees feel that their opinions are valued and that they have a sense of ownership as all this leads to organizational success and leads to increased productivity and reduces turnover in CDC.

The implication of RQ2, which is associated with democratic leadership style in CDC shows that the findings of this style of leadership revealed a positive influence on employee performance in CDC. It is now reasonable and ascertained that democratic leadership style aligns with CDC's goal as its limited use hinders employee performance, suggesting a need for more democratic leadership practices. Managing good teams for various tasks in the CDC requires democratic leadership styles to ensure teamwork or team spirit where the team members can choose their peers and the type of task to perform in the organization that will give them greater achievement.

The most soliciting leadership style for strategic planning in an organization is democracy since it has the abilities to make schedules and plan in organization and this will go a long way to improve employee performance. Proposals regarding the following questions on who will do what, when, and for whom could be sorted from team members. For this to happen, the organization must have a good monitoring and evaluation process which can be managed to get feedback from members in order to improve the quality of service offered. This can be realized by consulting the various stakeholders especially the government since the CDC is owned by the state of Cameroon and can influenced her activities at any given time, which is evolving whether it meets the expectations or

not. With democratic leadership, managing clients can affect client satisfaction or acceptance and involvement. In this case, the democratic leaders in CDC or other organizations usually consult their customers and agreed with them the term of their negotiation which in turn motivates them toward considering the acceptance of the products from the organization.

 The democratic leadership style is best used when managing or dealing with the corporation's stakeholder since it can influence effective consultations among the stakeholders. Those that constitute the stakeholders are the customers of the products, the employees, the government and the donors or sponsors. In this way, CDC needs to use democratic approaches regularly by meeting her stakeholders and providing suggestions which could lead to effective communications.

Other aspects are to manage the external factors affecting CDC, such as the Anglophone crisis, which has come up with several separatist attacks on common citizen and the government measures put in place need the present of a democratic style of leadership to listen to the people worries and meticulously handed it with objectivity which can influence the performance of employees. With the democratic leadership style, it will be easier to carry out negotiations with the government on an equitable basis so that the organization will be able to get its customers directly or to undertake investment to transform its products into finished products freely. This research will enable CDC to assess the impacts of their leadership styles on employee performance, as failure to do so will have an adverse effect that will be detrimental to the organizational growth of the CDC.

Looking at the correlation analysis between the democratic leadership style and employees' performance indicates a significant but weak positive relationship. which therefore support the second hypothesis that "Democratic leadership style positively affects employee performance."

The leader member exchanged theory adopted more of democratic style according to the findings which in effect positively influenced their team members' achievement as well as their motivation. This means that democratic leadership style in organization can foster autonomy, competence, as well as relatedness among employees. Transformational leadership, which encompasses democratic and participative elements, is needed in CDC and could be a more practical approach for improving employee performance to a greater level. The findings equally highlighted the relationship between a leader and her subordinates in shaping their performance with democratic leaders, fostering a more positive and productive relationship.

An important implication of the study's findings is that democratic leadership can encourage organizational citizenship behavior, increasing employee engagement and performance in CDC and other organizations. The research suggests that democratic leadership can enhance job embeddedness, reduce turnover intentions, and improve employee retention since employees can participate actively in decision making in the organization. This research highlights the need for leadership development programs focusing on democratic leadership skills such as communication, empathy and empowerment. The results of this research imply that effective leadership styles can contribute to improved organizational performance, including increased productivity, employee engagement and customer satisfaction.

Lewin's study aligns with democratic leadership style because of the participatory approach which gives guidance to members to participate in a group and permits input from other groups. The research carried out by Lewin, the less productive group, is that children but an autocratic group have high quality contributions from members who do not like to be punished and prefer to take instruction from their leaders without any negotiation. The participative leadership is different as

it helps group members to take part in decision making. The final decision rests in the hands of a leader.

This process of involving group members in decision making encourages them to be engaged to the core value of the organization. In democratic leadership style, subordinates feel regarded as a veritable asset of the team, and this boosts up their moral as well as help foster commitment to achieve the organizational goals. Using this style of leadership which is characterized by presenting he problem before the subordinates and open up discussion with the leader takes up as chair rather than decision taker. The decision that emerges from the decision which remains abiding to all instead of imposing as a boss. This gives the employee more power and loyalty to the organization and spurs their emotions toward greater productivity.

