

**LEADERSHIP STYLES AND EMPLOYEE PRODUCTIVITY IN SELECTED SMALL
AND MEDIUM SCALE ENTERPRISES (SMEs) IN ENUGU METROPOLIS**

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**BEING A PROJECT PRESENTED TO THE DEPARTMENT OF BUSINESS
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DECLARATION

I, hereby declare that this project titled: “**Leadership Styles and Employee Productivity in Selected Small and Medium Scale Enterprises (SMEs) in Enugu Metropolis**” is an original research report undertaken by me under the supervision of **Isaac A. Agber** of the Department of Business Administration, Godfrey Okoye University, Ugwuomu-Nike, Enugu State, and all the materials and authors quoted were dully acknowledged. And that the work has not been submitted in part or entirety to any institution for the award of any degree.

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APPROVAL

We hereby certify that this project titled: “Leadership Styles and Employee Productivity in Selected Small and Medium Scale Enterprises (SMEs) in Enugu Metropolis” has been duly presented by **Caesar-Otta Chidera (GOU/U22/MAN/293)** of the Department of Business Administration, Faculty of Management and Social Sciences, Godfrey Okoye University, Ugwuomu-Nike, Enugu State, and has been approved by the underlisted Examiners.

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DEDICATION

This project is dedicated to Almighty God.

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ABSTRACT

This study examined different styles of leadership and how they impacted the productivity of workers in small and medium sized enterprises (SME) in Enugu State (the south-east region) of Nigeria. The specific focus of this project was to find out how a variety of different types of leaders: transformational, transactional, democratic, laissez-faire and autocratic influence the productivity of employees. A survey research design was used, with a population size of 250 employees and management staff from selected SMEs located in the Enugu East Local Government Area. Therefore, the Taro Yamane formula was used to calculate that a sample of 154 respondents would be required for the research. The data were collected through a structured questionnaire, of which 128 valid copies were analyzed using descriptive statistical analysis and multiple regression analysis through the SPSS computer software, version 25. As a result, the findings from this study showed that: transformational leaders significantly positively influenced the productivity of employees with a direct effect of ($\beta = .402, p < .001$); transactional leadership also had a positive impact on the productivity of employees with a direct effect of ($\beta = .228, p < .003$); Democratic leadership significantly influenced the productivity of employees with a direct effect of ($\beta = .351, p < .001$); however, Laissez-faire leadership significantly negatively impaired employee productivity with a direct effect of ($\beta = -.184, p < .007$); Autocratic leadership, like laissez-faire leadership, negatively influenced employee productivity with a direct effect of ($\beta = -.151, p < .016$). The conclusion of this study was that effective leadership styles will significantly increase employee productivity within the SME sector of Nigeria. Therefore, it is suggested that SME managers should adopt the use of more transformational and democratic styles of leadership in order to achieve an increase in employee productivity.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Employee productivity is an important factor in determining how well organizations grow and sustain, as it is a measure of how efficiently and effectively employees are able to convert all of the resources available to them (time and effort), into a tangible output. Employee performance is measured by their ability to reach performance targets, the quality and quantity of what they produce and the overall contribution towards the organization's objectives. There are several factors that influence employee productivity a work environment, technology access, motivation, job satisfaction, leadership and organizational culture (Adebayo and Eze, 2023). In particular, leadership has consistently been identified as one of the most significant determinants of the level of employee performance within an organization (Okoro & Mbah, 2021). When employees have effective leaders, they are able to align their energy towards achieving organizational goals, however when the exist ineffective leadership there is greater chance for employees to be disengaged, work inefficiently and turn over from the organization (Adeoye & Babalola, 2020).

The type of leadership style is the behavioral style that an individual (leader) uses to lead others and influence or guide them in order to assist the organization in reaching its strategic business objectives/goals. The leadership style includes how the leader communicates, decides, solves problems, and motivates members of the team (Ibrahim & Hassan, 2020). There are different categories of leadership styles: transactional, transformational, democratic, autocratic, and laissez-faire leadership; these styles have various impacts on employees' attitudes and performance (Mensah & Dogbe, 2022). Transactional leadership is based on established tasks (structure) and employs rewards/punishments to monitor the subordinates' performance. Transformational

leadership uses a shared vision, motivates through intellectual stimulation, and demonstrates personal consideration for the employees in order to develop employee creativity and commitment (Bass & Riggio, 2019). The democratic style utilizes employee participation in the decision-making process and values the employee's input. The autocratic style relies on authority (control) to make all decisions unilaterally. The laissez-faire leadership style allows team members to exercise total freedom and autonomy with limited interference from a leader in their decision-making (Ofori & Asiedu, 2022).

Each type of leadership has an impact on employee productivity in different ways. For instance, transformational leaders tend to increase motivation, job satisfaction and productivity by meeting employees' internal needs and building trust with employees (Obi & Nwosu, 2021). On the other hand, transactional leaders tend to achieve short-term increases in employee productivity from implementing reward systems and other forms of incentives; however, they do not typically promote long-term creativity or ongoing employee engagement (Ibrahim & Hassan, 2020). Involving employees in organizational decisions increases employee ownership of and responsibility for their work, which can increase productivity associated with democratic leadership (Okoro & Mbah, 2021). Autocratic leadership usually provides the greatest efficiency in times of crisis when quick decisions must be made, however it can negatively affect creativity and morale when applied consistently (Adebayo & Eze, 2023). Laissez-faire leadership typically works in environments where employees possess competency and self-discipline; however, it can lead to employee inefficiency and lack of clearly defined roles in less structured environments (Mensah & Dogbe, 2022).

The correlation between styles of leadership with employee performance across various locations has been shown through empirical “real-world” data at both global and regional levels. Employee

engagement and performance are positively associated with transformational and democratic leadership styles, while the autocratic and laissez faire styles are negatively associated with employee productivity (Bass and Riggio, 2019; Ofori and Asiedu, 2022). In a study of small and midsize enterprises in Ghana, Mensah and Dogbe (2022) concluded that transformational leadership had a positive effect on employee innovation and productivity whereas autocratic leadership had the opposite effect. A study in Malaysia concluded by Abdullah et al. (2021) found that teamwork and high performance in small businesses were positively affected by democratic and participatory leadership styles.

Leadership style has an important influence on how productive SMEs in Nigeria are (Adebayo & Eze, 2023). Since the contribution of SMEs to the Nigerian economy is high (48% of GDP) and they represent approximately 96% of all business activity, it is critical that effective leadership is provided in order for organizations to achieve desired output levels. For example, Okoro & Mbah (2021) discovered a strong positive correlation between transformational leadership and employee commitment and productivity among SMEs in Abuja and a strong negative relationship between autocratic leadership and SME productivity. Likewise, Adeoye & Babalola (2020) found that democratic leadership increases employee satisfaction and performance of SMEs across Lagos and Kaduna States, while Obi & Nwosu (2021) concluded that the use of transactional leadership in some SMEs in Nigeria created short-term efficiencies but failed to create long-term employee engagement. These research findings clearly illustrate that the type of leadership provided to employees of SMEs in Nigeria has both behavioural and strategic implications with respect to increasing SME productivity in Nigeria.

Leadership has long been an important factor in determining the productivity of employees. The different studies done on leadership styles in the Enugu State, Nigeria have provided both insights

as well as gaps of knowledge. Eze and Chukwuma (2022) conducted a study that examined the different leadership styles among managers of Small/Micro Enterprises (SMEs) in Enugu and how those styles influenced their employees. Their research indicated that both democratic leadership and transformational leadership are significantly correlated positively to employee morale, and also positively correlated to employee creativity, with no statistically significant correlation found between either laissez-faire leadership style or employees' productivity. Likewise, Okafor and Nwobodo (2023) found that transformational leadership is positively correlated to employee alignment with organizational goals, while autocratic leadership is associated with increased intent of employees to leave their jobs. The results of the studies conducted by Eze and Chukwuma (2022) and Okafor and Nwobodo (2023) suggest that the use of the aforementioned leadership styles helps to produce higher levels of productivity. In addition, they emphasize the importance of using leadership styles that are culturally and economically appropriate to the Enugu society in order to encourage sustainable levels of employee productivity. However, additional, comprehensive studies examining the effects of the multiple dimensions of leadership on employee productivity in SMEs in Enugu is lacking. Consequently, this study was developed to examine the impact of the leadership styles of managers of SMEs on the individual employee's productivity at selected SMEs in Enugu State.

1.2 Statement of the Problem

Small and medium enterprises (SMEs) in developing economies face continual problems around employee productivity. In Nigeria, for instance, SMEs represent a critical subsector of the economy for both employment creation and national development (Adebayo & Eze, 2023), yet in many cases the productivity of employees within these firms continues to decline. The numerous factors which have been identified as integral to employee productivity include job satisfaction,

motivation, and organizational culture, however, increasing emphasis is being placed upon leadership style as one of the most significant factors affecting employee productivity (Okoro & Mbah, 2021; Eze & Chukwuma, 2022).

According to empirical studies conducted in Nigeria it appears that many SME managers do not have effective leadership styles that inspire and sustain high levels of employee performance (Obi & Nwosu, 2021). As per Adeoye and Babalola's (2020) findings, SME leaders predominantly employ autocratic or transactional leadership styles that emphasise compliance and control rather than engagement and innovation. Therefore, it is not surprising that very low levels of morale, poor levels of employee commitment and high levels of employee turnover are all very common within most Nigerian SMEs. Conversely, transformational and democratic leadership styles have demonstrated significant positive influences upon creativity, motivation and performance within Nigerian SMEs (Mensah & Dogbe, 2022; Okafor & Nwobodo, 2023), yet they are found to be significantly underutilised in the context of Nigerian SMEs located within the South-East region.

Small and medium sized enterprises (SMEs) account for a large proportion of the local economic activities taking place in Enugu State. Current research indicates SMEs in Enugu State are still unable to effectively utilize employee productivity and reduce operational inefficiencies even though there are government assistance programs available (Eze & Chukwuma, 2022). Several leadership deficiencies to be contributing factors to low employee productivity include: ineffective communication, poor delegation of responsibilities, as well as limited employee input into decision-making processes (Okafor & Nwobodo, 2023). The use of authoritarian and/or laissez faire management styles have contributed to the low levels of employee motivation and, subsequently, low levels of employee productivity in Enugu State because these management styles often discourage employees from feeling motivated to perform their jobs at a higher level.

Therefore, the focus of this study is to investigate the reasons for low employee productivity within SMEs in Enugu State and whether effective leading behaviour can increase the level of employee productivity. Specifically, this research aims to identify what types of leading behaviours may be effective in addressing productivity issues within the SME sector in Enugu State (Adebayo & Eze, 2023; Eze & Chukwuma, 2022).

1.3 Objectives of the Study

The major objective of this research was to examine leadership styles and their effect on the productivity of employees in small-to-medium-sized businesses (SMEs) located in Enugu, Nigeria. The study has several specific aims:

- i. To evaluate how transformational leadership style affects the productivity of employees in SMEs in Enugu, Nigeria.
- ii. To assess how transactional leadership style affects the productivity of employees in SMEs in Enugu, Nigeria.
- iii. To determine how democratic leadership style affects the productivity of employees in SMEs in Enugu, Nigeria.
- iv. To assess how autocratic leadership style affects the productivity of employees in SMEs in Enugu, Nigeria.
- v. To determine how laissez-faire leadership style affects the productivity of employees in SMEs in Enugu, Nigeria.

1.4 Research Questions

The research questions were formulated from the objectives as follows:

- i. How does transformational leadership style impact employee productivity in SMEs located in Enugu State?
- ii. How does transactional leadership style impact employee productivity in SMEs located in Enugu State?
- iii. What effect does democratic leadership style have on employee productivity at SMEs located in Enugu State?
- iv. How does autocratic leadership style impact employees' productivity within SMEs in Enugu State?
- v. To what extent does laissez-faire leadership style influence employee productivity in SMEs in Enugu State?

Statement of Hypotheses

To address the above research questions through the development of null hypotheses, the following hypotheses have been developed:

- H₀₁: Transformational leadership style does not have any significant impact on employee productivity in SMEs in Enugu State.
- H₀₂: Transactional leadership style does not have any significant influence on employee productivity in SMEs in Enugu State.
- H₀₃: Democratic leadership style does not have any significant impact employee productivity at SMEs in Enugu State.
- H₀₄: Autocratic leadership style does not significantly affect employee productivity at SMEs in Enugu State.

H₀₅: Laissez-faire leadership style has no significant effect on employee productivity in SMEs in Enugu State will not be significant.

1.6 Significance of the Study

The importance of this study lies in the information given about how different styles of leadership impact the productivity of employees working for small and medium-sized enterprises (SMEs) operating within Enugu, Nigeria. By determining what type of leadership enhances or hinders productivity, this research will assist managers and owners of SMEs in utilizing more productive methods to effectively increase job satisfaction and improve overall company efficiency. Furthermore, it will aid SME managers in determining the behavioral and motivational techniques necessary to develop more engaged and productive employees.

