EFFECT OF LEADERSHIP STYLES ON ORGANIZATIONAL PERFORMANCE OF SELECTED FOAM MANUFACTURING FIRMS IN ANAMBRA STATE

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Abstract
This work examined the effect of leadership styles on performance of foam manufacturing firms in Anambra State. The study specifically aimed to determine the effect of Autocratic leadership style, laissez-faire leadership style, democratic leadership style and transformational leadership style influence organizational performance of foam manufacturing firms in Anambra State, Nigeria. Relevant conceptual theoretical and empirical literatures were examined. This study is anchored on Fielder’s Contingency Theory. The population of the study consisted of 1647 employees of the six selected foam manufacturing firms in Anambra State. The statistical formula devised by Borg and Gall (1967) was employed to determine the sample size of 321. The data generated was analyzed using descriptive statistics and Pearson correlation analysis. The hypotheses formulated were tested using multiple regression analysis. The study reviles that autocratic leadership style has a significant negative effect on organizational performance. Laissez-faire leadership style has a significant positive effect on organizational performance in foam manufacturing firms in the Anambra State Nigeria. Democratic leadership style has a significant positive effect on organizational performance in foam manufacturing firms in Anambra State Nigeria. Transformational leadership style has significant positive effect on organizational performance in foam manufacturing firms in the Anambra State Nigeria. The study concludes that leadership styles have a significant positive effect on organizational performance in foam manufacturing firms in Anambra State. The study recommended that management of these firms should pay adequate attention to the implementation of firms wide and customer centered programs to achieve profitability and performance. Transformational leadership style for the organization with inbuilt strategies for transition to transformational leadership style as the enterprises developed grew and matured. Effective implementation of Leadership Style has the potentials of market share the life of organizations in the face of stiff competition in meeting their desired performance.

Keywords: Leadership, Performance, organization, programs and Profitability

Introduction
Leadership is the essential resources for creating and sustaining organizations, communities and societies, it involves establishing and clear vision, sharing that vision with others so that they will follow willingly, providing information, knowledge and methods to realize that vision, coordinating and balancing the conflicting interests of all members and stakeholders. Leadership cannot be taught, though it can be learned and enhanced through coaching or mentoring. Education, job, life experience can shape leaders philosophy and psychology.
Leaders steps up in times of crisis and is able to think and act creatively in difficult situations. Leaders despite the failures will continue with passion and innovation towards success. Leaders act in inspiring subordinates to perform and engage in achieving an objective or a goal.

Leadership is a process which allows management to be proactive rather than reactive in shaping its own future. A focused organizational leader provides and establishes visionary leadership to his organization. He understands and appreciates the dynamic nature of business environment. He formulates responsive options to the changes in the business environment through viable strategies based upon sustainable competitive advantages manages rather than just identifying and responding to change, anticipates or even create the change. Unfortunately lack of these qualities is the problem of indigenous business organizations in developing countries (Ogbonna and Harris, 2000). Most organization theorist agree that leadership and organization performance determines the quality of the organization itself. The natural qualities of an individual in the environment in which he operates on daily basis, as they unfold, coupled with other factors do influence his leadership pattern. Leadership will enhance organizational performance by adopting team work approach. The extent to which all members of the organization use their abilities and influences in the effective utilization of resources depends upon how well the manager of the organization understands and perform his work through his subordinates.

Maddock and Fulton (1998) explain that leadership style and organization performance must be such that can ensure maximum probability within all interactions and relationships. Within the organization, each member will in the light of his background, values and expectations, view the process as supportive and one which can build and maintain a sense of personal worth and importance.

Organizational performance is not only the performance of the single parts or units of the organization but the product of all interactions taking place in the organization. Organizational performance is an index to show whether the organization is growing or not coupled with the leadership style adopted which may be influenced or affected by employee commitment, employee empowerment, employee job satisfaction and the type of organizations culture in the organization.

Considering foam, manufacturing firms in the Anambra State, Nigeria, they are classified under small and medium scale enterprise. The degree of expansion and growth solely depend on leadership style that influences employee commitment, employee empowerment, employee job satisfaction and organizational performance in terms of higher profit margin, larger market share, financial results and higher degree of survival at any condition. Thus, organizational performance depends on leadership style accepted by the employees in the organization.