Implications of research question three: ***How is Bureaucratic leadership style and their impact on employee performance?***

The study indicated that bureaucratic leadership style is highly practiced in CDC. This style is characterized by strict rules and regulations that govern employee behavior and decision making. Despite this strict rule, the finding indicates that bureaucratic leadership moderately improves employee performance. This suggests that the structure and clarity provided by bureaucratic leadership can have a positive impact on employee performance.

Bureaucratic leadership provides a clear understanding of roles, responsibilities and expectations, which can lead to increased productivity and efficiency. Employees know what is expected of them and can focus on achieving their goals. However, bureaucratic leadership can also have limitations, such as stifling, creativity and innovation. The strict rules and regulations can make it difficult for employees to think outside the box and come up with new ideas.

This style of leadership often limits employee autonomy, which can lead to deceased job satisfaction and motivation. Employees can feel micromanaged and unable to make decisions or take ownership of their work since decisions is based on rules and regulations, which can lead to consistency and fairness. Moreover, this approach can also lead to inflexibility and lack of adaptability in response to changing circumstances.

More importantly is that the strict rules and regulations in bureaucratic leadership can lead to employee compliance but may not necessarily lead to employee commitment. Employees may follow the rules because they have to, rather than because they believe in the organization's mission and values. The finding suggests that bureaucratic leadership moderately improves employees' performance but may not be the most effective leadership style in all situations. Other leadership styles such as democratic leadership style may be more effective in certain contexts.

Finally, the impact of bureaucratic leadership style on employee performance may depend on contextual factors, such as the type of work, the organization's culture and employees' needs and expectations.

In RQ3 above, we observed from the evaluation of the findings that the bureaucratic leadership style in CDC has a moderate influence on employees' performance. In this light, it is reasonable to ascertain that the bureaucratic leadership style is highly practiced in the CDC, which strictly complies with rules and regulations. The results suggest that leadership style if adopted will align with the specific content and will meet the needs of CDC in the execution of her activities. The research findings emphasize the importance of employee engagement and motivation in driving performance, highlighting the need for leadership styles that foster these factors.

The findings suggest that CDC may benefit from organizational change and development initiatives that prioritize leadership development, employee engagement and cultural transformation, especially in situations where it is more bureaucratic. The research supports social exchange theory, which suggests that employees who experience positive leadership behaviors are more likely to reciprocate with increased performance and commitment as employees will not rely only on instruction based on rules and regulations but develop an initiative that can foster innovation and enhanced performance. The findings align with the job demands resource model, which suggests that leadership styles can impact employee well-being and performance by influencing job demands and resources in the CDC.

Good employee performance can be verified by gathering information from the clients, workers, and other stakeholders to see if they are satisfied or whether there is teamwork. The study could encourage leaders or heads of organizations to adopt and to take training courses on leadership styles and their influence on employee performance. It could stimulate further study on leadership and employee performance in an agro-industry and other industries. It could have the same external validity if tested in different industries.

The performance of CDC depends on the quality of their workforce as stated by Temple (2002), The discussion on it theoretical implications on employees' performance become very imperative .as employees' performance influences organizational efficiency. Many people considered an organization's wealthiest assets on individuals who provide their talent to run their activities, and success depends on how organization depends on its people (Barlett & Ghosbal, 1995). Human resource's role in an organization is very critical in raising the organizational success or performance. The performance of many individuals cumulated to make up the overall performance or achievement of an organizational goal (Armstrong & Baron 1998).

Amos et al (2014) confirmed that "the effective management of individual performance is critical to the execution of strategy and the organization in achieving its strategic objectives". Employees' performance cannot be allowed to develop naturally even though they have their natural desire to perform which can be rewarded. This can only be as the desire is accommodated, facilitated and cultivated to achieve the performance of the organization (Amos et al, 2004). The bureaucratic leadership style impacts on employees' performance moderately but could be harnessed with another leadership style, like the democratic leadership style, to promote adequate performance in the workplace.