SME owners and managers will benefit from this study because it will offer practical advice regarding the use of leadership methods that will positively increase productivity and competitive position. Historically, many small business owners have relied upon their intuition and their own experiences when managing their employees. Therefore, the results of this research will provide them with definitive data as to which leadership styles are most appropriate for their particular company environment. Such understanding will help facilitate decision-making processes related to an employee's engagement, motivation, and supervision which ultimately contributes to producing superior results and developing long-term growth for the organization.

The results of this study should generate a more positive and supportive environment for employees in small/medium-sized enterprises (SMEs). By identifying the types of leadership that foster trust, engagement, and recognition, employees will be able to benefit from better communication, greater levels of job satisfaction, and more opportunities for personal and

professional development. An engaged and well-led workforce is more likely to be productive, loyal to their employer, and contribute positively to the long-term success of their organization.

SMEs will be able to give an enhanced level of service to their customers as a result of having a more motivated workforce creating improved quality and reliability in the services provided to customers. When employees are managed well and are actively involved in the business, they will typically provide better customer service, deliver quicker responses to customer requests, and create a higher quality product. This in turn will increase the satisfaction, retention and loyalty of customers, which is critical to SMEs being able to grow and survive long term.

Furthermore, the study will assist policy makers and government agencies that are responsible for assisting the development of SMEs. The insights gained from this study can be used to inform the development of leadership and management training programmes designed specifically for the needs of SME owners in Enugu State and elsewhere. Increased capacity-building in leadership within this sector will lead to improved managerial performance, increased productivity, and will contribute to regional and national economic development.

The researchers who are doing this research have expanded the already considerable body of knowledge regarding both leadership and productivity, primarily as related to Nigerian Small and Medium Enterprises (SMEs). Additionally, this material will be used by persons studying organizational behaviour, management and entrepreneurship as a reference tool and as inspiration for future studies into the variety of contextual variables that may influence productivity.

To the student who conducts this thesis, it will enable the student to develop his or her understanding of leadership theory, research designs, and practical management issues. In addition, conducting this thesis will help the researcher to develop analytical, critical thinking, and problem-

solving skills and to further the researcher's intellectual and professional development in the area of management and organizational studies. Ultimately, the student will complete the requirements for the degree of Bachelor of Management once he or she completes this thesis.

1.7 Scope of the Study

This study intended to look at how different styles of leadership are associated with worker output. It investigates five areas of leadership (transformational, transactional, democratic, autocratic, and laissez-faire) and how each one affects the productivity of workers in the environment of their employer (i.e., workplace). The overall goal of this research study is to determine which style (or combination) of leadership produces the highest level of employee productivity, employee engagement, and employee job satisfaction in small- to medium-sized businesses (SMBs).

This study focused on small- to medium-sized companies located in the Enugu State area of Nigeria. SMBs were selected because they provide an important opportunity for economic development, job creation, and innovation, while having a significant challenge with low levels of productivity and inefficient leadership. There are many sectors represented within SMBs, including manufacturing, retail, and service; this study considers various business sectors as part of the examination. In addition, the research will focus only on managers and employees because their combined experience with leadership behaviour directly impacts the level of productivity exhibited by employees.

The geographical boundary of this research study was based upon Enugu State, a sub-national political authority located in the southeastern region of Nigeria. Enugu has a particularly high density of small and medium enterprises (SMEs) due to their important roles in both local economic development and employment creation. As such, Enugu was an appropriate selection for

investigation, as it has many vibrant entrepreneurial activities. Nevertheless, some SMEs in this area continue to experience difficulties related to leadership, employee motivation, and productivity. Through an examination of only one geographic location, this study intends to generate findings that are specific to the geographic context and could assist local business leaders, policymakers, and development agencies with enhancing organizational performance. However, the conclusions drawn from this research may also have far-reaching consequences for SMEs throughout Nigeria that are experiencing similar issues with leadership and productivity.

1.8 Limitations of the Study

This research has some limitations to consider. As it focused completely on SMEs from Enugu State, meaning that generalizing these findings to other areas may not be appropriate. The data is based on self-reported responses given by managers and employees; therefore, response bias and/or subjectivity may impact results. In addition, due to financial or time constraints, sample size and depth of information collected will be impacted. The study only looks at five (5) leadership styles and does not look at other potential styles that could influence employee productivity. Despite these limitations, the research does provide good information about how different leadership styles are related to employee productivity in SMEs.

1.9 Operational Definition of Terms

Leadership Style - A leadership style reflects a leader's predictable pattern of behavior, decision-making and interpersonal relationships as they lead and affect employees' ability to achieve organizational objectives.

Transformational Leadership: A transformational leader motivates and inspires employees through the development of a common vision, innovation, and encouraging them to grow personally and be devoted to the organization's objectives.

Transactional Leadership: Transactional leadership is a structured approach to leading and motivating employees using rewards and punishments. Transactional leaders focus on overseeing employees' work, productivity, and completing the tasks assigned to them.

Democratic Leadership: Democratic leadership is characterized by shared responsibility, collaboration, participation in decision-making and consultation with employees. Leaders who utilize this style encourage employee input and teamwork, support collaboration, and use transparency.

Autocratic Leadership: An autocratic leadership style utilizes centralized authority whereby the leader will make decisions without consulting subordinates. Autocratic leaders demand adherence to organizational rules and regulations; therefore, an employee's ability to be creative and independent is often limited.

Laissez-Faire Leadership: A laissez-faire leadership style limits or, at times, eliminates interference from the leader as employees have the autonomy to make decisions and carry out their job duties with little or no supervision or guidance from the leader.

Employee Productivity: Employee productivity refers to the efficiency and effectiveness of employees performing their assigned responsibilities in order to help the organization achieve its goals.

Small and medium-Scale Enterprises (SMEs) - are defined as commercial organizations that have small amounts of capital to start up; operate a limited number of employees; and sell primarily

to customers within their geographic vicinity. SMEs for the purposes of this study will consist of all registered entities in Enugu State engaged in the manufacturing, trade or services with total employment between 10 and 200 persons.

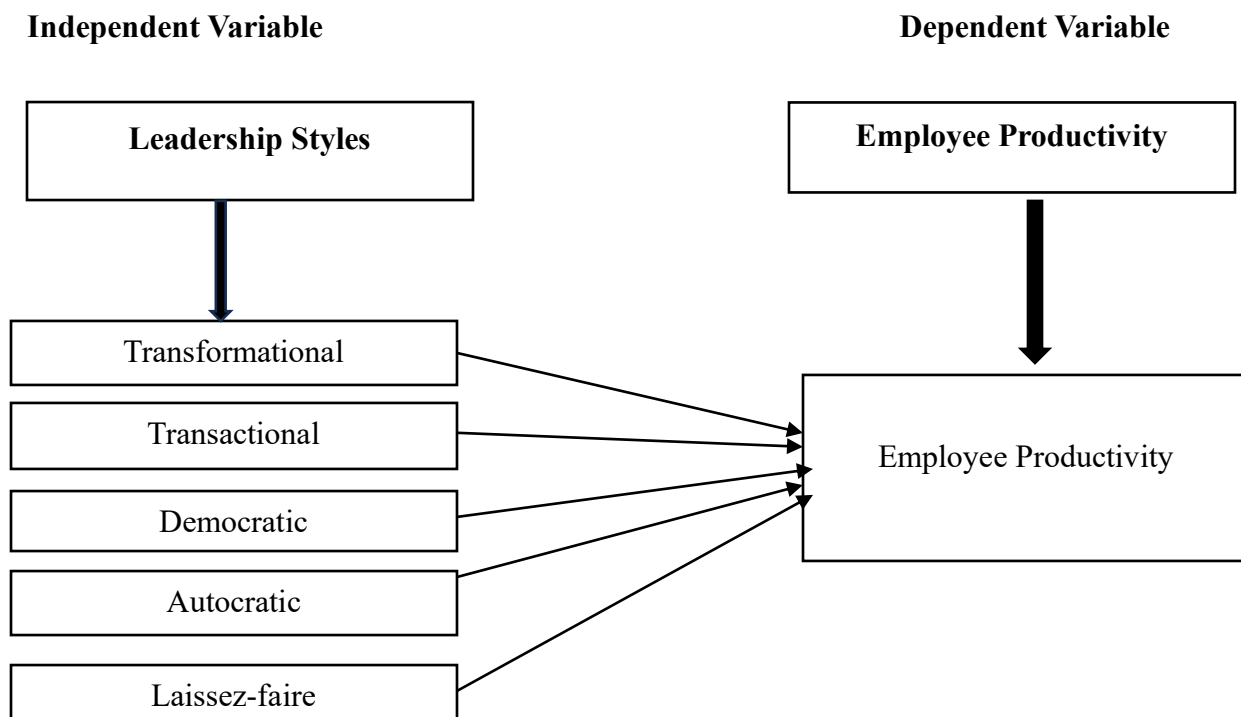
CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Conceptual Framework

This section deals with the review of related concepts to the study to enhance understanding of this research.

Figure1: Research Conceptual Model



Source: Compile by the Researcher

2.2 Leadership Styles

The idea of leadership styles first emerged during the 1930's and 1940's era as a result of the behavioral movement. This was a result of conducted research by Kurt Lewin (together with his associates) and they divided leadership styles into three types: autocratic, democratic, and laissez-faire (Lewin, Lippitt, & White, 1939). Since then, leadership style has developed to include many

different types of frameworks that detail how leaders impact and motivate their teams or followers in order for each person to achieve the organization's objectives collectively. Over the years, many different definitions of leadership style have been created by academics as a consequence of the increasing complexity of leading within modern organizations, and the ever-changing environments in which leaders are expected to function.

Udin (2024) defines leadership style as the consistent way leaders behave when they direct, motivate and manage their teams in order to achieve individual or organizational goals. This definition highlights the role of behaviour in determining long-term organizational performance and sustainability. Hadziahmetovic-Tandir (2023) provides a similar definition of leadership style as a systematic approach that leaders use to influence their subordinates by integrating communication patterns, decision-making processes and motivational methods. This perspective supports the relational and relational strategic nature of leadership in relation to the organizational setting. Marszowski (2023) expands upon this by defining leadership style as an area of research across disciplines that links employee needs to the requirements of organizational production, proposing that effective leaders achieve success by balancing the welfare of employees with the achievement of organizational performance goals. Finally, Moeyono, Sitanggang and Ratnawati (2025) define leadership style as the behavioural tendency of leaders to influence employee performance and motivation, indicating that leadership is a dynamic process and is both situational and contextual.

Accordingly, as outlined above, a leader's style of leadership can be defined as the consistent collection of behaviours, attitudes, and strategies used by leaders to encourage, inspire and create alignment among their members or employees to accomplish the organization's overall objectives. This encompasses both interpersonal and strategic aspects of leaders and, through the

leader's actions, communication and decision-making establishes a performance, commitment and innovative environment. Therefore, leadership style involves more than authority; it is about influencing others through the use of behaviour, communication, and vision to reach a defined result.

2.2.1 Dimensions of Leadership Styles

The study examined the leadership dimensions of Lewin, Lippitt, and White (1939) which include the three styles of leadership (autocratic, democratic, and laissez-faire). There are now also transformational and transactional dimensions added to the dimensions of leadership specified by Lewin, Lippitt, and White (1939). These dimensions are being examined in the study regarding their impact on the productivity of SMEs in Enugu State.

2.2.1.1 Transformational Leadership Style

The use of transformational leadership is one way of increasing both the level of performance and the amount of innovation available to small and medium-sized businesses (SMEs) today. This type of leadership motivates employees through inspirational, intellectual stimulation, and individualised consideration, all three of which help to enhance the level of performance and level of innovation of an organization. Transformational leaders provide employees in SMEs with a sense of ownership and allow their employees to develop innovative ways of addressing the organizational challenges their business faces, which is extremely important within the SME sector because of the importance of flexibility and motivation for these organizations (Abdul-Azeez et al., 2024). By trust and common vision, transformational leaders create a feeling of belonging for their employees, which in turn provides them with greater engagement and retention (Tian et al., 2020). Furthermore, transformational leadership also encourages employees to take a proactive

approach to solve problems and continually improve when working within resource-constrained environments (Rasheed et al., 2021). Transformational leadership has been shown to enhance the level of satisfaction that an employee receives from their job, to increase their productivity, and to create greater levels of innovation through the empowerment and effective communication by using transformational leadership in small and medium-sized businesses in both Malaysia and Indonesia (Islam et al., 2024; Razak & Rahim, 2024). In addition, transformational leadership positively moderates the impact of job satisfaction on employee performance thereby increasing competitiveness for SMEs (Wibawa et al., 2020). In conclusion, transformational leaders within SMEs provide employees with commitment, creativity, and resilience—all of which are critical for their success in meeting the demands of today's marketplace (Nemudzivhadi, 2024).