Statement of the Problem
The goal of any organization is not only to survive, but also to sustain its existence by improving performance. In order to meet the needs of the highly competitive markets, organizations must continually increase performance (Arslan and Staub 2013).

An organization without good leadership is like a ship on the high sea without a captain. Then the fact that most widely dispersed management and techniques are based on Western
ideologies and value system, their "uncritical transfer" (unacceptable ideologies) to developing countries has in many ways contributed to organizational inefficiency and ineffectiveness in these countries (Kanungo and Jaeger, 1990).

Therefore, these contradictory findings about the role of leadership in organizational performance suggest that there is more need to study the role of leadership in organizational performance. Especially, Wang Tsuil, and Xin 2011 suggest that there is need to study more the role of leadership in organizational performance because of the limited but contradictory results from previous studies. Further, existing research findings are very foreign and devoid of cultural and social realities in Nigerian context. Therefore, there is a limited understanding about the role of leadership on organizational performance in foam manufacturing companies in Anambra State.

Objectives of the study
The general objective of the study is to determine the effects of leadership styles on organizational performance in foam manufacturing companies in Anambra State. The specific objectives are to:

1. Determine the extent to which autocratic leadership style affect organizational performance of foam, manufacturing firms in the Anambra State, Nigeria.
2. Examine the extent to which laissez-faire leadership style affect organizational performance of foam, manufacturing firms in the Anambra State, Nigeria.
3. Determine the extent to which democratic leadership style influences organizational performance of foam, manufacturing firms in the Anambra State, Nigeria.
4. Investigate the extent to which transformational leadership style influence organizational performance of foam, manufacturing firms in the Anambra State, Nigeria.

Hypotheses to Guide the study
Based on the objectives, the following hypotheses were proposed for this study.

$H_{01}$: Autocratic leadership style has no significant effects on organizational performance of foam, manufacturing firms in the Anambra State.

$H_{02}$: Laissez-faire leadership style has no significant influence on organizational performance of foam, manufacturing firms in the Anambra State, Nigeria.

$H_{03}$: Democratic leadership style has no significant effects on organizational performance of foam, manufacturing firms in the Anambra State, Nigeria.

$H_{04}$: Transformational leadership style have no significant effects on organizational performance of foam, manufacturing firms in the Anambra State, Nigeria.

Literature Review
Leadership
The concept of leadership has generated lively interest, debate and occasional confusion as management thought has evolved. Even today, it is not easy to define leadership, and given the complexity of the subject, there is no general consensus about delimitation of the field of analysis. Bass (2009), definition of leadership is related to the purpose associated with the attempt to define it, and so presents a wide range of possibilities. Leadership can be seen as a group process, an attribute of personality, the art of inducing complaisance, an exercise of influence, a particular type of action or behaviour, a form of persuasion, a power relationship, an instrument to achieve goals, the result of an interaction, a differentiated role or initiation of a structure (Bass, 2009).
The concept of leadership is defined, Hersey, Blanchard and Johnson (2001), “as the process of influencing the activities of an individual or a group in efforts toward goal accomplishment”. For Senge (2009), leadership is associated with stimulants and incentives that motivate people to reach common objectives. Hersey et al. (2001), states that the essence of leadership involves achieving objectives with and through people. Weirich and Koontz (2004) define leadership as the process of influencing people so that they make an effort by their own will and enthusiasm towards obtaining the group’s goals. Kotter (2000), without leadership, the probability of mistakes occurring increases and the opportunities for success become more and more reduced. For these same authors, and in this context, leadership allows cooperation, diminishes conflicts, contributes to creativity and has an integrating role, as it keeps people united even when not physically so. In this way, leadership, together with stimulants and incentives, promotes people’s motivation towards achieving common goals, having a relevant role in the processes of forming, transmitting and changing organizational culture (Senge, 2009).

In the management point of view, leadership has been defined in terms of traits, behaviour, power and occupation of an administrative position. Leadership can also be seen in many ways it is not just a person or group of people in a high position, it is a process, in which a leader is indulged in many activities to achieve any goal (Clark, 2009). Effectiveness of any organization depends upon an effective leader and effective leader is that person who has an effective leadership style, leadership is an important factor for any organization or group which if not found, things will not move effectively.

