



Leadership Styles on Job Performance and Goal Attainment of Bottle Water Companies in Port Harcourt

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Abstract: *This study examined the correlation between leadership styles, namely autocratic, democratic, and transformational, and the metrics of organizational achievement, such as profitability, productivity, and market share, among bottle water enterprises located in Port Harcourt. The research design used in the study was descriptive. The study's target population comprised twenty-nine (29) bottle water companies located in Port Harcourt. The simple random sampling technique was used to draw four (4) management staff each from the 29 bottle water companies which yielded 116 respondents for the study. A structured questionnaire was used to gather primary data, and data were analyzed using the Spearman's Rank Correlation Coefficient (ρ). The results showed, among other things, that there is a strong and positive relationship between the dimensions of leadership styles (autocratic, democratic, and transformational) and measures of organizational goal attainment (profitability, productivity, and market share) of bottle water companies in Port Harcourt. The concludes that, leadership styles significantly relate with job performance and goal attainment of bottle water companies in Port Harcourt, and recommends amongst others that, management of bottle water companies should adopt appropriate leadership styles that will enhance goal attainment for their organizations.*

Keywords: *Autocratic leadership style, Democratic leadership style. Goal attainment Job performance, Transformational leadership style.*

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INTRODUCTION

The attainment of goals and objectives by an organization depends on the availability of resources (human, physical, financial and information) and leadership styles adopted by leaders of the organization (Melletus, 2018). A leader provides vision (destination), articulate mission through employees' involvement, formulate strategy for achievement of the goals and objectives, and steer the organization in the right direction to face challenges through an effective tool of competitive advantage. A leader is a person who influences, directs, and motivates others to perform specific tasks and also inspire his subordinates for efficient performance towards the accomplishment of the stated corporate objectives. Leadership plays its role to motivate, guide and monitor employees towards the goal post.

The attainment of any organization goal and objectives is strongly dependent on the leadership styles exhibited by leaders of the organization (Mukwakungu *et al.*, 2019). However, in recent times, many organizations have witnessed decline in organizational goal attainment as a result of lack of effective leadership styles like; autocratic, democratic and transformational leadership thereby leading to decrease in market share and profitability. Some organizations do not take cognizance of the leadership style adopted by their managers thereby leading to poor organizational performance (Mukwakungu *et al.*, 2019).

Goals are specific targeted achievements of an individual or organization. Goals have a pervasive influence on employee behavior and performance in organizations and management practice (Locke & Latham, 2002). Nearly every modern organization has some form of goal setting in operation. Organizational goal attainment is perceived as the ability of the organization to meet its tasks, requirements and objectives through strategic investment into organizing, executing and accomplishing roles and duties in the minimum time possible (Adair 2005). According to Mathis & Jackson (2009) goal attainment is the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilizing g available resource within a changing environment. Consequently, organization goal attainment is operationally perceived as: executing defined duties, meeting deadlines team input and achieving departmental goals. The above should, as pointed by Armstrong (2005), lead to efficiency, specialization, effective feedback and good organizational relation.

Leadership style is a key determinant to the achievement of organizational goal and objectives. Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. According to Ngambi *et al.* (2010) and Ngambi (2011), cited in Jeremy *et al.* (2011), leadership is a process of influencing others' commitment towards realizing their full potential in achieving a value-added, shared vision, with passion and integrity. The nature of this influence is such that the members of the team cooperate voluntarily with each other in order to achieve the objectives which the leader has set for each member, as well as for the group. The relationships between the leader and employee, as well as the quality of employees' performance, are significantly influenced by the leadership style adopted by the leader (Jeremy *et al.*, 2011). Leadership style in an organization is one of the factors that play significant role in

enhancing or retarding the interest and commitment of the individuals in the organization (Obiwuru *et al.*, 2011).

Leadership is a critical management skill, involving the ability to encourage a group of people towards common goal. Leadership focuses on the development of followers and their needs. Managers exercising transformational leadership style focus on the development of value system of employees, their motivational level and moralities with the development of their skills (Ismail *et al.*, 2009). It basically helps followers achieve their goals as they work in the organizational setting; it encourages followers to be expressive and adaptive to new and improved practices and changes in the environment (Azka *et al.*, 2011).