2.2.1.2 Transactional Leadership Style

In transactionally-oriented organizations, leadership focuses on putting in place adequate structural frameworks, monitoring employee performance, and implementing appropriate reward systems to enforce compliance and align the actions of employees with the overall objectives of the organization. Transactional leadership can create opportunities for organizations to measure the productivity and accountability of their employees, which are essential components for developing effective business practices in small and medium-sized enterprises (SMEs) (Nguyen et al., 2022). Transactional leaders use both reward and corrective behaviors to ensure that employees are compliant and that they complete their tasks as expected (Agarwal & Gupta, 2021). Consistency and measurable results are two characteristics of SMEs that help to make transactional leadership viable due to the competitive and resource-constrained nature of many SMEs (Khalid et al., 2023). With clearly defined expectations of employee performance, transactional leaders can clarify task requirements for employees and minimize the risk of operating errors, thereby maximizing short-

term productivity (Idris & Dollah, 2020). However, too much control or insufficient autonomy on the part of employees may hinder their ability to innovate, which is an essential component of business growth for SMEs (Nguyen et al., 2022). Research studies have consistently demonstrated that transactional leadership produces positive employee performance outcomes when it is combined with both equitable reward systems and transparent communication systems (Haque et al., 2021; Dinc & Aydemir, 2022). Among other benefits, the transactional leadership pattern provides performance predictability and accountability for SMEs through the use of structured incentive systems, particularly when employees are supervised closely (Khalid et al., 2023). As a result, transactional leadership plays an important role in supporting employee discipline and efficiency in both production and service SMEs (Dinc & Aydemir, 2022).

2.2.1.3 Democratic Leadership Style

The focus of democratic leadership is on engaging employees in the decision-making process. In small and medium enterprises it helps to build openness and cooperation and has an impact on productivity and creativity through the development of teamwork and inclusiveness. Democratic leaders promote idea generation by allowing their employees to provide input in decision-making, which contributes to their sense of ownership of the company and their accountability for their actions (Andrysyah et al., 2020). A key aspect of democratic leadership is the encouragement of open communication and input by all employees, thus developing a positive workplace environment that promotes creativity and respect among all employees (Bairawati & Prapanca, 2023). Within small and medium enterprises, the development of an inclusive workplace culture improves the commitment and morale of employees resulting in improved performance for the organization (Asiimwe, 2021). In addition, employees who believe that their input is valued and results in an impact on the organization are higher in their motivation to perform and innovate,

both critical elements to the growth of the business (Imran et al., 2025). Furthermore, democratic leadership promotes adaptability and develops a participative culture that enables small and medium enterprises to respond quickly to changes in the market (Markopoulos et al., 2021). Research conducted within small and medium enterprises in Turkey and Africa support the assertion that democratic leadership contributes indirectly to productivity by enhancing employee trust and performance (Oussible & Tinaztepe, 2022). In conclusion, the practice of democratic leadership fosters a culture of shared responsibility and teamwork, which is critical to achieving long-term productivity and competitiveness in small and medium enterprises.

2.2.1.4 Autocratic Leadership Style

Autocratic leaders have ultimate authority, which allows them to make decisions without consulting anyone, and they expect all their subordinates to follow those decisions. SME leaders often adopt autocratic leadership because of their limited managerial structure, which requires leaders to expeditiously resolve decisions in highly competitive settings (Abbas et al., 2022). Traditionally, autocratic leadership has been viewed in a negative light; however, when strict adherence to standards or supervision is required, this style may actually improve the productivity of SMEs (Emeka et al., 2023). Autocratic leadership will be most effective for both manufacturing SMEs and service-based SMEs when tasks are required to be precise, performed on time, and conform to established criteria (Aromeh et al., 2020). However, this highly controlling style of leadership can stifle creativity and take away from employee initiative, which can adversely affect the potential for innovation in the long term (Usman & Manasseh, 2021). Research indicates that while autocratic leadership can be successful in increasing productivity in the short term, the level of job satisfaction and morale of employees tends to decrease significantly, when this style is sustained over time (Kamran et al., 2021). In African and Asian SMEs, where hierarchical

leadership styles are prevalent, autocratic leadership styles can provide economic stability in high-pressure circumstances (Akpoviroro et al., 2023). Nevertheless, managing the blend of authority and communication equally in all situations is necessary to prevent the possibility that employees may become disengaged or leave the organization. Consequently, while autocratic leadership styles can produce short-term results, they may have negative implications for the creativity of employees or retention of employees in SMEs.

2.2.1.5 Laissez-faire Leadership Style

Laissez-faire leadership allows workers significant amounts of freedom when making choices about what they do and how to do it with minimal interference by their managers. Within the small and medium-sized enterprise (SME) context, this type of leadership style can lead to creativity and innovation for highly skilled employees; however, it may decrease the amount of structure and accountability in less developed businesses. Hamze and Sadiq (2025) assert that when an employee has sufficient experience and self-motivation, laissez-faire leadership style may foster motivation driven by self-interest. Likewise, in a study conducted by Berisha, Govori, and Sejdić (2024), the researchers found that SME performance was positively affected by laissez-faire leadership, as long as the SME leader has faith/trust in the employee's ability to work independently. Naharuddin & Mokhtar (2023), on the other hand, concluded that there are harmful effects on sustainability and resilience within an SME due to excessive passivity from their leaders. A bibliometric study performed by Udin (2023) revealed both positive outcomes (e.g., improved engagement) and negative ones (e.g., burnout) associated with laissez-faire leadership style; Kamal, et al., (2024) say the outcome achieved from the use of the laissez-faire leadership style will depend on the level of ability of the team members and structure of the task. Kalama, et al., (2024) support this assertion by providing evidence that when SME leaders practice a situational style of leadership

using the laissez-faire method their SME performances are positively affected in Mombassa County; thus, it can be concluded that the most effective way for SME leaders to implement laissez-faire leadership is to allow employee autonomy over their day-to-day operational decision-making, while providing strategic oversight and guidance for the overall business development.

2.2.2 Factors that Influence Leadership Style

Factors that determine how leaders behave towards subordinates and other aspects of organizational decision-making include various personal, organizational and environmental influences on a leader's behaviour. In the case of Small and Medium Enterprise (SME) businesses, these various factors shape how leaders change their behaviours to accomplish goals such as productivity and sustainability. There are many factors that determine leadership style, among those factors is Organizational Culture. The organizational culture of an organization is critical to leaders' perceptions, communication styles and approaches to managing subordinates. When an organization has a culture that promotes open communication and collaboration, leaders typically employ either a participative or transformational leadership style (Khan et al., 2023). On the other hand, if an organization has a culture of rigidity or hierarchy, it is very common for leaders to adopt an autocratic style of leadership.

Finally, the personality traits of the leader and their ability to display and demonstrate emotional intelligence play an important role in leadership style. Leaders that possess a higher degree of emotional intelligence are typically more empathetic, adaptable and democratic (Liang et al., 2025), so in an SME where the leader frequently interacts with employees, the interpersonal sensitivity usually exhibited by the leader positively impacts employee morale and performance. In addition to the above-mentioned influences, educational background and managerial experience are additional factors that impact how confident the leader feels in making decisions and whether

or not they would delegate or empower others to make decisions (Mensah et al., 2022). Leaders who possess a broader education and experience base typically demonstrate more flexibility in their approach and willingness to employ a participative style of leadership.

The size and organizational design of an organization also impact the leadership style being enacted within the organization. Because SMEs are smaller in size, leaders usually have a greater ability to closely supervise their employees and communicate directly with them. This can create an atmosphere where either a democratic type of leadership or laissez-faire style may be used when trust exists (Tuan, 2024). On the other hand, in cases where SMEs are rapidly expanding or are more complex, leaders may need to use more of an autocratic approach or transactional approach to ensure that control is maintained and accountability is in place (Boon-Itt & Wong, 2023).

The factors of external environment such as unstable economic conditions, market competition, and changing technologies can also affect how leaders behave. For instance, during times of crisis, leaders may decide to move from a participative leadership style to a more directive leadership style in order to be more efficient and provide proper direction (Nguyen et al., 2021). Additionally, national cultures and the expectations of society can shape the patterns of leadership exhibited by leaders (Okpara & Wynn, 2020). For example, leaders leading organizations from collectivist cultures will more typically exhibit democratic or transformational leadership behaviours than an individualist; however, in an individualistic culture, leaders may be more likely to exhibit autocratic types of behaviours.

Finally, the characteristics of employees, including their competence and level of motivation, can impact which leadership style will be used by a leader. Highly competent employees will be more successful in a participative or laissez-faire type of style, while employees with less competence

will require a more directive style of leadership to provide clarity for their performance level and consistency in that performance (Adegboyega et al., 2023).

2.2.3 Employee Productivity

Significant attention has been paid to how the productivity of employees contributes to the overall success of an organization. Employee productivity is defined by Putra and Mujiati (2022) as the ability to effectively and efficiently perform tasks in order to achieve organizational goals. This duality of emphasis on efficiency and goal accomplishment supports the notion that productivity should be measured in relation to output versus input (or effort). Palu and Theng (2023) have similarly defined employee productivity as the ability to achieve measurable success that exceeds the expectations of the company through responsibility and completion of assigned tasks; this definition reinforces the importance of individual accountability and the quality of individual performance.

On the other hand, Kumari et al. (2023) describes employee productivity as a multidimensional construct that includes acculturation, open innovation, vitality, and resource use, all of which combine to contribute to the success of an organization. This larger view of employee productivity is reflective of the dynamics of the modern workplace, where innovation and adaptability are key drivers of productivity. From an empirical perspective, Nur et al., (2024) define employee productivity as the degree of effectiveness in which an employee contributes to the organization's overall performance, taking into consideration job stress, autonomy and workload. This definition indicates that employee productivity is affected by contextual and psychological factors in the workplace.

From the standpoints mentioned above, employee productivity can be seen as the ability of employees to successfully complete or perform their assigned functions in an efficient and effective manner as it relates to organizational results and are impacted by employee motivation (individual factors), work environment (group factors), and innovative methods of engaging employees. Employee Productivity also contains both quantitative (output/efficiency) and qualitative (engagement/creativity) components that align with the changing requirements of today's organizations, particularly Small and Medium Size Enterprises (SME's) because the effectiveness of an employee has a direct correlation to competitiveness and sustainability.

2.2.4 Leadership Styles and Employee Productivity

Numerous studies have established that different leadership styles significantly impact employee productivity in all organizations but particularly small and medium-sized enterprises (SMEs) where management decisions influence performance at a higher level. Employees receive direction, motivation, and purpose from effective communication and alignment between their individual efforts and the organization's overall purpose or objective. According to Muliadi et al. (2025), the style of leadership will determine the degree to which an employee understands the organization's goals and whether or not they are willing to devote effort towards achieving them. Transformational leadership has been associated with higher employee productivity due to its ability to create motivation, trust, and commitment through inspiration, vision, and consideration of individual needs (Udin et al., 2023).

While transactional leadership has been found to enhance productivity by providing clear roles and responsibilities, establishing measurable goals, and rewarding performance (Mahmood et al., 2022) to SMEs that have established structured processes with measurable end goals essential to their growth, laissez-faire leadership can generate mixed results. Although this type of leadership

style provides employees with the freedom to create effectively and independently, it may create inefficiencies or lack of direction as a result of having too much independence (Hamze & Sadiq, 2025). Democratic leadership, which provides employees with the opportunity to participate in the decision-making process, has been found to encourage innovation and increase employee job satisfaction and, therefore, has resulted in higher employee productivity (Tian et al., 2023).

In addition, contextual elements such as corporate culture, employee skill level, and environmental stability influence how effectively leadership contributes to productivity. Babalola et al. (2024) found that leaders who adjust their leadership styles according to changes in the dynamics of their organizations (for example between transformational and transactional) tend to achieve higher levels of employee engagement and productivity. Li et al. (2023) also found that leaders who encourage open lines of communication and regularly provide feedback to employees have a positive effect on both morale and the efficiency of completing tasks. In developing economies (particularly in small and medium sized enterprises (SMEs)), flexible leadership is critical as many employees operate in multi-faceted roles and need regular guidance (Mensah et al., 2022).

In addition, results from empirical studies show leadership styles impact not just quantitative productivity but also qualitative productivity measures such as innovation, team work, and job satisfaction. Ofori et al. (2021) reported that transformational leadership leads to increased initiative and adaptability among employees; therefore, both are critical components of creating a productive workforce in competitive markets. Therefore, leadership style is an important factor in aligning the behaviours of all employees with the vision and values of the respective organization, and consequently, is one of the most significant contributors to determining productivity within SMEs and larger companies alike.

2.3 Theoretical Framework

The study reviews three key theories that underpin the relationship between leadership style and employee productivity. The theories include transformational leadership theory, path-goal theory and situational leadership theory.

2.3.1 Transformational Leadership Theory

In 1978, Burns proposed the Transformational Leadership Theory, which has subsequently been further developed by Bernard Bass since 1985. The Theory states that Transformational Leaders inspire and motivate their followers to move beyond their own self-interest for the good of the overall company by establishing a common vision and creating a commitment to that vision (Bass, 1985). The Theory is made up of four components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Teoh et al., 2022). All of these components facilitate creativity, establish trust, and create intrinsic motivation within employees leading to an increase in productivity for organizations (Rony, Mangkupradja, & Pramukty, 2023).