Many of the views assume that leadership involves a process whereby an individual exerts influence upon others in an organization context. Research results revealed that leadership style in a organizational exerts a major influence on the structure, strategy and the well being of the organizational (Jonathan et al, 2012). Leadership style refers to the ability to persuade others to seek defined objectives enthusiastically (Ehrhart, 2004). Leadership style has influence on employee’s behaviour, commitment including their adoption of the organization strategy and organizational value and has a link to both organizational outcomes and employees’ work performance. It is the action of committing employees to contribute their best to the purpose of the organization. The quality and performance of managers are the key criteria in deciding Organizational Success. It is clear that the leadership style has influence of organizational culture and employee’s behaviour, including their adoption of the firms strategy, value and has been linked to both organizational outcome and employee work performance. Autocratic leadership style is a type of leadership which is characterized by authoritarian behaviour in which the leader applies force to get compliance from the subordinates. In participative leadership style the leader or manager takes into consideration the views, wishes and suggestions of all members of the organization before decisions are implemented. Here participative leadership style ensures a good working relationship between the subordinates and the management team. In free-rain leadership style subordinates are allowed maximum autonomy to carry out their jobs.

Managers can influence employees’ commitment to service quality to demonstrate it themselves (Babakus, et al, 2003) and this requires the manager to adopt a leadership style that can influence his or her employees. While different leadership style has the ability to influence employees’ behaviour in different ways, manager must adopt the appropriate leadership style (Clark, 2009). Taffinder (2006) asserts that leadership is getting people to do things they have never thought of doing, do not want to do with reference to an organization,
he defined leadership as the action of committing employees to contribute their best to the purpose of the organization.

Lee and Chang (2009) assert that the excellent leader not only inspires subordinate’s potential to enhance efficiency but also meets their requirements in the process of achieving goals. Fry (2003) defines leadership as use of leading strategy to offer the inspiring motive and to enhance the Staff’s potential for growth and development.

Organizational Performance
Chen (2002) asserted that organizational performance means the “transformation of inputs into outputs for achieving certain outcomes. With regard to its content, performance informs about the relation between minimal and effective cost (economy), between effective cost and realized output (efficiency) and between output and achieved outcome (effectiveness)”. There are various ways to understand organization performance but in this thesis it has been judged upon the growth of the firms and sales performance which lead towards the growth. Sales performance can be explained as all the activities or investment carried out in the firm in the given period of time. It can be measured by total amount of revenue collected for the goods sold. Growth revenue defines as total amount of money collected by the firms for the goods they sold in a specific time and this amount is calculated before any expenses are subtracted. Effectiveness of the organization depends on the three basics performance determinants.

1. Efficiency and process reliability
2. Human resource and relations
3. Innovation and adaptation to environment (Yuki, 2006).

Efficiency is defined as a term practiced by organization or firm to use people and resources to carry out important operations in way which minimizes the costs. When the resources will be used in a proper way as compared to the competitors the cost of operation will decrease and the profit margin will increase. Efficiency is important when the competitive strategy of the firm offers products and services at lower rates than the competitors. Human resource relation is defined as trust, organizational commitment, collective identification and cooperation among the employees (Yuki and Tabler 2002). Innovative adaption includes increase in market share, sales growth from year to year, generating and maintaining loyal customer base.

Organizational performance refers to ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at predetermined time using relevant strategy for action (Koontz and Donnell, 1993). Organizational performance can also be used to view how an enterprise is doing in terms of level of profit, market share and product quality in relation to other enterprises in the same firms. Consequently, it is a reflection of productivity of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization.

Organizational performance may be defined as the transformation of inputs into outputs for achieving certain outcomes. With regard to its content, performance informs about the relation between minimal and effective cost (economy), between effective cost and realized output (efficiency) and between output and achieved outcome (effectiveness) (Chen and Barnes, 2006).

Theoretical Framework
This study is based on the Fielder’s Contingency Theory propounded in 1967 Fielder commence studies on the relationship among structures of managers need, productivity and moral affective manager-member relations exist and refers to the quality of the personal
relationship between the group members and the manager. Fielder asserts that the warmer and friendlier the relationship is the more the likelihood of the leader being trusted and liked by the subordinates, the easier it is for the leader to get group co-operation and effort in a situation when the leader and group are at logger heads, obeying the manager’s wish is done grudging and the group may require special favours to carry out their duties.