The study helps leaders and managers understand the new relationships between leadership styles and the performance of employees in CDC. For instance, leaders or managers will be able to learn that leadership styles impact employee performance. For the bureaucratic leadership style to be efficient they need creativity which is part of democratic element to make it a balance so as to enhance employee performance as it may trouble creativity and innovation in an organization because there is no freedom from the employees to come up with new ideas in bureaucratic organizations.

Implications of research question four: *How Autocratic leadership and its impact on employee performance?*

The findings revealed that autocratic leadership style hurts employees' performance since this style is characterized by individual decision making with little or no input from subordinates. This contradicts employee empowerment, as employees are not given autonomy to decision making process. This can lead to feelings of powerlessness and frustration among employees. In addition,

autocratic leadership can also negatively impact motivation as employees may feel that their ideas and contribution are not valued. This can lead to deceased job satisfaction and engagement.

The findings indicate that autocratic leadership leads to decline in job satisfaction, as employees feel their opinions are not considered in decision making. This can result in deceased moral and increased turnover.

Furthermore, autocratic leadership is centered on individual decision-making with the leader having complete control over the decision-making process. This can lead to lack of diverse perspectives and ideas. This type of leadership has a negative impact on employee performance as employees may feel disengaged and unmotivated. This can result in deceased productivity and efficiency.

In contracts, other leaderships as revealed in the findings such as democratic leadership style may be more effective in improving employee performance since it involves employee participation, empowerment and motivation. The findings have implications for CDC suggesting that autocratic leadership may not be the most effective leadership style. CDC leaders may need to consider adopting more participative and empowering leadership styles to improve employee performance.

The fourth key implication related to RQ4 revealed the evaluation of the findings which have a relationship with autocratic leadership style in CDC. The research finding indicated that autocratic leadership style hurts employee performance. It is therefore reasonable to ascertain that the autocratic leadership style does not align with CDC's goal as it hinders employee performance.

The autocratic leadership style contradicts employee empowerment. The prevalent use of autocratic leadership in CDC contradicts the organizations' employee empowerment and motivation goals, highlighting a mismatch between leadership style and organizational objectives

regarding employee performance. Leaders of CDC highly use autocratic leadership, but this type does not produce the desired result of greater productivity and performance since it does not spur workers to innate the working spirit and improve their output.

The prevalence of autocratic leadership style in CDC may perpetuate the perception of organizational injustice, leading to decreased satisfaction and performance. The finding emphasizes the need for contextual factors such organizational culture when examining the impact of leadership styles on employees' performance. This research supports social identity theory, which suggests that employees' identification with their leader and organization can influence their performance and motivation.

This research also supports using multilevel approaches to understand the impact of leadership styles on the performance of employees by recognizing interplay among individuals, teams, and organizational factors. This can notify the development of evidence-based programs on leadership development with organizational interventions that can improve employees' performance and her well-being. The results laid more emphasis on the need for leaders to develop programs that focus on building emotional intelligence, cultural and other key leadership competencies to perfect autocratic leadership's defects. This will help leaders and managers gain more skills and adapt to the reality of their employees' situations and, by so doing, help foster employee performance.

Autocratic leadership has the characteristic in which all control is done by an individual and discussion to come up with decisions from the group plays little importance in an autocratic leader who makes choices based on individual judgement and does not accept opinions from subordinates who may even be more competent than himself. Moreover, an autocratic leader has absolute control over the group since he is the only one who provides clear expectations on the needs to be

done by the followers. When considering what to do and how to do it, the autocratic leaders do not consult her subordinates. This leadership style intensified its concern on the command and control of her subordinates or followers. The distinction is very clear between the leader in the organization and her followers in terms of control as decisions are made without any input from their followers, which renders their subordinates with no contribution toward the organization's success.

In much research on autocratic leadership, the issue of decision making was found to be less creative, Lewin et al (1939) According to these researchers it is difficult for an autocratic leader to change its leadership style and adopt that of democracy rather than vice versa. The most abuse of this leadership style is on the control level and dictatorial roles. However, there are still some exceptions, as autocratic leadership style can best be applied in situations where little time is needed in a group to make decisions and where the leader's skills outweigh that of her members could help fascinate decision making, which will be viewed by all as perfect. The autocratic approaches are equally good in situations of rapid need of decision taken and decisive action like the military. However, functional and hostile environments are created as they often put followers against a domineering leader.