The theory's basic premise is that leadership effectiveness is not just defined by the leader who is giving directions or providing rewards to followers, but also includes transforming the Followers' beliefs, values, and goals so that they coincide with the organization's objectives (Aldossari & Alanizan, 2025). Transformational leaders focus on leading by establishing ethical values, promoting intellectual stimulation, and empowering others, which motivates Followers to become engaged and perform well over the long run (Didin, Hadiwijaya, & Susilo, 2024). Current empirical research shows that Transformational Leadership enhances employee productivity by creating higher levels of job satisfaction, increasing employee commitment, and increasing creativity (Indriani, Widhianingrum, & Setiawan, 2024; Sari, Sulaiman, & Halimatussakdiah, 2024).

Critics have suggested that transformational leadership's focus on charisma can obscure ethics and create leaders dependent upon some form of shared vision; making it difficult to make decisions regarding conflicting interests (Bojović & Jovanović, 2020). Transformational leadership may not be effective in highly regulated environments with limited control and little opportunity for individual discretion (Negi, 2021). The continuing importance of transformation leadership within the context of Small and Medium Sized Enterprises (SMEs) reinforces the important role of leaders in SMEs in stimulating innovation, as well as flexibility/versatility. In the case of SMEs, transformational leaders develop trust, encourage communication, and establish shared purpose to increase employee productivity even when faced with limited resources (Lebedeva & Troitskaya, 2025). As such, the theory provides an overall framework for this research as it further describes how a leader's behaviour can influence the transformed motivational behaviour of their employee and subsequently create positive impacts on output results.

2.3.2 Path–Goal Theory of Leadership

House's path-goal theory of leadership states that leader effectiveness relies upon how clearly the leader communicates to followers what they need to do in order to reach their final objective, while removing as many barriers as possible and being able to provide support and guidance. The path-goal theory suggests that leaders will modify their leadership style and therefore their leadership behaviours (for example: provide a directive, supportive, participative or achievement orientation) based upon the situation and the needs of their employees (House, 1971). By doing this, the leaders will motivate employees by aligning personal employee goals with organizational goals (Liberty, Olufemi, & Balami, 2023).

According to the path-goal theory, leaders' behaviours or actions are influential to followers' motivation and performance through clarifying employee expectations, reinforcing desired

behaviours through incentives, and providing employees an environment in which to meet their goals (Wibawa, Wibowo, & Baskara, 2020). Studies indicate that as leaders are able to determine what the most appropriate leadership style is for the exact context of their employees that they will substantially increase employee satisfaction and productivity (Sigalingging & Azmy, 2023). One area where participative leadership has been shown to provide significant positive influences on employees' sense of ownership and engagement is within dynamic small-medium enterprises (SMEs) ((Jaman, James, & Luamba, 2022).

Critics maintain that the theory puts too much emphasis on reasoning and reduces potential in discussing emotional/relational aspects of being a leader (Didim et al., 2024). On the contrary, some authors point out that it will be hard to consistently adapt styles of behaviour to meet the needs of all followers at once (Teoh et al., 2022). Nonetheless, Path-Goal Theory provides a valuable perspective on how leaders may strategically use the motivation/effectiveness of their employees to achieve productivity goals, particularly among SMEs where adaptability and interpersonal dynamics are critical to success.

2.3.3 Situational Leadership Theory

Developed in 1969 by Hersey and Blanchard, situational leadership theory states that there is no one best leadership style in every situation; rather, successful leaders will modify their behavior based upon the followers' maturity level, competence, and commitment level. There are four broad leadership styles outlined in the theory: telling (directive), selling (coaching), participating (supporting), and delegating, with each style matched to the follower's readiness level (Hersey & Blanchard, 1969). The effectiveness of a leader's ability to use the most appropriate leadership style to improve performance and productivity is contingent on accurately diagnosing the leadership situation (Eliyana, Ma'arif, & Muzakki, 2022).

Mubarok and Yulianto (2024) note that as leaders adapt their leadership behavior to employee readiness levels, they create a balance in terms of autonomy versus supervision, which will lead to greater motivation and increased productivity. Leaders who know how to change from a directive/hard leader to a participative/soft leader are able to empower their employees and create opportunities for initiative (Khan & Malik, 2023). This adaptability is especially important for SME leaders who lead more diverse teams and operate within increasingly dynamic conditions, thereby necessitating flexible responses from their leadership (Ogbonna, Nnaji, & Kalu, 2021). The situational approach connects leadership flexibility with productivity through the provision of appropriate levels of independence and support for employees to facilitate and accomplish high levels of performance.

While Situational Leadership Theory has gained wide acceptance, some critics claim that it oversimplifies the connection between leadership behaviour and employee development by ignoring cultural and emotional elements that shape employee responses (Graeff, 1997; Memon, Ali, & Noor, 2025). Nonetheless, the true merit of the Situational Leadership Theory comes from how much it can be applied practically in the fast-paced business world we live in today. For small and medium-sized enterprises in Enugu State, where levels of skills and commitment among the workforce vary greatly, the Situational Leadership Theory offers a practical framework to help managers utilize and develop their workforces to improve efficiency of employee productivity. Through situational leadership, managers can tailor their leadership styles to the unique needs of each individual in the organization, which leads to improved performance on the task level, increased effort amongst employees, and better results for the organization overall (Oladele & Ojo, 2023).

As a result, this study is grounded in the Path-Goal Theory and the Situational Leadership Theory as they provide a complete explanation of how adaptive, supportive, and goal-focused leadership behaviours can directly affect employee productivity within small and medium-sized businesses.

2.4 Empirical Reviews

Numerous studies have increasingly shown that the various leadership styles affect employee productivity and overall business performance; this has been more the case with small to medium enterprises (SMEs) and the manufacturing industry. For instance, Memon, Ali & Noor (2025) have examined whether or not adaptability of leadership affects employee productivity amongst SMEs in Pakistan. More specifically, they wanted to understand if employees' productivity and engagement in an SME increased due to the use of adaptive forms of leadership. The researchers quantitatively assessed 210 employees at SMEs using survey (questionnaire) methods and then used Structural Equation Modeling (SEM) with SmartPLS as their primary analytical technique. Ultimately, they found that adaptive forms of leadership significantly improve productivity and engagement levels of SME employees, as well as positively contribute to overall business outcomes. Nevertheless, the researchers acknowledge that a gap exists in the literature because their investigation was restricted geographically (outside Nigeria) and did not provide a thorough examination of all leadership dimensions affecting SMEs located in Enugu State.

Aldossari and Alanizan (2025) also explored the role that transformational leaders play in the productivity of workers within the context of small and medium-sized enterprises (SMEs) located in Saudi Arabia. They wanted to determine if the motivation of workers (e.g., satisfaction) was an intervening variable between transformational leaders and productivity. They used quantitative survey methods to collect data from 220 workers in SMEs and employed regression analysis to analyse the data. Their results indicated that transformational leaders had a positive, statistically

significant effect on the productivity of workers through improving the job satisfaction of workers. They concluded that transformational leaders inspire their employees to be productive and contribute to their company's success. However, the authors acknowledged there was a gap in the literature because the research was conducted solely in Saudi Arabia and does not necessarily represent the cultural differences or challenges associated with SMEs located in Nigeria, particularly in the Enugu states.

Lebedeva et al. (2025) sought to identify how different leadership styles influence employee productivity in Russian manufacturing organizations in order to ascertain which leadership style has the greatest potential for improving productivity. A combination of quantitative (using correlation analysis) and qualitative (individual interviews) data were gathered on 180 employees working within Russian manufacturing organizations. The results of this study suggest that transformational leadership has the greatest potential for improving employee productivity and organizational performance. Furthermore, findings from this research indicate that a leader's style of leadership heavily influences overall workplace effectiveness. Nonetheless, the current research has several limitations including: (a) conducted outside of Nigeria, (2) not focused on small and medium-sized enterprises (SMEs), and (3) failing to account for the business climate in Enugu State, Nigeria, thus creating a gap in the existing body of knowledge.

Olowookere, Adeola, and Ogunleye (2025) researched the impact of leadership styles as well as business growth performance on employee productivity within Lagos State's small-to-medium-sized manufacturers. They surveyed 250 samples from manufacturing SGS throughout Lagos State using a regression analysis to analyze data. The results showed that transformational or democratic leadership positively impacted both employee productivity and overall effectiveness. The authors concluded that participative or transformational leadership enhances both employee commitment

and the success of organizations. Because of that, there exists a gap in the knowledge base primarily limited to organizations located within Lagos State and have thus not sufficiently represented SMEs within Enugu State.

According, Mubarok and Yulianto (2024) have conducted a study regarding how the influence of situational leadership can correlate to an employee's productivity in the manufacturing sector of Indonesian Small and Medium Size Enterprises (SMEs). The purpose of this study was to determine whether using situational based (or flexible) leadership techniques improves workers ability to perform at a higher level, especially in a supportive working environment. This study utilized a descriptive survey design to gather data from 180 manufacturing SME employees and then a regression analysis was employed as the data analysis tool. Results indicated that flexible (or situational) leadership directly increased employee productivity based upon the presence of a supportive organizational context. In conclusion, flexible leadership improves organizational effectiveness and productivity. However, this study has limitations regarding site location, as the study was not conducted within the borders of Nigeria; that there is a need to include other characteristics of SMEs as an alternative to focusing solely on situational leadership.

Moreover, the study by Didin, Hadiwijaya and Susilo (2024) considered the impact of leadership and professional values on productivity in the Indonesian banking industry. The objective of this study was to identify the combined effect of transformational leadership and professional values on employee productivity. The research used a quantitative survey method, with 250 participants (employees) drawn from banks. Structural Equation Modeling with the Partial Least Squares method was used to analyze the data. Findings indicated that transformational leadership and positive professional values had a significant positive effect on employee productivity and overall organizational effectiveness. The results highlight that effective leadership is an important

predictor of organizational outcomes. While this research demonstrates a gap in previous studies, it is clear why they are limited to banking organizations and completed outside of Nigeria.

In a related study, Indriani et al. (2024) assessed the impact of transformational leadership, motivation, and the climate of an organization, as well as the ability to create innovative products within creative small-medium sized enterprises (SME's) in Indonesia. Through a quantitative approach using a survey design with 200 randomly selected employees from creative SME's, the researchers employed regression analysis as their means of data analysis. The study concluded that by exhibiting inspirational leadership, creativity is encouraged, and an organization will increase its global competitiveness. There is a gap in the literature as this study was conducted outside of Nigeria and used only transformational leadership when assessing the other dimensions of leadership.

In the same way, Sari et al. (2024) conducted research into the relationship between leadership, employee satisfaction, and productivity in manufacturing companies within Indonesia. This study looked at whether or not transformational leadership would impact employee productivity and satisfaction. The research used a survey-based approach, with a sample size of 300 participants from the manufacturing sector and used Structural Equation Modeling to analyze the collected data. Results showed that transformational leadership has a positive effect on both employee satisfaction and productivity in manufacturing companies. This study concludes that the leadership style used by an organization has an impact on how effective that organization is. However, this study is limited because it focused only on large manufacturing companies, and the research was done in a different country (Indonesia) than the one being studied (Nigeria).

Okeke, Umeh, and Nnaji (2024) studied how leadership styles affect job performance in the Anambra state of Nigeria. Their goal was to identify the leadership style that influenced employee

performance most. They used a descriptive survey design and collected data from the employees of 180 different small and medium enterprises (SMEs) in Anambra State. They performed correlation analyses on the data they collected. The results showed that transformational leadership has a strong positive correlation with both employee productivity and organizational performance. The conclusion of this research was that leadership style is an important factor in determining SME performance in Nigeria. This research gap is because the study was completed in Anambra State and not Enugu State, and also there was no analysis of the laissez-faire leadership style.

The research conducted by Eze, Ude, and Nwankwo (2023) aimed to examine how different types of leadership affected employee productivity in associations that were considered part of Nigeria's small and medium enterprises. The research also looked at how transformational and democratic leadership styles impact employee and organizational performance. In order to explore the impact of leadership style on productivity, researchers implemented a quantitative method of research and collected information through a survey of 200 randomly selected small and medium enterprises using regression analysis as an analytical tool. Results of the survey indicated that transformational and democratic leadership styles produced statistically significant increases in both employee productivity and organizational performance. Overall, the researchers also found that participatory leadership enhances both productivity and sustainability for small and medium-sized businesses. Although the research highlights examples of how leadership style affects employee productivity in small and medium sized businesses in Nigeria, there are limitations in terms of the sample size used (200) and because the study did not consider any moderating variables that could impact the effectiveness of leadership within small and medium sized businesses in Enugu State, Nigeria.