According to Michael (2011) leadership has a direct cause and effect relationship upon organizations and their growth. Leaders determine values, culture, change tolerance and employee motivation. They shape institutional strategies including their execution and effectiveness. Leaders can appear at any level of an institution and are not exclusive to management. Successful leaders do, however, have one thing in common. They influence those around them in order to reap maximum benefit from the organization's resources, including its most vital and expensive.

The role of leadership in an organization is crucial in terms of creating a vision, mission, determination and establishment of objectives, designing strategies, policies, and methods to achieve the organizational objectives effectively and efficiently along with directing and coordinating the efforts and organizational activities (Xu & Wang, 2008). Top quality leadership is essential to achieve the mission and vision along with coping with the changes occurring in the external environment (Harris, *et al.*, 2007). In current time, many companies are facing problems related to unethical practices, high labor turnover, poor financial performance, etc. This may be due to the lack of effective leadership. The main aim of many companies is to accomplish its stated objectives; hence, there is a need of effective leaders for coordinating and motivating the employees (Vigoda-Gadot, 2012). Unfortunately, some companies do not take account of the leadership style adopted by their managers.

The bottle water company is an organization that supplies the public with treated and purified water. It provides a large collection of employment and profession which varies based on to the kind of service in each establishment. For instance, the job executed in a bottle water company is different from those performed in a restaurant or in hotel establishments (Mukwakungu *et al.*, 2019). Ashibogwu (2008) notes that one of the reasons for this high failure in most organizations especially, bottle water companies is lack of use of market research to confirm demand and assess suitability of proposed offering as well as maintaining high level of customer patronage. However, inappropriate leadership style could also be one of the reasons for high failure of small enterprises.

Studies have been conducted locally and internationally on leadership styles. For instance; Tsigu and Rao (2015) in their study "leadership styles: their impact on job outcomes in Ethiopian banking industry" found that transformational leadership style explained the variation on

performance better than transactional leadership style. Gimuguni, *et al.*, (2014) investigated on “Leadership styles and organizational performance”. The study concluded that there is a moderate high positive and significant relationship between the three leadership styles (autocratic, laissez-faire, democratic), and performance in Mbale local government. Wells and Peachey (2011) found that effective leadership Styles reduce employee intentions to quit their jobs. Despite much studies conducted on leadership styles, it is observed that little or no attention has been drawn to the relationship between leadership styles and organizational goal attainment. Therefore, this research sought to bridge the gap by ascertaining the relationship between Leadership styles and organizational goal attainment of bottle water companies in Port Harcourt.

LITERATURE REVIEW AND HYPOTHESES

Theoretical Framework

This study was anchored on two management theories; Path Goal Theory and Contingency Theories (Situational) as it aids the researcher in understanding leadership styles and organizational goal attainment of bottle water companies in Port Harcourt.

Path-Goal Theory

Path-goal theory was originally developed by Martin G. Evans in the 1970s and later modified by Robert J. House in 1971 to identify a leader’s most practiced style as a motivation to get subordinates to accomplish goals (Cote, 2017). House and Mitchell revised the Path-goal theory in 1974 (Cote, 2017). The path-goal theory presented two basic propositions as described by House and Mitchell. The first one is that the strategic function of the leader is to enhance the psychological state of subordinates, resulting in motivation to perform or in satisfaction with the job. The second is that particular situational leader behaviour will cause subordinate motivation (Polston-Murdoch, 2013). There are four path-goal leadership styles that function to provide structure and/ or reward to subordinates; these are directive, supportive, participative, and achievement-oriented (Polston-Murdoch, 2013; Cote, 2017).

Contingency Theories (Situational)

This theory was propounded by Fred, E. Fiedler in 1960. The theories of contingency recommends that no leadership style is precise as a stand-alone as the leadership style used is reliant upon the factors such as the quality, situation of the followers or a number of other variables. “According to this theory, there is no single right way to lead because the internal and external dimensions of the environment require the leader to adapt to that particular situation”. In most cases, leaders do not change only the dynamics and environment, employees within the organization change. In a common sense, the theories of contingency are a category of behavioral theory that challenges that there is no one finest way of leading/organizing and that the style of leadership that is operative in some circumstances may not be effective in others (Greenleaf, 1977).