Autocratic leadership is linked with the behavior era since the evolution of leadership theory emphasized giving more to leaders' actions than the traits they exhibit toward their followers. According to Yukl (1989), most of the work carried out during this era brought out the differences in behavioral patterns both practical and the leaders in organization who are not effective, while others focused on the general behavioral patterns of leaders. More emphasis is laid in developing behavioral traits rather than studying them in an organization. This was confirmed by Moorhead

(1987), who states two significant behavioral traits of structure initiation in the various stages of this era and adapted for application in the managerial setting.

Any leader could use different leadership styles to secure collaboration in setting goals and regulations in an organization like CDC to complete the work effectively. The type of job to be done could quickly determine the form of leadership in that organization. Agulanna and Madu (2009) asserted that leaders are known to engage in different behaviors when tackling the issue of leadership responsibilities. Wehab (2010) supported the idea that a leader's style is the way the leader behaves, and the strategy put in place for managing subordinates.

The result was also confirmed by the behavioral psychologist McGregor (1960), on strategies which are influenced by leaders' assumptions. According to him, the experienced consultant, there are two contracting sets of assumptions made by managers in industry; the first being the altitude known as theory X while the second known as theory Y. Leaders holding theory X could practice autocratic leadership style while leaders on theory Y are those practicing democratic leadership style.

McGregor's (1960) work's real value was how the leader's behavior greatly affects their altitude toward human nature. Much attention has been given to the relationship between a leader expectation and the resulting performance from subordinates. Managers expectations are usually very high when compared to workers' productivity which fall below their expectation making it more common for them to adopt the theory X leadership behavior. This type of behavior overrides respect for elders and predisposition toward respect for authority. The negative altitudes among employees of CDC could constitutes the demand of theory X leadership behavior in order to get a more positive results since employees will be obliged to perform as remarked by Wood on the

abuse of office for private gain, laziness on the part of workers and lack of commitment to work as well as poor time management by the workers.

McGregor's (1966) theory X and Y were considered during this era, such as the Theory X and Y. directed this theory to give a picture of how workers respond to tasks. Theory X entails employees being directed or externally motivated to serve the organization. Theory Y is seen as employees who already have the motivation inside them and are willing to work using the right conditions to achieve the stipulated goals in the organization. In Bass's work (1981), employee behavior is centered on conditions and the stimulation given by leaders.

The autocratic leadership could be compared with the work of Kurt Lewin. He was able to identify three forms of leadership styles, often described as the democratic leadership style, the autocratic leadership style and laissez-faire leadership style. The autocratic form of leadership has its power rests in the hands of the organizations' leaders, while democracy refers to the voice or decision of the people who are part of the organization. Laissez-faire gives power to the people working in an organization to decide what they want and how they want it done.

The aspect of autocratic leadership in an organization, as seen in the work of Hersey and Blanchard (2010), states that a leader's style is how they motivate their team members to work effectively. In this regard, Northouse (2004) asserts that a leader's style is their approach and behavior when attempting to persuade others. Therefore, the results show that there is an insignificant correlation between the autocratic leadership style and employee performance in CDC. This ascertain the third hypothesis that autocratic leadership style affects employees' performance is not supported.

5.3 Recommendations

The CDC should adopt democratic leadership style as the study's finding suggests that a democratic leadership style is positively correlated with employee performance, job satisfaction and organizational commitment. By implementing democratic leadership style requires encouraging employee participation in decision making processes. This can be achieved by creating platforms for employees to share their ideas, opinions and suggestions. Regular consultation meetings and open doors policies with anonymous feedback mechanism can facilitate this process.

The benefit of this style to CDC is that it thrives in an environment of transparency as it fosters the culture of transparency. Leaders should communicate clearly and honestly with employees, providing them with relevant information about the organization's goals, challenges, and expectations. This helps build trust and credibility, leading to increased employee engagement and motivation.

Democratic leaders empower employees by delegating authority and providing autonomy to make decisions. This not only enhances employee confidence but also promotes a sense of ownership and accountability. By giving employees, the freedom to take calculated risks, leaders can foster innovation and creativity. Effective implementation of democratic leadership style, leaders and employees alike require training and development opportunities. This can include workshops on communications, decision making and conflict resolution, by investing in employees' development. CDC can build a more informed engaged and productive workforce.