Additionally, Khan and Malik conducted a study to investigate how different types of leadership styles (situational and transformational) affect the productivity of employees working in service

based SMEs within Pakistan. Researchers looked to specifically look at the relationship between leadership styles, employee motivation and organizational productivity. A total sample size of 300 employees from the service sector SMEs were studied using a quantitative survey research design, and regression analyses was used for data analysis. The results revealed that employees were significantly more productive when the leaders exhibited situational and transformational leadership styles than when they were not. Furthermore, the results showed that leaders who exhibit flexible and inspirational leadership behaviours or practices resulted in higher levels of productivity for both individuals and organizations. Nevertheless, there is a gap in the study; the research study was conducted outside Nigeria and does not consider other leadership styles which would have had greater relevance for SMEs in Enugu State (e.g. Transactional and Democratic Leadership).

Similarly, Oladele and Ojo (2023) studied the effect that adaptive and participatory styles of leadership have on productivity of employees working in small and medium enterprises in Nigeria (Lagos State). The purpose of this research was to determine if adaptive and participative practices of leadership improve motivation and productivity of employees in SMEs (small & medium size enterprise). A cross-sectional survey design was used, with data collected from 250 employees from SMEs using regression analysis with SPSS as an analysis tool. The results of the study indicated that both adaptive and participative styles of leadership had a positive effect on employees' motivation, commitment and productivity. The authors conclude that flexibility in a leader's ability to adapt style and involve employees in the decision making process has a positive effect on performance of SMEs. However, the authors also point out that there are limitations with the research study since it focused only in Lagos State and excluded the autocratic and laissez-faire leadership styles.

In another related study, Akinbode and Alabi (2022) examined the effects of leadership styles on SMEs' organizational outputs in Abuja, Nigeria. Specifically, they studied how employees' overall productivity and organizational effectiveness were affected by two types: transactional and transformational leadership. They conducted a survey research design with 300 employees sampled from SMEs and used SPSS to analyze their data statistically. It was found that employees experience an increase in overall productivity and organizational output when working for companies with effective representatives of both models. The authors concluded that both transformational and transactional styles of leading can improve SMEs' performance and ability to compete effectively. Despite these results, a small gap exists in the research since it only examined SMEs located in Abuja; it did not include those from locations outside this region, such as Enugu State, which has several examples of this type of leadership model not including the democratic or laissez-faire dimensions.

Ojo and Ogunlana (2021) examined how different types of leadership affect how well people perform at work and how likely they are to leave their job in hospitality small and medium enterprises (hospitality “SMEs”) in Lagos, Nigeria. One of their specific goals was to determine if employees would be more productive and/or remain employed longer if they are managed using a democracy (participatory) style of leadership. They used a survey research design that included 150 employees working for hospitality SMEs and performed their statistical analysis using regression analysis. The results of their analyses demonstrated that when employees are managed using participatory (democratic) leadership styles: 1) employees are more productive and 2) turnover rates are lower than those employees who are managed with other types of leadership styles. The researchers concluded that: 1) participatory styles of leadership lead to greater employee satisfaction and 2) participatory styles of leadership improve the long-term sustainability

of the organization. However, the researchers acknowledged that their study is limited in terms of generalizability because it focused solely on hospitality SMEs in Lagos State and utilized a small sample size.

The research conducted by Ogbonna, Nnaji, and Kalu (2021), identified participating and transformational leadership styles as the two best ways to foster increased productivity and performance within an organization. The authors surveyed 150 respondents from different SMEs using a questionnaire and used regression analysis to perform their analysis. The results of this study indicate that transformational and democratic leadership contributed to increases in employee productivity and improved overall productivity. The authors concluded that employ both transformational and democratic leadership will allow SMEs to maximize their potential in terms of productivity and competitiveness. However, because this research was conducted in Anambra State as opposed to Enugu State, only 150 employees were studied and there was no research on additional leadership attributes, there are several gaps in this study that can be addressed by follow up research.

Table 1: Empirical Studies on Leadership Styles and Employee Productivity

Author(s) & Year	Place & Sector	Objectives	Methodology	Findings	Research Gaps
Memon, Ali & Noor (2025)	Pakistan, SMEs	Examine leadership adaptability's effect on employee productivity	Quantitative ; 210 employees; survey; SEM (SmartPLS)	Adaptive leadership enhances engagement and productivity	Not in Nigeria; not all leadership dimensions examined
Aldossari & Alanizan (2025)	Saudi Arabia, SMEs	Assess transformational leadership's effect via satisfaction	Quantitative ; 220 employees; regression	Transformational leadership improves productivity through satisfaction	Not Nigerian SMEs

Lebedeva & Troitskaya (2025)	Russia, manufacturing	Investigate leadership's impact on productivity	Mixed methods; 180 employees; correlation	Transformational most effective for productivity	Outside Nigeria; lacked SME context
Olowookere, Adeola & Ogunleye (2025)	Lagos, Nigeria, manufacturing SMEs	Examine leadership styles' influence on productivity	Survey; 250 respondents ; regression	Transformational and democratic styles improved productivity	Not in Enugu; limited to manufacturing
Mubarok & Yulianto (2024)	Indonesia, manufacturing SMEs	Assess situational leadership influence on performance	Descriptive; 180 employees; regression	Situational leadership improves productivity in supportive environments	Not in Nigeria; limited leadership styles
Didin, Hadiwijaya & Susilo (2024)	Indonesia, banking	Determine influence of leadership and work ethics on productivity	Survey; 250 employees; SEM-PLS	Transformational leadership and ethics increased productivity	Not SMEs; outside Nigeria
Indriani, Widhianingrum & Setiawan (2024)	Indonesia, creative SMEs	Examine leadership, motivation, and climate on innovation	Quantitative ; 200 employees; regression	Transformational leadership boosts innovative productivity	Outside Nigeria; focused on one leadership style
Sari, Sulaiman & Halimatussakdiah (2024)	Indonesia, manufacturing firms	Assess leadership and satisfaction effects on productivity	Survey; 300 respondents ; SEM	Transformational leadership increases satisfaction and productivity	Non-SMEs; not in Nigeria
Okeke, Umeh & Nnaji (2024)	Anambra, Nigeria, SMEs	Determine link between leadership and job performance	Descriptive; 180 employees; correlation	Transformational leadership had strongest positive effect	Not Enugu-based; excluded laissez-faire
Eze, Nwankwo & Ude (2023)	Enugu, Nigeria, SMEs	Examine leadership styles' effect on productivity	Quantitative ; 200 SMEs; regression	Transformational and democratic styles boost productivity	Small sample; lacked moderating variables

Khan & Malik (2023)	Pakistan, service SMEs	Examine situational and transformational leadership effects	Quantitative ; 300 employees; regression	Both styles significantly impact productivity	Not in Nigeria; omitted transactional / democratic styles
Oladele & Ojo (2023)	Lagos, Nigeria, SMEs	Examine adaptive and participative leadership influence on productivity	Cross-sectional; 250 employees; regression (SPSS)	Adaptive and participative leadership enhance motivation and productivity	Not in Enugu; excluded autocratic and laissez-faire
Akinbode & Alabi (2022)	Abuja, Nigeria, SMEs	Analyze leadership styles' influence on output	Survey; 300 employees; SPSS analysis	Transactional and transformational leadership enhanced productivity	Not Enugu; excluded some dimensions
Ojo & Ogunlana (2021)	Lagos, Nigeria, hospitality SMEs	Explore leadership styles' effect on productivity and turnover	Survey; 150 employees; regression	Democratic leadership increased productivity and reduced turnover	Not in Enugu; limited sample
Ogbonna, Nnaji & Kalu (2021)	Nigeria, Anambra SMEs	Assess leadership styles' effect on productivity	Survey; 150 employees; regression	Transformational and democratic styles improved productivity	Not in Enugu; small sample; limited dimensions

Source: Compiled by the Researcher, 2025

2.4.1 Gaps in Research

The most recent empirical studies completed have shown that there are still a number of research about leadership styles in conjunction with employee productivity by SMEs located in Enugu State Nigeria. A great majority of these studies were conducted outside Nigeria (e.g. Pakistan, Saudi Arabia, Russia, and Indonesia/Memon, Ali and Noor (2025); Aldossari and Alanizan (2025); Lebedeva and Troitskaya (2025); Mubarok and Yulianto (2024) Khan and Malik (2023). Basically, all past studies conducted about this subject in Nigeria have been done in cities other than Enugu

State; Lagos, Abuja, and Anambra State/Olowookere, Adeola and Ogunleye (2025); Oladele and Ojo (2023); Okeke, Umeh and Nnaji (2024); Akinbode and Alabi (2022). The studies done in Nigeria only analysed some of the many styles of leadership (e.g. only transformational, transactional and instrumental leadership rather than the many types of leadership; e.g. *laisse faire*, autocratic or participative leadership (e.g. Oladele, 2024; Obgonna et al. (2021). The other studies conducted have not utilized a sufficient sample size nor studied variables which would have been helpful in understanding how to improve either the effectiveness of leadership or the productivity of employees [Eze, et al. (2023); Ojo and Ogunlana (2021)].

CHAPTER THREE

METHODOLOGY

3.1 Research Design

A descriptive survey design was selected for this study. The reason for choosing that type of design is because it allows the researcher to collect data from a specified population and provide a description of the current relationship between various types of leadership styles and productivity by employees of small/medium sized businesses. In addition to identifying relationships, this type of design also provides a means for collecting information about respondents' perceptions, attitudes and behaviours through the use of closed-ended questionnaires. A descriptive survey design considered appropriate to conduct studies that sought to explore the relationships among different types of variables as they naturally occur, without altering them.

3.2 Area of the Study

This study focused on the Enugu East Local Government Area, one of the primary industrial and commercial zones in Enugu State, Nigeria. There are many small and medium-sized enterprises operating in Enugu East LGA, including manufacturing companies, service providers, restaurants, and many other types of businesses. There are also a number of large commercial centres, such as Trans-Ekulu, Abakpa and Emene, where small and medium-sized enterprises make significant contributions to local employment and economic development. Enugu East LGA was selected for this study because of the concentration of small and medium-sized enterprises using different leadership styles and having different productivity levels. In addition, the study area is very accessible for the researcher to conduct data collection, being geographically compact and characterized by active business activity representative of the state's small and medium-sized enterprise community.

3.3 Population of the Study

The 250 employees and management of selected Small and Medium Enterprises (SMEs) in Enugu East Local Government are the subject of the research population for this study. Five (5) of the SMEs were chosen using the purposive approach for SMEs that had stable operations, an adequate number of employees, and support to the local economy. The SMEs selected represent multiple industries to provide for the diversity and generalizability of the findings from this research.

Table 2: Population of the Study

S/N	Name of SME	Sector	Location	Population
1	Emene Aluminum Works Ltd.	Manufacturing	Emene Industrial Layout	65
2	Delight Bakery & Confectioneries Ltd.	Food Production	Abakpa Nike	48
3	Cynergy ICT Solutions	ICT/Service	Trans-Ekulu	42
4	Greenview Hotels Ltd.	Hospitality	Nike Lake Area	55
5	Divine Grace Printing Press	Printing and Publishing	Abakpa Main	40
Total				250

Source: Field Survey (2025)

These five SMEs were selected due to their representation of the most important sectors that contribute to the economy of Enugu East including manufacturing, service/hospitality, food production and creative industries. This inclusion of different SMEs helps to bring diversity in leadership styles and productivity outcomes to enhance the validity and reliability of the study findings.

3.4 Sample Size and Sampling Technique

The sample size was calculated based on the Taro Yamane (1967) formula for finite populations at 5% margin of error. This can be shown as follows:

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

Where:

n = sample size

N = total population

e = margin of error (precision level, typically 0.05 for 95% confidence)

The population (N) is 250 employees. Applying the formula:

$$n = \frac{250}{1 + 250(0.05)^2}$$

$$= \frac{250}{1 + 250(0.0025)}$$

$$= \frac{250}{1 + 0.625}$$

$$= \frac{250}{1.625}$$

$$154$$

The study's sample therefore, was 154. Therefore in using a stratified random sample each SME was considered as a strata and for each individual stratum there is a number of respondents selected randomly on a pro-rata basis based on their employee strength to represent the population larger pool of size than is represented by high/low strength SME's.

To achieve fairness across selected SME's by eliminating any biases in relation to representing the population of SME's then for direct proportionality in relation to Sample Size, Bowley's 1926 formula will be used based on each SME's population divided by total population of all the SME's

based upon projected population sample or 154 x Total of individual SME's. Thus, the calculation is done with two main components: Individual SME Population divided by the Total SME Population multiplied by the Sample Size (n) = IDEAL/TOPOFSEL x 153

$$nh = n \times \frac{Nh}{N}$$

Where nh = sample size for stratum, n = total sample size, Nh = population size of each stratum, N = total population size.

$$\text{Emene Aluminium Works Ltd} = 154 \times \frac{65}{250} = \mathbf{40}$$

$$\text{Delight Bakery \& Confectionaries} = 154 \times \frac{48}{250} = \mathbf{29}$$

$$\text{Cynergy ICT Solutions} = 154 \times \frac{42}{250} = \mathbf{26}$$

$$\text{Greenview Hotels} = 154 \times \frac{55}{250} = \mathbf{34}$$

$$\text{Divine Grace Printing Press} = 154 \times \frac{40}{250} = \mathbf{24}$$

3.5 Sources of Data

Primary data sources were obtained from a structured questionnaire distributed to both managerial and non-managerial personnel of the chosen SMEs. Secondary data sources include articles, textbooks, and business records to validate analytic results.