Indeed, the contingency theory is based on the idea that a fit between certain components of a managerial organization and certain contingencies will improve that organization’s performance. Among these, the structure of the organization is perhaps most frequently related to contingencies. For this reason, the term “contingency theory” usually refers to “structural contingency theory.” The contingencies usually related to the structure of the organization are environment, organizational size, strategy, and technology. Contingency assumes that each of these contingencies necessitates the existence of certain characteristics in the structure. When the structure of an organization bears those characteristics for the contingency in question, this means that there is a fit. This fit is supposed to increase the performance of the organization. The structural characteristics these contingencies necessitate are as follows:

**Environment:** The rate of technological and market change in the environment of the organization is an important factor in whether the structure of the organization is mechanistic (hierarchical) or organic (participatory). In mechanistic structures, the task of the organization is divided into specialized roles, the occupants of which depend on their subordinates that retain the knowledge and information; in organic structures, members collaborate in fluid and ad hoc ways. Stable environments fit mechanistic structures, since hierarchies are more efficient for routine operations. In unstable environments, organic structures are more suitable, since knowledge and information are required from the lower levels for innovation.

**Size:** The size of the organization affects the degree of bureaucracy in that organization. Bureaucratic structures fit large organizations. In large organizations, operations and administration are repetitive. A decision-making procedure based on rules brings efficiency and cost effectiveness. Small organizations, in contrast, need un-bureaucratic, simple structures that are centralized and not rule governed.

**Strategy:** A functional structure based on the existence of such departments as production and marketing fits an undiversified strategy. In this case, the organization can specialize in a variety of products or services. In contrast, an organization that follows a diversified strategy should prefer a divisional structure, each division being responsible for one product or service. If new products or services are introduced and assigned to the new divisions in this process, the process is called “epigenesis.” If the original products or services are attached to the new divisions, the process is named “differentiation” (Etzioni, 1963; Cutler, 2006).

**Technology:** A mechanistic (hierarchical) structure fits routine technological processes, and an organic (participatory) structure fits non-routine processes. The contingency theory emphasizes that no one trait was common to all effective leaders; no one style was effective in all situations. Going by the content of the theory, it is that the leadership style that best contributes to the attainment of organizational goals might vary in different types of situations or circumstances which depends on the personality of the manager, personality of his subordinates, peers and superiors, manager’s authority in the organization, relationship
between the manager and his subordinates, nature of the organization, task structured facing the team and organization’s external environment. Clearly knowledge of this will lead to a better appreciation of the different leadership styles in use at the various foam, manufacturing firms in Anambra State, Nigeria and how they impinge on performance in terms of profitability and employee satisfaction.

Empirical Review
Longe (2014) carried out research on leadership style paradigm shift and organisational performance in the Nigerian cement firms. This study focused on the effect of changes in leadership styles on organisational performance in a cement manufacturing firm in Ogun State of Nigeria. A total of 385 participants were selected for the study using stratified random sampling technique. Questionnaire and in-depth interview were used for data collection. Quantitative data collected were analysed using descriptive and inferential statistics while the in-depth interview (qualitative data) was analysed using content analysis. The two hypotheses which guided the study were tested using Chi-square test and Spearman correlation coefficient. The result of empirical test revealed a significant relationship between changes in leadership style and organisational performance in the post-acquisition context. Specifically, the result also showed a significant correlation between transformational, Transformational and democratic leadership styles and organisational performance after the change of management. Restrictive leadership style was the dominant approach before the change, which was inhibitive of optimum performance, while supportive and collaborative leadership modes which manifested and characterised the post-acquisition era were more conducive to the creation of enhanced organisational performance. The study concluded that leadership styles adopted by the organisation since the post-acquisition period allowed more involvement and greater participation of the workforce resulting into maximal overall performance in the organisation.

Ejere and Abasilim (2013) examined the impact of transformational leadership styles on organisational performance using empirical evidence from Nigeria. The survey method was adopted to carry out the research. A structured Multifactor Leadership Questionnaire (MLQ) was used for data collection. Organisational performance was assessed based on three measures of performance namely effort, satisfaction and effectiveness. Regression and Correlation statistical techniques were used to analyse the data elicited from one hundred eighty four (184) randomly selected respondents. It was revealed from the study that while transformational leadership style had a strong positive impact on organizational performance. It was also revealed from the study that transformational leadership styles has significant and positive relationship with organisational performance.

Research Design
The research method adopted in this study is the descriptive survey method. Descriptive survey method is probably the best method available to a researcher who is interested in collecting original data for describing a population too large to be observed directly.