Leaders must model the behavior they expect from their employees by demonstrating a commitment to democratic values such as inclusivity, respect and empathy, leader can create a

positive work environment that encourages collaboration and teamwork. By leading by example, leaders can inspire their employees to adopt a similar approach, leading to improved performance and organizational success.

Also enhancing leadership development is crucial by implementing regular leadership programs which can help leaders develop the skills and competencies required to effectively manage and motivate employees. These programs can focus on topics such as communications, decision making, conflicts resolution and emotional intelligence. Pairing leaders with experience mentors or coaches can provide them with personalized guidance and support. This can help leaders develop their strengths and address areas for improvement, leading to more effective leadership.

Developing a leadership competency framework can help identify the key skills and behaviors required for effective leadership in organization. This framework can serve as a guide from leadership development initiative and help leaders understand what is expected of them. Regular feedback and evaluation are essential for leadership development. Leaders should receive constructive feedback from employees, peers and supervisors to identify areas for improvement and develop their skills.

Enhancing leadership development also involves succession planning. Identify and developing future leaders can ensure continuity and stability in the organization, even in the face of leadership changes or departures as it can build a strong leadership pipeline and drive long term success. Assessing the predominant leadership styles can provide several benefits, including areas for development. Leaders can identify areas where they need to develop their skills or change their approach. Based on the assessment results, targeted interventions can be developed to address

specific leadership gaps. By addressing these leadership gaps, organization can improve employee performance and overall organizational effectiveness.

This study also recommends CDC to encourage communication channels to improve leadership effectiveness and employee performance. Effective communication is critical to organizational success and leaders play a vital role in fostering open and transparent communication. If CDC encourages communication, the corporation will experience improved collaboration as open communication foster teamwork and collaboration among employees. It also built trust as transparent communication-built trust among leaders and employees. Above all, it enhances employees' engagement, making employees feel heard and valued as they are more likely to be engaged and motivated.

This study also recommends rewarding effective leadership practices to encourage and reinforce positive leadership behaviors in CDC. This recognition and rewarding of leaders who demonstrate effective leadership styles can motivate them to continue improving their skills and behaviors. By rewarding CDC leaders can lead to increased motivation which will help them improve their skills. Also, there will be effective leadership which is linked to improved employee performance and productivity. In addition, rewarding leaders can retain top talents in their jobs since leaders will not be discouraged with what they are doing since the organization motivates them.

Recommendations for practical applications

The importance of democratic leadership style in organizations should be well known to leaders and managers in shaping organizational performance and they should master its implementation in their various organizations to guarantee the required goals; Organizations should in script as part of their culture the perceptions of leaders' behaviors toward their employees should be cordial

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and be able to relate to good performance. For this to be effective, the organization should be able to adopt a continuous development program for leaders to help them build a strong relationship with their employees to enhance organizational performance.

Management in an organization like the CDC should effectively engage all leaders or managers at different levels and sectors to adopt a democratic leadership style when discharging their responsibilities because this will enhance more productivity as employees are involved in decision making thereby creating a good spirit of loyalty and involvement. Top management should safeguard all leaders or managers and supervisors get some training and seminars to ensure the qualities of traits as leaders get down to the employees of the organization based on the principles of democratic leadership.

Organizations should adopt the correct leadership style to handle the daily challenges to achieve more competence, effectiveness, and excellence in employee performance in organization. Moreover, owing to the findings exhibited in this study, recommendations were made as follows. Bureaucratic and democratic leadership styles displayed a high capacity in increasing the performance of employees with bureaucratic leadership style positively influencing employee performance though less than democratic.

However, it is recommended that leaders with the bureaucratic leadership style should be trained to become democratic leaders. It is not advisable to have multiple, conflicting leadership styles like democratic, bureaucratic, and autocratic coexisting uncoordinated within the same organization. This can lead to confusion, misalignment, and inefficiency. This research revealed how much leadership style influences employee performance as it predicts that employees under a democratic style of leadership performance far better than bureaucratic style of leadership.

Organizational performance with employees and supervisors in conformity with the type of leadership practice in the organization shows an insight on what an employee's need from their leaders and the behaviors of leaders they preferred.