3.6 Data Collection Instrument

A structured survey instrument has been created based on the objectives of this research as well as prior literature. The survey consisted of two sections: A - demographic information about

individuals (i.e., age); B – responses regarding particular behaviours of leaders and productivity of employees. Each dimension of leadership consisted of four questions, for a total of four questions regarding employee productivity. There are 28 items total in the survey. Respondents were to rate each item from 1 (Strongly Disagree) to 5 (Strongly Agree) on a five-point Likert scale.

3.7 Reliability and Validity for the Data Collection Instrument

Experts in Business Administration and Human Resources Management in the Department of Business Administration evaluated the content and face validity of the instrument. A sample of 20 employees from SMEs in a different geographic area (Pilot Study) conducted to verify reliability via Cronbach's Alpha was used to establish internal consistency through reliability coefficients $\geq .70$; therefore, the instrument was found to be highly reliable.

3.8 Data Collection Method

The copies of questionnaire were hand-delivered by the researcher and one trained assistant to provide the respondent with greater clarity and to facilitate quicker retrieval of the completed questionnaire. To maximize response rates, the researcher conducted follow-up visits and/or phone calls. The data collection process lasted two weeks for respondents to provide answers to the questionnaire in order to give them ample time to respond.

3.9 Technique of Data Analysis

Descriptive statistics (mean, frequency, percentage) was utilized to analyze the data, which was used to summarize demographic data of the subjects. To test the hypotheses and determine the relationship between leadership styles and employee productivity, inferential statistics (multiple

regression analysis) was used. The analysis was performed using the Statistical Package for the Social Sciences (SPSS) version 25 software.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Introduction

The results obtained from administering questionnaires for the leadership style survey were undertaken to determine the leadership style of small to medium enterprises (SMEs) and its relationship to employee productivity. This analysis allowed the researcher to make conclusions and recommendations based on the data collected.

4.2 Data Presentation

Table 3: Distribution of Questionnaire

Questionnaire Distribution	Frequency	Percentage (%)
Number of questionnaires administered	154	100.0
Number of questionnaires returned	139	90.3
Number of questionnaires unreturned	15	9.7
Returned but excluded questionnaires	11	7.1
Questionnaires used for analysis	128	83.1

Source: Field Survey, 2026

The display of the responses to the survey (see Table 3) shows that out of the 154 distributed questionnaires sent out to the respondents, 139 were successfully completed and returned, accounting for 90.3%. Of the 139 questionnaires, 11 questionnaires contained incomplete or invalid responses; therefore, they were excluded from the analysis of the data. This leaves us with 128 valid questionnaires representing 83.1% of the total number of questionnaires sent out. This high return rate demonstrates a good level of participation, which provided adequate data for the analysis.

4.2.1 Diagnostic Tests

Table 4: Test of Multiple Regression Assumptions

Regression Assumptions	Constructs/Variables	Statistical Indicator	Obtained Value	Decision
Multicollinearity	Transformational Leadership	VIF	0.712 / 1.404	Satisfied
	Transactional Leadership	VIF	0.685 / 1.460	Satisfied
	Democratic Leadership	VIF	0.641 / 1.560	Satisfied
	Laissez-faire Leadership	VIF	0.774 / 1.292	Satisfied
	Autocratic Leadership	VIF	0.698 / 1.433	Satisfied
Normality	Employee Productivity	Skewness / Kurtosis	-0.421 / 0.638	Satisfied
Linearity	Leadership Styles and Employee Productivity	Scatter Plot & ANOVA Test	Linear relationship observed	Satisfied

Source: Field Survey, 2026

The findings displayed on Table 4 confirm that tests were run to see if the assumptions required to use multiple regression analyses were met. The multicollinearity tests showed that all five Independent Variables-Autocratic Style, Laissez-Faire Style, Democratic Style, Transactional Style, and Transformational Style, had a tolerance value above 0.10, and VIF values of less than 10, indicating that there was no multicollinearity between the Independent Variables, and thus no problems with these Independent Variables functioning as predictors of the Dependent Variable.

The normality tests showed that the skewness and kurtosis values for employee productivity were both above and below $+2/-2$, indicating that the employee productivity data were approximately normally-distributed.

The linearity tests indicated that there was a linear relationship between the Independent Variables and the Dependent Variable, as demonstrated by the scatter plots and ANOVA tests. The results of these tests demonstrated that all of the assumptions needed to use multiple regression analysis were met, therefore demonstrating that multiple regression analysis is an appropriate method for studying the effect of leadership styles on employees' productivity in SME's located in Enugu State.

Table 5: Demographic Characteristics of Respondents

Variables	Categories	Frequency	Percentage (%)
Gender	Male	74	57.8
	Female	54	42.2
	Total	128	100.0
Age Bracket	18–25 years	26	20.3
	26–35 years	48	37.5
	36–45 years	34	26.6
	46 years and above	20	15.6
	Total	128	100.0
Marital Status	Single	52	40.6
	Married	64	50.0
	Divorced	8	6.3
	Widowed	4	3.1
	Total	128	100.0
Educational Qualification	SSCE	18	14.1
	OND/NCE	32	25.0
	B.Sc/HND	54	42.2
	M.Sc/MBA	16	12.5
	Others	8	6.3
	Total	128	100.0
Years of Work Experience	Less than 1 year	14	10.9
	1–5 years	56	43.8
	6–10 years	38	29.7
	Above 10 years	20	15.6
	Total	128	100.0
Job Position	Junior Staff	46	35.9
	Senior Staff	38	29.7
	Supervisor	24	18.8
	Manager	20	15.6
	Total	128	100.0

Source: Field Survey, 2026

Demographic statistics (the gender and age of respondents) from Table 5 show that 74 respondents (57.8%) were male and 54 respondents (42.2%) were female, indicating that there were more males than females responding to the survey. Age-wise, the largest proportion of respondents (37.5%) were aged 26 to 35 years old, while the second highest proportion of respondents (26.6%) were aged 36 to 45 years old. Therefore, there are a majority of respondents who are actually in the most productive age range available to the labour force.

Using educational qualifications as a measure of the respondents' ability to work, the largest proportion of respondents (42.2%) have a B.Sc./HND qualification, indicating that they all have sufficient educational qualifications to fulfil their jobs.

In addition, most of the respondents indicated that they have been employed in their current jobs for between one and five years, with 43.8% indicating this, which suggests that they have a moderate level of experience in their current organization. Lastly, regarding job positions, there is a higher proportion of junior staff respondents (35.9%) than there are senior staff (29.7%) compared to managers (15.6%).

For this reason, demographic information indicates that the sample of respondents included had an appropriate educational qualification, adequate work experience and organizational exposure that were appropriate for them to provide sufficient information for the study on different leadership styles affecting employee productivity in SMEs based in Enugu Metropolis.

4.2.2 Data Presentation on Constructs of the Study

Table 6: Descriptive Statistics for Transformational Leadership Style

S/N	Items	N	Min	Max	Mean	Std. Deviation
1	Managers inspire employees toward achieving organizational goals	128	1	5	4.18	0.81
2	Leaders motivate employees through effective communication	128	1	5	4.05	0.88
3	Supervisors encourage innovation and creativity	128	1	5	3.96	0.91
4	Leaders provide individual support to employees	128	1	5	4.11	0.85
	Grand Mean/Std. Deviation				4.08	0.86

Source: Field Survey, 2026.

Descriptive statistics for transformational leadership style are depicted in Table 6. The means ranged from 3.96 – 4.18 with a grand mean of 4.08 suggesting that most respondents felt that transformational leadership practices were being practiced in the researched SMEs. The standard deviations ranged from 0.81 – 0.91, suggesting low variability of responses and consistency among respondents. Therefore, transformational leadership behaviours, including motivation, inspiration, innovation, and support for employees, positively affect employee productivity and effectiveness of organizations within SMEs.

Table 7: Descriptive Statistics for Transactional Leadership Style

S/N	Items	N	Min	Max	Mean	Std. Deviation
1	Employees are rewarded for achieving targets	128	1	5	4.02	0.93
2	Leaders monitor employees closely to ensure compliance	128	1	5	3.88	0.97
3	Managers correct employees when mistakes occur	128	1	5	4.10	0.84
4	Organizational rules and procedures are strictly followed	128	1	5	3.95	0.89
	Grand Mean/Std. Deviation				3.99	0.91

Source: Field Survey, 2026.

Descriptive statistics for transactional leadership style are depicted in Table 7. The mean scores ranged from 3.88 – 4.10 with a grand mean of 3.99 indicating that most respondents felt that transactional leadership practices were being practiced in the researched SMEs. Standard deviations ranged from 0.84 – 0.97, suggesting a moderate level of consistency among respondents. Therefore, transactional leadership mechanisms such as rewards, supervision, and corrective actions can be utilized to manage employees' discipline and improve their task performance within SMEs.

Table 8: Descriptive Statistics for Democratic Leadership Style

S/N	Items	N	Min	Max	Mean	Std. Deviation
1	Employees participate in decision-making processes	128	1	5	4.20	0.79
2	Managers encourage teamwork among employees	128	1	5	4.14	0.82
3	Leaders value employees' opinions and suggestions	128	1	5	4.08	0.86
4	Open communication exists between leaders and employees	128	1	5	4.16	0.80
	Grand Mean/Std. Deviation				4.15	0.82

Source: Field Survey, 2026.

Descriptive statistics have been provided in Table 8 for the Democratic Leadership Style where the means ranged from 4.08 to 4.20 with an overall mean of 4.15, indicating respondents were in agreement that Democratic Leadership Style is being used in almost all SMEs surveyed. The Standard deviations ranged from .79 to .86 indicating Participants gave consistent replies to the items measuring this style of leadership. This implies that involving employees within decision-making processes and providing channels for effective communication amongst staff members were seen as critical for enhancing employee morale, commitment toward work and productivity in SMEs.

Table 9: Descriptive Statistics for Laissez-faire Leadership Style

S/N	Items	N	Min	Max	Mean	Std. Deviation
1	Employees are allowed to make decisions independently	128	1	5	3.62	1.01
2	Leaders provide minimal supervision to employees	128	1	5	3.54	1.08
3	Employees perform tasks with little managerial interference	128	1	5	3.71	0.96
4	Managers give employees freedom in carrying out assignments	128	1	5	3.80	0.92
	Grand Mean/Std. Deviation				3.67	0.99

Source: Field Survey, 2026.

Descriptive statistics were provided in Table 9 for the Laissez-Faire Leadership Style where means ranged from 3.54 - 3.80 resulting in an overall mean of 3.67, which shows that respondents were moderately in agreement regarding whether they used Laissez-Faire Leadership Styles in their firms or not. The standard deviations for this style of leadership ranged between 0.92 and 1.08 indicating that participants expressed somewhat wider variability in their responses demonstrating that while providing employees with autonomy can help stimulate creativity and independence, if left unchecked, the increased freedom associated with excessive autonomy combined with

minimal supervision may have an adverse impact on your organizational effectiveness as well as on your employees' overall productivity.

Table 10: Descriptive Statistics for Autocratic Leadership Style

S/N	Items	N	Min	Max	Mean	Std. Deviation
1	Leaders make decisions without consulting employees	128	1	5	3.85	0.95
2	Employees are expected to strictly obey instructions	128	1	5	4.01	0.88
3	Managers exercise full control over employees' activities	128	1	5	3.92	0.91
4	Employees have limited participation in organizational decisions	128	1	5	3.76	0.98
	Grand Mean/Std. Deviation				3.89	0.93

Source: Field Survey, 2026.

The descriptive statistics for autocratic leadership style are summarized in the following table. The means ranged from 3.76 to 4.01, with a grand mean of 3.89, implying that respondents moderately agreed that the autocratic leadership style was adopted in their small medium-sized enterprises. The standard deviation values ranged from 0.88 to 0.98 and, therefore, indicate a moderate variability. This means that while autocratic leadership allows for quick decision-making and compliance, perhaps too much control and a passive role for employees may diminish morale and over time reduce productivity.

Table 11: Descriptive Statistics for Employee Productivity

S/N	Items	N	Min	Max	Mean	Std. Deviation
1	Employees complete assigned tasks efficiently	128	1	5	4.24	0.76
2	Employees meet organizational performance targets	128	1	5	4.10	0.83
3	Employees maintain high quality standards in their work	128	1	5	4.18	0.79
4	Employees demonstrate commitment toward organizational goals	128	1	5	4.22	0.77
	Grand Mean/Std. Deviation				4.19	0.79

Source: Field Survey, 2026.