Area of the Study
Selected foam manufacturing firms in Anambra State, Nigeria.

Population of the Study
By the nature of the research title, it concerns leadership styles on organizational performance in Anambra State, Foam, Manufacturing Firms, the study use all the employees of the selected Foam, Manufacturing Firms South East. The population of the study is the entire staff of the selected foam manufacturing firms in the Anambra State. Therefore, the population of the study is (1647) as at May, 2019 as extracted from each of the firms’ personnel unit.
<table>
<thead>
<tr>
<th>S/n</th>
<th>Name of foam, Firms</th>
<th>Location</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>D Syndivel Foam Firms Ltd</td>
<td>Awka</td>
<td>249</td>
</tr>
<tr>
<td>2.</td>
<td>Rima Foam Firms Ltd</td>
<td>Onitsha</td>
<td>109</td>
</tr>
<tr>
<td>3.</td>
<td>Elyfoam Firms Ltd</td>
<td>Nkpor</td>
<td>125</td>
</tr>
<tr>
<td>4.</td>
<td>Continental Foam Firms Ltd</td>
<td>Nnewi</td>
<td>164</td>
</tr>
<tr>
<td>5.</td>
<td>Winco Foam Firms Ltd</td>
<td>Awka</td>
<td>117</td>
</tr>
<tr>
<td>6.</td>
<td>Vital Foam Firms Ltd.</td>
<td>Onitsha</td>
<td>156</td>
</tr>
<tr>
<td>7.</td>
<td>Muoka Foam Firms Ltd, Ltd</td>
<td>Onitsha</td>
<td>117</td>
</tr>
<tr>
<td>8.</td>
<td>Daco Foam, Firms Ltd,</td>
<td>Enugu</td>
<td>310</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td></td>
<td><strong>1647</strong></td>
</tr>
</tbody>
</table>

Source: Extracted from each of the companies Personnel Department as at May, 2019.

Sample and Sampling Technique
Cooper and Schindler (2003), state that the size of a sample should be a function of the variation in the population parameter under the study and the estimate precision needed by the researcher. The target population of the seven selected foam manufacturing firms in Anambra State is 1647. The statistical formula devised by Borg and Gall (1973) was employed to determine the sample size. The formula states thus:

\[
n = \frac{(Z_x)^2 \cdot e \cdot N}{(Z_x)^2 \cdot e \cdot N}
\]

Where \( n \) = Sample size
N = Population Figure
\( e \) = Margin error and this case= 0.05
\( Z \) = Confidence level and for 0.05 it is 1.964

N.B. Target population manufacturing firms is 1347
Substituting the population variables of this study into the formula above, the sample size can be neatly computed as follows:

\[
n = \frac{(1.964)^2 \cdot 0.05 \times 1347}{277.3}
\]

Therefore, \( n = 1647 = 321 \)

Source of Data
Primary source of data was employed. These data will be sourced at first hand information and remain in raw form as no researcher has made use of them. The instrument for sourcing/collecting primary data will be standardized questionnaire test. However, data will come in both qualitative and qualitative forms.

Method of Data Analysis
The need to enhance easy comprehension and analysis prompted the use of the frequency distribution table to present the data gathered. The tools used in analyzing the data collected include descriptive statistics and Pearson correlation analysis. The study also employed Multiple Regression Analysis (MRA) method to determine the effect of leadership style on organizational performance. The regression model is represented as:

\[
Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \ldots + \beta_nX_n + \epsilon
\]

Where:
\( Y = \) Organizational Performance (OP)
\( \alpha = \) Constant Term

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Data Presentation, Analysis and Interpretation

The Results of the Regression Analysis

Multiple regression analysis was employed to determine the effect of the independent variables on the dependent variable. The essence is to ascertain the effect of reward on organizational performance. The results are presented in tables 2 and 3.

Table 2: Summary of Regression Result

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.174(^a)</td>
<td>.530</td>
<td>.617</td>
<td>3.197</td>
<td>1.745</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), TLS, LFLS, DLS TRs
b. Dependent Variable: Organizational Performance

Source: SPSS Ver. 21

Table 2 above indicates that $R^2$ which measures the strength of the effect of independent variable on the dependent variable have the value of 0.530. This implies that 53.0% of the variation in organizational performance is explained by variations in reward variables (Autocratic leadership style, Laissez-faire leadership style, Transformational leadership style, and Democratic leadership). This was supported by adjusted $R^2$ of 61.7%. The Durbin-Watson statistics was employed to check for autocorrelation in the model. Durbin-Watson statistics of 1.742 show that the variables in the model are not auto-correlated and are therefore, reliable for predications.