The negative impact of autocratic leadership style shows that this style shunned policies should it be put in place as it discourages the employee involvement in an organization decision making process. For every organization to succeed, they need to select the best approaches that will induce the optimal performance of workers. In this case, democratic leadership styles need to be fully exploited so as to attain the anticipated performance in CDC and other organizations.

The results of this study also revealed that there is need to improve leaders' skills on the style of leadership as more plans could be suggested to train leaders that could enhance employees' further performance. It indicated that leaders practicing democratic leadership will have results of higher productivity of their employees than those practicing autocratic and bureaucratic leadership styles. Leaders or supervisors should know the best needs of their organization as well as their employees and do encourage their employees to be more creative in the surrounding opportunities and challenges of the organization.

Moreover, employees love to see idealized characteristics of their supervisors which could help to foster faith in them. Employees should be connected beyond self-interest with working groups or individuals. The aspects of workloads should be dealt with in a sense of trust and power. In like manner, employees should try to avoid leadership style that does not provide this quality. On the Contrary, employees need more clarification on the organizational goals and supervisors should be able to guide and explain to them the standard expected to be met within the time given.

Despite the emerging trend in most organizations toward democratic leadership, public organizations have still adopted the use of hierarchy structure in their organization (Hill et al, 2012). Some organizations like CDC display hierarchy structure with more leadership being at the top while the other found at the bottom. Organizational culture is an important critical dimension since it influences the style of leadership to be used or practiced (Bass & Stogdill, 1990) In some organizations, specific structure leads themselves better than in other organization and leaders must implement a democratic form of leadership, which is most appropriate and is recommended for CDC since it mainly practiced autocratic leadership styles.

Developing specific programs in organization or mentor professional for the leaders or supervisors with appropriate training programs may align with leadership development skills adopted by this research. Programs offered by organization to her leaders and employees should be designed to meet up with employees needs so that they may be motivated to embrace these programs which is more beneficial to them.

This research contributed to the human personality approach, which ascertains the degree to which personality traits differ from one human being to another and the patterns of thoughts for a person and their behaviors like anxiousness, shyness, pessimism or optimist thoughts and openness, which are common in CDC and other organizations. Research undertaken by Boundless (2015) revealed how these traits theory does expose what people have in them as traits or characteristics of personality.

This trait theory helps identify leaders with high integrity or emotional stability, positively impacting employee performance. Leader characteristics like age and experience influences leadership styles and employee performance. Trait theory can bring out traits like extraversion and

conscientiousness to predict leadership effectiveness and employee performance. Incorporating traits theory explains how leaders' characteristics influence their leadership styles and ultimately affect employee performance in CDC as they can provide empirical evidence.

This research helps many leaders or rulers as well as heads of private and governmental establishments, like major stakeholders of CDC, to have deeper knowledge on the various leadership styles as well as employees' performance. Leaders easily get new information regarding the various styles of leadership practiced in their establishment taking into consideration the various theories established on leadership styles and employee performance. A good example are leaders who see that the bureaucratic, democratic and autocratic leadership styles are similar because they believe leadership is born or learned from others.

Recommendations for Future Research

This researcher recommends a future study on leadership styles since there was limited research conducted on how leadership styles impact employees' performance globally. More research should be conducted on the different leadership styles such as transactional leadership style, transformational leadership style, coaching leadership style among others with consequence impact on employees' performance.

In addition, the researcher encouraged and recommended future research on other types of organizations, especially manufactory, tertiary sectors of the country since this research was limited only to the primary industry of CDC - agro-business activities. Since the study was conducted on agro industrial organization, future studies should explore more complex multinational agro-industrial companies. Also, other leadership styles like transformational or transactional leadership in different industries and countries with different economic environments

could be exploited. The model of this future research can include the work outcome of employees such as the turnover intentions or work commitment. Moreover, different methods of research designs such as qualitative and mixed research methods which has an in depth is needed as the methodology of such research. information on the various leadership styles plays a key role in coming out with more complex results.

Moreover, the researcher suggests several avenues for future research, including examining the impact on employees' welfare with leadership style, exploring how modern technology advances with the quality of leadership, and investigating the effects of leadership on organizational culture. Furthermore, it could explore the intersection of leadership and diversity, equity and inclusion, as well as in many agro industry by analysis their cost effects of their leadership on employees' behaviors which is not considered in this study. Finally, a more comparative study to analyze organizations operating industries, such as mobile telephone companies, insurance companies, educational institutions and other public corporations that provide services or the tertiary sector of the economy should be envisaged.