The descriptive statistics of employee productivity in Enugu state are given to the effect in the following table. The means ranged from 4.10 to 4.24; with a grand mean of 4.19, indicating that respondents accepted that employees in the respective SME signed high levels of productivity. The standard deviation values ranged from 0.76 to 0.83, indicating relatively low variability and strong consistency of respondents' opinions. It further connotes that effective leadership styles contribute significantly, to a great extent, to enhanced employee efficiency, commitment, and overall organizational performance among SMEs in Enugu State.

4.2.3 Results Presentation

Table 12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.842	0.709	0.697	0.421	1.894

Dependent Variable: Employee Productivity.

Source: Field Survey Data from SPSS Output, 2026.

Table 12 contains the outcomes of the multiple regression analysis which was carried out to assess the impact of leadership styles on employee productivity in the SMEs of Enugu State. There was a strong positive correlation between the independent variables and employee productivity, as

shown by the correlation coefficient ($R = 0.842$). The coefficient of determination ($r^2 = 0.709$) indicated that 70.9% of the variation in employee productivity was explained by transformational, transactional, democratic, laissez-faire, and autocratic leadership styles, while 29.1% of the unexplained variance was attributed to outside factors.

The adjusted R square value of 0.697 indicates that even after adjusting for the number of case predictors, the model contains an adequate degree of explanatory power. The Durbin-Watson statistic of 1.894 also shows that there is no autocorrelation in the residuals of the regression model, meaning that the regression model is reliable and valid for prediction purposes. Therefore, it can be concluded from these results that leadership styles are strong predictors of employee productivity among SMEs in Enugu State; therefore, leader behaviours and leadership styles are important components of the performance of an organization and of the effectiveness of employees.

Table 13: Regression Coefficients of Leadership Styles on Employee Productivity

Variables	Unstandardized Coefficients (B)	Std. Error	β	t-value	Sig.
(Constant)	0.742	0.318		2.333	.021
Transformational Leadership	0.381	0.072	0.402	5.292	.000
Transactional Leadership	0.214	0.069	0.228	3.101	.003
Democratic Leadership	0.336	0.081	0.351	4.148	.001
Laissez-faire Leadership	-0.176	0.064	-0.184	-2.750	.007
Autocratic Leadership	-0.142	0.058	-0.151	-2.448	.016

Dependent Variable: Employee Productivity.

Source: Field Survey Data from SPSS Output, 2026.

According to the results shown in Table 13, which lists regression coefficients, transformational leadership has a positive impact on employee productivity in SMEs located in Enugu State through individual contribution. Specifically, transformational leadership had the most significant positive

effect on employee productivity ($\beta = .402$, $t = 5.292$, $p < .001$) as increasing levels of transformational leadership practices increase employee productivity. Therefore, employees who work with a transformational leader and are inspired, motivated, and supported by their leaders will be more committed, innovative, and perform well in SMEs.

In addition, transactional leadership positively influences employee productivity ($\beta = .228$, $t = 3.101$, $p = .003$) by providing various types of reward systems, supervision of subordinates, and performance monitoring. Transactional leadership positively impacts employee effectiveness through clear expectations and reward-based leadership mechanisms increase employee's ability to accomplish tasks and improve organizational efficiency.

Also, democratic leadership has a positive effect on employee productivity as well ($\beta = .351$, $t = 4.148$, $p = .001$). In addition, when employees are involved in the decision-making process, they have a stronger sense of belonging, are motivated, and increase their productivity. Participative leadership focuses on creating opportunities for collaboration among team members; thus, participative leadership ultimately helps organizations achieve higher performance by improving employee dedication to their organizations.

Also, a large negative effect ($-.184$, $t = -2.750$; $p = .007$) results from the lack of supervision and excessive freedom granted to employees, ultimately resulting in decreased employee effectiveness and reduced coordination in the organization. Therefore, when the level of involvement of an employer in employee activities is not sufficient, employee accountability may be affected, and employees may not be clear on their roles.

As a result, employee output has been lowered by autocratic leadership ($-.151$; $t = -2.448$; $p = .016$) due to a lack of worker input and excessive control over employee behaviour. Authoritarian styles of leadership may have the same consequences as other types of leadership, namely, stifled

creativity in employees, decreased morale, or negative effects on long-term success. The results of the regression analysis indicate that transformational, transactional, and democratic styles of leadership appear to have a positive effect on the level of productivity of employees in SMEs located within Enugu State. In contrast, laissez faire and autocratic leadership styles exert a negative influence on the level of productivity within SMEs located within Enugu State.

4.3 Test of Hypotheses

Multiple regression analysis was used to test the hypothesis established in the study with a significance level of 0.05. According to the decision rule adopted, the null hypothesis will be rejected if the p-value is less than 0.05 and accepted if the p-value is greater than 0.05.

4.3.1 Test of Hypothesis One

H₀₁: Transformational leadership style has no significant effect on employee productivity of SMEs in Enugu State.

From the regression result shown in Table 13, standardized beta coefficient of transformational leadership style is $\beta = .402$, value of t is 5.292 and p value is $< .001$. The null hypothesis was rejected because p value of .000 is less than the significance level of 0.05, therefore transformational leadership style has a significant positive effect on productivity of employees in small and medium sized enterprises in Enugu State.

4.3.2 Test of Hypothesis Two

H₀₂: Transactional leadership style has no significant effect on employee productivity of SMEs in Enugu State.

Here too, from the regression result presented in Table 13, standardized beta coefficient of transactional leadership style is $\beta = .228$, value of t is 3.101 and p value is .003. The null hypothesis was rejected because p value of .003 is less than the significance level of 0.05, therefore

transactional leadership style has a significant positive effect on productivity of employees in small and medium sized enterprises in Enugu State.

4.3.3 Test of Hypothesis Three

H₀₃: Democratic leadership style has no significant effect on employee productivity of SMEs in Enugu State.

Also, from the regression result presented in Table 13, standardized beta coefficient of democratic leadership style is $\beta = .351$, value of t is 4.148 and p value is .001. The null hypothesis was rejected because p value of .001 is less than the significance level of 0.05 therefore the democratic leadership style has a significant positive effect on productivity of employees in small and medium sized enterprises in Enugu State.

4.3.4 Test of Hypothesis Four

H₀₄: Laissez-faire leadership style has no significant effect on employee productivity of SMEs in Enugu State.

Laissez-faire leadership has a standardized beta coefficient of $\beta = -0.184$, $t = -2.75$, and $P < 0.007$. The null hypothesis was rejected because the p -value is less than 0.05. Therefore, laissez-faire leadership has a significant negative effect on the employee productivity of small and medium-sized enterprises in Enugu State.

4.3.5 Test of Hypothesis Five

H₀₅: Autocratic leadership style has no significant effect on employee productivity of SMEs in Enugu State.

Autocratic leadership has a standardized beta coefficient of $\beta = -0.151$, $t = -2.448$, and $P < 0.016$. The null hypothesis was rejected because the p -value is less than 0.05. Therefore, autocratic

leadership has a significant negative effect on the employee productivity of small and medium-sized enterprises in Enugu State.

4.4 Discussion of Findings

The discussion of the findings in the study are discussed based on the objectives of the study.

4.4.1 Effect of Transformational Leadership Style on Employee Productivity

There was a significant positive effect of transformational leadership on employee productivity in small and medium-sized enterprises in Enugu state. The beta coefficient of transformational leadership is $\beta = .402$, and the p-value is < 0.05 . This shows that leaders who motivate, inspire, and intellectually stimulate their employees significantly enhance their levels of creativity, commitment, and work performance. Transformational leaders encourage their employees to align their personal goals with the company objectives to improve productivity and achieve organizational effectiveness.

As a result, this finding parallels the research completed by Aldossari and Alanizan (2025), which established that transformational leadership had an impressive impact on the productivity of employees because of the increase in their job satisfaction levels. Also, transformational leadership was reported by Lebedeva and Troitskaya (2025) as the most productive style of leading in terms of employee productivity and performance for manufacturing companies in Russia. Additionally, Indriani et al. (2024) discovered that transformational leadership provided a huge benefit to innovative practices and employee productivity within creative SMEs in Indonesia. Finally, Okeke, Umeh, Nnaji (2024) and Eze, Nwankwo, Ude (2023) conducted studies in Nigeria and found that transformational leadership resulted in enhanced employee productivity and performance for SMEs. In all cases, the correlation between this study's findings and previous empirical research demonstrates that transformational leadership is one of the most viable

strategies employed today to create a sustainable and competitive advantage in small and medium-sized enterprises through increased employee motivation, trust, innovation, and engagement.

4.4.2 Effect of Transactional Leadership Style on Employee Productivity

In their research, the researchers discovered an extremely strong (positive) influence of transactional leadership on employee productivity among SMEs in Enugu State (Beta = 0.228, $p < 0.05$). Thus, it appears that the use of leadership behaviour associated with reward-based systems (e.g., salary), supervision, monitoring of staff performance, and corrective action on poor performance has a very positive impact on employee performance as well as the overall effectiveness of the organization. Usually, individuals will perform better if they are aware of the expectations of the organization, if there are rewards associated with these expectations, and if their performance results in the organization's objectives. This conclusion is consistent with Akinbode & Alabi (2022), who found that transactional leadership has a significant positive impact on both employee productivity and the overall output of an organization within SMEs in Abuja, Nigeria. It is also consistent with Akinbode & Alabi (2022)'s conclusion that transactional leadership enhances productivity through the use of performance measurement and reward systems. Likewise, it is also similar to what was identified in the study completed by Mahmood et al. (2022), as reviewed in the conceptual review, that describes how transactional leadership enhances productivity by defining the functions of employees and establishing measurable benchmarks. Accordingly, the fact that these findings are in conformity indicates that transactional leadership continues to be an ideal form of organizational management for small-medium-sized enterprises wanting discipline, accountability, and operational efficiency. With that said, while these transactional mechanisms appear to enhance short-term productivity, an agency highly

reliant on these mechanisms will have ongoing issues with maintaining long-term levels of employee innovation and engagement.

4.4.3 Effect of Democratic Leadership Style on Employee Productivity

Results support evidence of the democratic leadership style positively influencing employees' productivity in micro, small, and medium-sized enterprises (SMEs) in Enugu State according to a study ($\beta = .351$; $p < .05$). Involving employees in the decision-making process; encouraging collaborative work; and having open lines of communication will positively affect morale, motivation, and work performance of the employee. It supports previous empirical findings by Olowookere, Adeola, and Ogunleye (2025) confirming that the democratic leadership approach increased both employees' productivity and organization effectiveness amongst manufacturing SMEs in Lagos State, Nigeria. Similarly, Ojo and Ogunlana (2021) discovered that through the use of a democratic leadership strategy there was increased productivity with SME employees working within the hospitality sector in Lagos State. Also, Ogbonna, Nnaji, and Kalu (2021) demonstrated that democratic leadership had positive effects on SMEs' employees being productive and competitive throughout Anambra State. Additionally, Eze, Nwankwo, and Ude (2023) further substantiated the claim that through the use of a democratic leadership style there would be an increase in SMEs' employees productivity and the overall organizational sustainability within the SMEs located in Enugu State. The consistencies within these studies support the claim of a democratic leadership approach creating an inclusive, participatory work environment for employees enhancing employee commitment, trust, and loyalty to an organization. The way these democratic leadership practices are applied are critical to ensuring success for SMEs where collaborative working relationships among employees and being adaptable to change is paramount to their growth and sustainability.

4.4.4 Effect of Laissez-faire Leadership Style on Employee Productivity

According to the research, it has been determined that the Laissez-Faire style of leadership has a substantially large negative influence upon employees' productivity levels in Small and Medium-sized Enterprises (SMEs) located within Enugu State. The data from the study suggest that when employees possess an extraordinary amount of freedom (autonomy) with very little surveillance/supervision, and there is limited involvement from their superiors (Leadership), that this will result in a loss of proper coordination, accountability and productivity amongst the SMEs of the above-mentioned State.

The results of the study correlate with the theoretical stance of Naharuddin & Mokhtar (2023), who propose that an excessive amount of leader passivity (Laissez-Faire Leadership) negatively impact both Organizational Sustainability & Resilience. Udin (2023) noted that there are several negative consequences associated with Laissez-Faire Leadership including, but not limited to, increased inefficiencies and/or employee burnout when this type of leadership is not properly managed or directed. Kamal et al. (2024) concur with the above findings by suggesting that when leaders lack the ability to provide adequate structure & supervision for their employees, Laissez-Faire Leadership may produce increased levels of inefficiency.

Therefore, while it has been suggested that Employee Autonomy can foster creativity among employees who possess a high level of skill set, it is likely that in SMEs located within Enugu State, those same companies would benefit from some level of active involvement & supervision from their superiors in order to continue to produce at a level that is acceptable and that proves to be an efficient and effective organization or business entity. If there were a significant amount of managerial withdrawal, this likely will create an uncertain working environment for employees which diminishes the amount of Workplace Accountability.