Table 3: ANOVA Result

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>112.562</td>
<td>5</td>
<td>22.512</td>
<td>72.203</td>
<td>.004(^a)</td>
</tr>
<tr>
<td>Residual</td>
<td>3587.511</td>
<td>351</td>
<td>10.221</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>3700.073</td>
<td>356</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), TLS, LFLS, DLS TRLS
b. Dependent Variable: Organizational Performance

Source: SPSS Ver. 21

The F-test is applied to check the overall significance of the model. The F-statistic is instrumental in verifying the overall significance of an estimated model. The f-statistics value of 72.203 in table 3 above with probability value of 0.004 shows that the independent variables has significant effect on dependent variable. This shows that Autocratic leadership style, Laissez-faire leadership style, Transformational leadership style, and Democratic leadership can collectively explain the variations in organizational performance. This shows that leadership style has a significant positive effect on organizational performance.
Test of Hypotheses
Here, the four hypotheses formulated earlier in this study were tested using the t-statistics and probability from the coefficient result of the multiple regression analysis. The results are presented in Table 4 below.

Table 4 Coefficients of the Regression Result

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>(Constant)</td>
<td>22.159</td>
<td>1.757</td>
</tr>
<tr>
<td>Autocratic leadership style</td>
<td>1.040</td>
<td>.040</td>
</tr>
<tr>
<td>Laissez-faire leadership style</td>
<td>.056</td>
<td>.042</td>
</tr>
<tr>
<td>Democratic leadership style</td>
<td>1.108</td>
<td>.042</td>
</tr>
<tr>
<td>Transformational leadership style</td>
<td>.083</td>
<td>.043</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Organizational Performance

Source: SPSS Version 21.0

Test of Hypothesis One
Ho: Autocratic leadership style has no significant positive effects on organizational performance in foam manufacturing firms in the Anambra State, Nigeria.
Hi: Autocratic leadership style has a significant positive effect on organizational performance of foam manufacturing firms in the Anambra State, Nigeria.

Table 4 above indicates that Autocratic leadership style recorded a t-statistics value of 2.340 with a probability value of 0.001 which is statistically significant at 5% level of significance. Therefore, the null hypothesis is rejected while the alternative hypothesis is accepted. This implies that autocratic leadership style has a significant positive effect on organizational performance.

Test of Hypothesis Two
Ho: Laissez-faire leadership style has no significant positive influence on organizational performance of foam manufacturing firms in the Anambra State, Nigeria.
Hi: Laissez-faire leadership style has a significant positive influence on organizational performance of foam manufacturing firms in the Anambra State, Nigeria.

Laissez-faire leadership style recorded a t-statistics value of 2.003 with an alpha value of 0.007. Therefore, the null hypothesis is rejected while the alternative hypothesis is accepted. This implies that laissez-faire leadership style has a significant positive effect on organizational performance.

Test of Hypothesis Three
Ho: Democratic leadership style has no significant effects on organizational performance of foam manufacturing firms in the Anambra State, Nigeria.
Hi: Democratic leadership style has a significant positive effect on organizational performance of foam manufacturing firms in the Anambra State, Nigeria.

Democratic leadership style recorded a t-statistics value of 3.580 with a probability value of 0.000 which is statistically significant at 5% level. Therefore, the null hypothesis is rejected.
while the alternative hypothesis is accepted. It is therefore concluded that democratic leadership style has a significant positive effects on organizational performance of foam manufacturing firms in Anambra State Nigeria

**Test of Hypothesis Four**
Ho: Transformational leadership style has no significant effects on organizational performance of foam manufacturing firms in the Anambra State Nigeria.
Hi: Transformational leadership style has no significant effects on organizational performance of foam manufacturing firms in the Anambra State Nigeria.
Transformational leadership style has a t-statistics value of 2.924 with a probability value of 0.005 which is statistically significant at 5% level. Therefore, the null hypothesis is rejected while the alternative hypothesis is accepted. It is therefore concluded transformational leadership style has a significant positive effect on organizational performance.