5.4 Conclusion

The hypothesis of this research was tested and confirmed as follows: Bureaucratic leadership has a less significant positive effect on employees 'performance while democratic leadership style has a positive significant on employees' performance in CDC and the third is autocratic leadership style which even have but negative effects on employee performance in the CDC, The research findings concluded that not all leadership styles positively impact employees' performance in CDC, as autocratic leadership style hurts employees' performance.

In organizations like CDC and other similar companies, a more appropriate leadership style such as the democratic leadership style should be applied to get the desired results in impacting

employees' performance positively. Management of CDC in according with government policies should persuade government of Cameroon who is the main shareholder to resolve the ongoing crisis in the Southwest and Northwest Regions of Cameroon so that effective work could resume in all the departments of CDC which will trigger more productivity for the wellbeing of the corporation. This will ensure more security in the CDC establishment, and workers will be motivated to work, thereby increasing employee performance. Also, bureaucratic leadership should be applied along with democratic leadership to improve employee performance since CDC is a state-owned enterprise, and the use of only a bureaucratic form of leadership with external government interventions and influences will hinder production, so the blend of democratic leadership alongside the bureaucratic will greatly encourages employees' participation and increase output.

More importantly, this research methodology uses a quantitative and survey approach in collection of data through questionnaires making it easy for the respondents to provide the required information needed by the researcher. Another instrument on research also used in this study is the qualitative approach on multiple instruments such as interview or on focus group discussions and content analysis from secondary data.

This research indicated that leadership styles statistically impact employees' performance in CDC, and all the hypothesis of this study has ascertained that leaders' behaviors directly affect the performance of employees in organization. This research has therefore attempted to fill this gap in the knowledge of research by examining three leadership styles (Democratic, bureaucratic and autocratic leadership styles) and their impact on the performance of employees.in CDC and to find out the most appropriate leadership style that can increase employees' performance significantly.

The findings of this research from content analysis show that leadership behaviors are vital for improvement of employee's performance as every sector needs leaders to behave well if the sector have to succeed. The process in which individuals influence people to attain their common goal is also known as leadership as this helps to achieve organizational success. This research has established that leaders or managers in CDC carried out autocratic form of leadership style through which they aim to expect the desired results, which are not achievable. Therefore, supervisors are encouraged to adopt a democratic approach, which is optimism about the future by instilling new mindsets and motivating employees to increase performance.

Democratic leadership perceives some fairness and receives regular job performance feedback in their workplace and therefore increased employees' performance. This type of leadership style makes the working environment more interactive and causes employees to realize the assigned tasks. The study shows that democratic leadership should be encouraged as it has the most significant positive impact on employees' performance in CDC and managers should be able to build strong managerial skills with the qualities of democratic leadership as this may give their staff appropriate responsibilities and also allow them to execute tasks within the confine of the organizational goals.

Supervisors or leaders in organizations should pay more attention to accommodating employees' desire to perform better and attentive to develop these desires to improve employee performance. Some influential leaders can take many different shapes which go a long way to predict the level of employees' performance envisaged at the organization as two people cannot possess the same characteristics and behaviors and therefore it is difficult to consider one leadership as the best since situations that warrant changes in ideas. It all depends on the situation in place and the conditions in which the organization finds itself. The results of this research revealed that democratic and

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bureaucratic leadership styles can easily boost employees' performance or worker productivity with democratic leadership style been the best.

Leaders and managers in organization should encourage more employees' participation in the area of decision making to get them more involved in the affairs of the organization. The employees will be given the opportunity to develop more skills by way of training which will make them have more innovative and creative skills needed by organizations to achieve their goals. This will in effect make organization improve employees' performance. As a result of this, supervisors or leaders as well as followers will gain more experience, and this will create an organizational excellence which can favor changes in leadership styles to suit the situation in place which will boost worker performance. To be part of decision-making policies in organization, the employees is able to gain more knowledge on how the organization is managed and do recognize the leadership style that best favors excellent performance.