4.4.5 Effect of Autocratic Leadership Style on Employee Productivity

Research has indicated that SMEs in Enugu State experience significant negative impacts on employee productivity as a result of employing an autocratic style of leadership ($\beta = -151$, $P < .05$). This implies that when employees are subjected to excessive control and centralised decision-making, their morale, creativity and productivity will suffer. Findings from Adeoye and Babalola (2020) support this conclusion as they also found that using an autocratic style of leadership will adversely affect employees' motivation levels. Similarly, according to Okafor and Nwobodo (2023), the application of an autocratic style of leadership by SMEs in Enugu was associated with increased employee intent to turnover. In addition, the findings of Abbas et al. (2022) support the conclusion that while an autocratic style may positively influence short-term productivity, it will result in decreased employee satisfaction and innovation over time. Furthermore, Kamran et al. (2021) concluded that when organizations implement a long-term autocratic style of leadership, employee morale and commitment will be negatively impacted.

The implications of this finding are that when organizations utilise authoritarian styles of leadership, they may prevent employees from engaging in behaviours that reflect initiative and creativity, thereby impacting future growth and sustainability of the organization. Therefore, by reducing levels of control with their employees and implementing more participative styles of leadership, SMEs in Enugu State will benefit from improved levels of productivity.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of the Study and Findings

The study was conducted to investigate how Leadership Styles influence Employee Performance (Productivity) in selected Small and Medium Enterprises (SME) in Enugu State Nigeria. The aim of the research was to study how the following Leadership Styles: Transformational Leadership Style, Transactional Leadership Style, Democratic Leadership Style, Laissez-Faire Leadership Style and Autocratic Leadership Style have influenced Employee Performance (Productivity). The research was driven by the fact that despite the significant contribution of SMEs to the economic development of Nigeria and the high rate of job creation, there has been a continuous reduction in Employee Performance (Productivity).

The research was a descriptive survey design. The population of the research was made up of 250 employees and management staff of selected SMEs from the Enugu East Local Government Area. Using the Taro Yamane formula, a sample size of 154 respondents was selected to obtain data from a structured questionnaire. The data was collected and processed by the use of Valid Structured Questionnaires. The valid questionnaires were used for the analysis of the data. Descriptive statistics (Frequency, Percentage, Mean and Standard Deviation) were used to analyze the demographic characteristics of the sample and the research questions. Multiple Regression analysis was used to test the hypotheses at 0.05 level of significance using the SPSS version 25 program.

The findings of the study indicated that transformational, transactional and democratic leadership styles had a positive impact on employee productivity amongst SMEs in Enugu State, whilst Laissez-faire and autocratic leadership styles had a negative impact on employee productivity

among SMEs in Enugu State. Consequently, effective leadership styles are an important determinant of employees' productivity and corporate performance within SMEs.

The findings of this study are summarised below:

- i. Transformational leadership style had a significant positive impact on employee productivity for SMEs in Enugu State ($\beta = .402$, $t = 5.292$, $p < .001$). This implies that motivational and inspiring leadership behaviours effectively enhance employee commitment and productivity.
- ii. Transactional leadership style had a significant positive impact on employee productivity for SMEs in Enugu State ($\beta = .228$, $t = 3.101$, $p = .003$). Thus, the use of reward systems, supervision and performance tracking creates a positive impact on an employee's effectiveness and overall efficiency of the organization.
- iii. Democratic leadership style had a significant positive impact on employee productivity for SMEs in Enugu State ($\beta = .351$, $t = 4.148$, $p = .001$). Therefore, employee input into decision-making creates a positive impact on the morale of employees, enhances teamwork and leads to increased corporate productivity.
- iv. Laissez-faire leadership has a substantial reverse impact on the production of employees working for SMEs in Enugu State ($\beta = -0.184$, $t = -2.750$, $p = 0.007$). Having too much latitude for employees and too little managerial oversight creates a lack of coordination and poor production.
- v. Autocratic leaders hinder the productivity of SMEs in Enugu State. The data show there is a significant negative relationship between autocratic leadership and employee productivity, which was measured by a coefficient $\beta = -0.151$; a t-value of -2.448 ; and a p-value of 0.016 . Autocratic leaders exert too much control over their employees (centralized

decision-making), which has the effect of diminishing their motivation, creativity, and resulting in reduced overall production.

5.2 Conclusion

The present study investigated the impact of leadership styles on employee productivity in selected Small and Medium Enterprises (SMEs) in Enugu State, Nigeria. Findings were that leadership style plays a very significant role in employee productivity and eventually affects organizational performance. While the transformational, transactional, and democratic leadership styles enhanced employee productivity, the laissez-faire and autocratic leadership styles, on the contrary, affected productivity negatively. In conclusion, this study states that employees work better in organizational environments when leaders inspire, involve, support, and communicate with them well. Participative and inspirational leadership styles contribute to the morale, commitment, innovation, and efficiency of the employees, essential for the sustainability and competitiveness of the SMEs. Alternatively, excessive control or improper supervision hampers employee motivation and productivity. The study also concluded that from such a perspective, the adoption of appropriate leadership styles would help improve organizational performance and ensure sustainable development among the SMEs in Enugu State and Nigeria as a whole.

5.3 Recommendations

Based on survey data collected through focus groups comprised of representatives of SME's in Enugu State, there are several recommendations for SME's wishing to increase productivity;

- i. While the survey indicated transformational leadership has a large impact on the productivity of employees; it is recommended that managers and owners work toward implementing transformational leadership approaches in their businesses through various methods including: motivation, mentorship, inspiration, recognition and other methods that

will enhance their employee's commitment to the business, while also contributing to increased creativity and overall organizational performance.

- ii. It is recommended that SME managers implement democratic leadership styles by involving employees in the decision-making process and by creating an atmosphere of open communication. Since it was indicated that through democratic leadership styles, employee productivity will be positively influenced, as such, the use of participatory management approaches by SME's will lead to enhanced teamwork and improved employee morale as well as improved organizational effectiveness overall.
- iii. It is recommended that SME's develop and implement an effective reward system and performance appraisal system which can help to strengthen transactional leadership styles that support employee accountability and productivity. By providing employees with clear expectations of their performance and providing them with performance based incentives, the SME will motivate them to achieve greater levels of output and efficiency in performing tasks.
- iv. It is recommended that SME owners and supervisors refrain from excessive use of autocratic leadership styles as they relate to employee supervision through use of centralized decision making and strict controls, therefore, the use of systems of autocratic leadership in regard to employee supervision has a negative impact on employee productivity. In the future, SME managers should stimulate employee involvement and encourage employees who innovate.
- v. To limit high levels of laissez-faire leadership, leaders/supervisors in small and medium-sized enterprises (SMEs) should offer their employees appropriate support, guidance, and

supervision so that there will be a proper balance between co-ordination, accountability, and organizational productivity.

5.4 Contribution to Knowledge

This research has contributed to the empirical literature on transformational leadership theory, path-goal theory, and situational leadership theory, which claim that effective and adaptive leadership will significantly increase the productivity of employees. Additionally, this study provided empirical evidence that transformational, transactional, and democratic styles of leading have a positive impact on the productivity of employees whereas the autocratic and laissez-faire styles of leading have a negative impact on the performance of employees in SMEs. The research filled the geographic gap to the extent it focused on SMEs in Enugu State, Nigeria which had very little research previously conducted. It also addressed the dimensional gap by looking at five styles of leading at the same time, which had never been done before in previous studies that examined just selected dimensions of leading.

5.5 Suggestion of Further Studies

Further research in this area should be extended to wider coverage of SMEs in the entire Enugu State.

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APPENDIX

Godfrey Okoye University, Enugu

Faculty of Management and Social Sciences
Department of Business Administration

10 March, 2026.

Dear Respondent,

I am a final-year student of the Department of Business Administration, Godfrey Okoye University, Enugu. I am conducting a research study titled: **Leadership Styles and Employee Productivity in Selected Small and Medium Enterprises (SMEs) in Enugu East Local Government Area.**

This questionnaire is designed to obtain information from employees and management staff to help fulfill the requirements for the award of a Bachelor of Science (B.Sc.) Degree in Management.

You have been carefully selected as a respondent due to your experience and position in your organization. Please note that your responses will be treated with the utmost confidentiality and will be used strictly for academic purposes.

Do not write your name on the questionnaire. Your honest and objective responses will be highly appreciated.

Thank you for your cooperation.

Yours faithfully,

Caesar-Otta Chidera

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QUESTIONNAIRE

Section A: Demographic Information

(Please tick ✓ the option that best represents your response)

1. Gender: ☐ Male ☐ Female
2. Age Bracket: ☐ 18–25 ☐ 26–35 ☐ 36–45 ☐ 46 and above
3. Marital Status: ☐ Single ☐ Married ☐ Divorced ☐ Widowed
4. Educational Qualification: ☐ SSCE ☐ OND/NCE ☐ B.Sc/HND ☐ M.Sc/MBA ☐ Others (specify) _____
5. Years of Work Experience: ☐ Less than 1 year ☐ 1–5 years ☐ 6–10 years ☐ Above 10 years
6. Job Position: ☐ Junior Staff ☐ Senior Staff ☐ Supervisor ☐ Manager

Section B: Leadership Styles and Employee Productivity

(Please indicate your level of agreement with each statement by ticking the option that applies most to your view.)

Scale:

5 = Strongly Agree 4 = Agree 3 = Undecided 2 = Disagree 1 = Strongly Disagree

Transactional Leadership Style (Please tick your level of agreement for each statement.)	SA	A	N	D	SD
1. My supervisor clearly defines the rewards for meeting work targets.	☐ 5	☐ 4	☐ 3	☐ 2	☐ 1
2. I am recognized or rewarded when I meet specific performance standards.	☐ 5	☐ 4	☐ 3	☐ 2	☐ 1
3. My leader emphasizes achieving tasks based on rules and agreements.	☐ 5	☐ 4	☐ 3	☐ 2	☐ 1
4. Mistakes are corrected through warnings or penalties.	☐ 5	☐ 4	☐ 3	☐ 2	☐ 1
Transformational Leadership Style	SA	A	N	D	SD
5. My supervisor motivates us by communicating a clear vision of the future.	☐ 5	☐ 4	☐ 3	☐ 2	☐ 1
6. My leader inspires me to go beyond what I think I can achieve.	☐ 5	☐ 4	☐ 3	☐ 2	☐ 1
7. My supervisor encourages creativity and new ideas at work.	☐ 5	☐ 4	☐ 3	☐ 2	☐ 1
8. My leader acts as a role model for employees.	☐ 5	☐ 4	☐ 3	☐ 2	☐ 1
Democratic Leadership Style	SA	A	N	D	SD

9. My supervisor involves employees in decision-making processes	☐ 5	☐ 4	☐ 3	☐ 2	☐ 1
10. Team members' opinions are valued before decisions are made.	☐ 5	☐ 4	☐ 3	☐ 2	☐ 1
11. My leader encourages open communication among team members.	☐ 5	☐ 4	☐ 3	☐ 2	☐ 1
12. Decisions are reached through discussion and agreement.	☐ 5	☐ 4	☐ 3	☐ 2	☐ 1
Autocratic Leadership Style	SA	A	N	D	SD
13. My supervisor makes most decisions without consulting employees.	☐ 5	☐ 4	☐ 3	☐ 2	☐ 1
14. Rules and procedures are strictly enforced by my leader.	☐ 5	☐ 4	☐ 3	☐ 2	☐ 1
15. Employees must follow instructions without questioning.	☐ 5	☐ 4	☐ 3	☐ 2	☐ 1
16. My leader maintains tight control over all activities.	☐ 5	☐ 4	☐ 3	☐ 2	☐ 1
Laissez-faire Leadership Style	SA	A	N	D	SD
17. My leader gives employees the freedom to make decisions on their own.	☐ 5	☐ 4	☐ 3	☐ 2	☐ 1
18. My supervisor rarely provides direct supervision.	☐ 5	☐ 4	☐ 3	☐ 2	☐ 1
19. My leader trusts employees to perform tasks without interference.	☐ 5	☐ 4	☐ 3	☐ 2	☐ 1
20. Employees receive minimal direction or feedback from management.	☐ 5	☐ 4	☐ 3	☐ 2	☐ 1
Employee Productivity	SA	A	N	D	SD
<i>(Please tick your level of agreement for each statement.)</i>	☐ 5	☐ 4	☐ 3	☐ 2	☐ 1
21. I always meet or exceed my work targets.	☐ 5	☐ 4	☐ 3	☐ 2	☐ 1
22. I complete my tasks efficiently within deadlines.	☐ 5	☐ 4	☐ 3	☐ 2	☐ 1
23. I am motivated to put in my best effort in all assigned duties.	☐ 5	☐ 4	☐ 3	☐ 2	☐ 1
24. My performance has improved as a result of my leader's influence.	☐ 5	☐ 4	☐ 3	☐ 2	☐ 1

Thank you for your time and honest responses.

Your participation is greatly appreciated.