**Discussion of Findings**
This work examined the effect of leadership style on organizational performance in foam manufacturing firms in Anambra State, Nigeria. The data generated were analyzed using multiple regression analysis and the following were discovered that. Autocratic leadership style has a significant negative effect on organizational performance. This finding with Sasonggu (2015) results show that autocratic leadership style exerts a positive but insignificant effect on organizational performance. The finding disagrees with Rejas, Ponce, Almonte and Ponce (2006) demonstrated that autocratic leadership style has positively associated with organizational performance. However, autocratic leadership style was found to be more significantly related to employee performance than transformational leadership style.

Laissez-faire leadership style has a significant positive effect on organizational performance in foam manufacturing firms in the Anambra State Nigeria. This confirm with Awolusi, Onikoyi and Akindele (2015) Chikozho, Mapira and Vengesai (2014) Opoku (2012) Results of the research work show that Laissez-faire leadership style has a significant positive effect on organizational performance in foam manufacturing firms.

Democratic leadership style has a significant positive effect on organizational performance in foam manufacturing firms in Anambra State Nigeria. The finding tally with Ojokutu, Odetayo and Sajuyigbe (2012) their study concluded that democratic leadership style should be employed by the organization in order to wax stronger in a global competitive environment. Ejere and Abasilim (2013) revealed that democratic leadership style have significant and positive relationship with organisational performance.

Transformational leadership style has significant positive effect on organizational performance in foam manufacturing firms in the Anambra State Nigeria. This finding agrees with Koech and Namusonge (2012) Obiwuru, OkwuAkpa and Nwankwere (2011) that affirm that transformational leadership style had positive but significant effect on performance. The study concluded that transformational leadership style was more appropriate in inducing performance in small scale. The finding also tallies with Samad and Abdullah (2012)The findings of the study provided empirical evidence that transformational leadership style has significantly enhanced the organizational performance in Malaysian logistic companies.
Summary of Findings, Conclusion and Recommendations

Summary of Findings
This work examined the effect of leadership style on organizational performance in foam manufacturing firms in Anambra State, Nigeria. The data generated were analyzed using multiple regression analysis and the following were discovered that.

1. Autocratic leadership style has a significant negative effect on organizational performance. Autocratic leadership style recorded a t-statistics value of -2.340 with a probability value of 0.001 which is statistically insignificant at 5% level of significance.

2. Laissez-faire leadership style has a significant positive effect on organizational performance in foam manufacturing firms in the Anambra State Nigeria. Laissez-faire leadership style recorded a t-statistics value of 2.003 with an alpha value of 0.007.

3. Democratic leadership style has a significant positive effect on organizational performance in foam manufacturing firms in Anambra State Nigeria. Democratic leadership style recorded a t-statistics value of 3.580 with a probability value of 0.000 which is statistically significant at 5% level.

4. Transformational leadership style has significant positive effect on organizational performance in foam manufacturing firms in the Anambra State Nigeria. Transformational leadership style has a t-statistics value of 2.924 with a probability value of 0.005 which is statistically significant at 5% level.

Conclusion
This work examined effect of leadership styles on organizational performance using foam manufacturing firms in Anabaria, State. From the analysis it was discovered that laissez-faire leadership style has a significant positive effect on organizational performance. Democratic leadership style has a significant positive effect on organizational performance in foam manufacturing firms. Transformational leadership style has significant positive effect on organizational performance in foam manufacturing firms in the Anambra State Nigeria. Autocratic leadership style has a significant negative effect on organizational performance. Therefore, the study concludes that leadership styles has a significant positive effect on organizational performance in foam manufacturing firms in Anambra, State

Recommendations
Based on the summary of the findings, the following are recommendations made.
The management of these firms should pay adequate attention to the implementation of good leadership style programmes to achieve organizational performance.

1. Transformational leadership style should be adopted for the organization with inbuilt strategies for transition to transformational leadership style as the enterprises developed, grew and matured.

2. Effective implementation of Leadership Style has the potentials of market share the life of organizations in the face of stiff competition in meeting their desired performance.

3. The management of these firms should take effective measures in ensuring that international recognition is justified through effective leadership style because loss of confidence on their products, may have a propulsive effect on their performance.
Graphical Illustration of the Model

Autocratic leadership style

Laissez-faire leadership style

Democratic leadership

Transactional leadership style

Dependent Variable

Organizational performance

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