Organizations can emulate the excellence performance from the various leadership style practiced in their organization which help policymakers to take appropriate decisions especially if faced with multiple situations of workers' declining outputs like the case of CDC due to the ongoing crisis affecting the region and which leadership can turn the page for more performing employees. This research has contributed to the field of management research by filling some of the gaps which were not carried out by many researchers in order to understand the three leadership styles used in CDC that impacted employee's performance,

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APPENDIX - QUESTIONNAIRE

SWISS SCHOOL OF BUSINESS MANAGEMENT (SSBM) GENEVA

DOCTOR OF BUSINESS ADMINISTRATION -DBA PROGRAM

Questionnaires filled out by respondents

Dear Respondents!

My name is Mohbambu Pangmimo Arouna, and I am a Doctor of Business Administration (DBA) candidate for SSBM. My thesis is "Leadership Styles and its Impact on Employees Performance in Cameroon Development Corporation."

My purpose is not to evaluate individual managers, process owners, team leaders, or employees but to investigate and gain insight into how certain leadership styles have a distinctive impact on employee performance. Your response to these questions makes achieving the research's objective impossible. Hence, you are kindly requested to provide a genuine response. Your response is anonymous /nameless and will only be used for academic purposes.

The questionnaire has three parts: Part I, Personal information; Part II, leadership styles; and Part III, Employee Performance.

Please tick (√)) your preferences.

Thank you in advance for your cooperation and timely response.

Part I: Personal Information

1. Gender :   Male   Female

		31 to 40 years	41 to 50	51 and above

2. Age : 18 to 30 years   years

3. Educational Background:	Primary Education	Secondary education	Tertiary education	Non formal education

4. Your current work position	Management Staff	Supervisory Staff	Hourly Rated Staff.	

5. Wealth quintile	42,000 – 80,000	91,000-149,000	150,000 and above	
6. Place of residence	In the camp	Out of the camp		
7. Marital status	Married	Single	Divorce	Widow/widower
8. Religion	Muslim	Christian	None	

Part II: Questions Related to Leadership Styles

9) Which leadership style do you think is best practiced by your supervisor (chose just one option)?

1. Your leader emphasizes established rules and procedures in CDC

2. Your leader involves employees in decision-making processes in CDC

3. Your leader makes decisions without consulting employees in CDC

The following section is about leadership styles. Please tick your preferences on the 5-point

Likert scale was prepared for this purpose.

S/N	Questions	1 Not at all	2 Once in a while	3 Sometimes	4 Fairly often	5 Frequently, if not always.
A	Bureaucratic Leadership Style					
10	How often does your leader emphasize established? rules and procedures in CDC?					
11	To what extent does your leader rely on formal authority and tradition					
12	How frequently does your leader use administrative controls to monitor performance?					
13	Does your leader encourage or discourage innovation and creativity?					

14	How often does your leader provide clear expectations and guidelines?					
B Democratic Leadership Style						
15	How often does your leader involve employees in decision-making processes?					
16	To what extent does your leader encourage open communication and feedback?					
17	Does your leader foster a sense of teamwork and collaboration?					
18	How often does your leader					

	seek input from employees before making decisions?					
19	How does your leader recognize and reward employees' contributions?					

C Autocratic Leadership Style					
20	How often does your leader make decisions without consulting employees?				
21	To what extent does your leader use their authority to dictate actions?				
22	Does your leader encourage or discourage questioning of your decisions?				
23	How often does your leader use rewards or punishment to motivate employees?				
24	How often does your leader take credit for employee achievements?				

Part III: Questions Related to Employees Performance:

S/N	Questions	1 Not at all	2 Once in a while	3 Some times	4 Fairly often	5 Frequently if not always.
25	How does your leader´s style affect your job satisfaction?					
26	To what extent does your leader´s style influence your motivation?					
27	How does your leader´s style impact your productivity?					
28	Does your leader´s style affect your commitment to the organization?					
29	How does your leader´s style influence your overall performance?					
30	How often do you feel recognized for your contributions?					
31	How often do you feel stressed at work?					
32	How motivated are you to perform well?					
33	How satisfied are you with your job?					

34	How likely are you to recommend the organization as a great place of work?					

Source: Bruce Avolio & Bernard Bass (2004)