Contingency theorists assumed that the leader was the focus of leader-subordinate relationship; situational theorists opined that the subordinates played a pivotal role in defining the relationship. Though, the situational leadership stays to emphasis mostly upon the leader, it creates the significance of the focus into group dynamic. “These studies of the relationships

between groups and their leaders have led to some of our modern theories of group dynamics and leadership". The theory of situational leadership proposes that style of leadership should be accorded with the maturity of the subordinates (Bass, 1997). "The situational leadership model, first introduced in 1969, theorized that there was no unsurpassed way to lead and those leaders, to be effective, must be able to adapt to the situation and transform their leadership style between task-oriented and relationship oriented".

The Concept of Leadership Styles

Leadership is life blood of any organization and its importance cannot be underestimated. Many authors have studied this phenomenon, but there is no conscious definition of what leadership is, no dominant paradigm for studying it, and little agreement regarding the best strategies for developing and exercising it (Bennis, 2007; Hackman & Wageman, 2007; Vroom & Jago, 2007). Omolayole (2006) views leadership as that kind of direction, which a person can give to a group of people under him in such a way that these will influence the behavior of another individual, or group. Ngodo (2008) perceives leadership to be a reciprocal process of social influence, in which leaders and subordinates influence each other in order to achieve organizational goals. Leadership style is viewed as the combination of traits, characteristics, skills and behaviours that leaders use when interacting with their subordinates (Marturano & Gosling, 2008, Jeremy *et al.*, 2011). Flippo & Musinger (1999) see leadership as a pattern of managerial behavior designed to integrate personal or organizational interest and effect, in pursuit of some objectives.

Anyango (2015) defined Leadership as the process by which employees are directed, guided and persuaded towards achieving both their personal and organizational goals and objectives. According to Wolinski (2010) cited in Amos, Gabriel and Kenneth (2016), leadership can be defined based on how you see it to be. That is some see leadership as a series of specific traits or characteristics; others see it as comprising of certain skills and knowledge while others think of leadership as a process. Harris *et al.* (2007) also postulated that leadership style can be defined as the kind of relationship that is used by an individual so as to make people work together for a common goal or objective. In an attempt to state what leadership is, Slater (1995) stated that the most important thing, which is known about this question, is that there is no answer everyone can agree on. Slater further argued that scholars disagree over the meaning of leadership mainly because they look at it with different set of assumptions or from within different paradigms and are generally unaware that they are doing so. Bennis and Nanus (2005) wrote that decades of academic analysis have given us more than 350 definitions of leadership. Yuki and Vanfleet (1992) viewed leadership as a process that includes influencing the task objective and strategies of a group or organization. In other words, they define leadership as influencing people in the organization to implement strategies and achieve objectives.

Leadership style describes the pattern of behaviour that a manager or supervisor uses in relationship with others, particularly subordinates. It is about what managers do rather than what they are. In the past several decades, management experts have undergone a revolution in how they define leadership and what their attitudes are towards it. They have gone from a very classical autocratic approach to a very creative, participate approach. Somewhere along the line, it was determined that not everything old was bad and not everything new was good. Rather, different styles were needed for different situations and each leader needed to know when to

exhibit a particular approach. Leadership style therefore is the manner and approach of providing direction, implementing plans, and motivating people.

Dimensions of Leadership Styles

According to modern leadership styles, leadership styles can be measured as follows: (1) transformational leadership style, (2) transactional leadership style, (3) culture-based leadership, (4) charismatic leadership, and (5) visionary leadership (Harris, *et al.*, 2007). Thus, the dimensions of leadership styles for the study include; autocratic, democratic and transformational leadership.

Autocratic Leadership

Autocratic rulers in nature are classic and bossy. Those leaders need their subordinates to function as they dictate (Al Khajeh, 2018). In general, autocratic rulers like them reserve the right to take decisions (Longe, 2014). Autocratic leadership might be helpful in cases of emergency, where there is a homogeneous workforce included, in which the leader is smart, rational, and has a significant understanding of the followers (Longe, 2015). It is important when the organization faces a crisis or if there is an urgent issue that requires an instant response (Bhargavi & Yaseen, 2016). In addition to bullying, there is no common goal and hardly any encouragement. Autocratic leadership usually reduces engagement, innovation and creativity (Al Khajeh, 2018). The autocratic ruler believes that an employee's advanced salary for work performed is a fair exchange and an employee can only be motivated by the bonus. This leadership style is characterized by personal control over all team members' decisions and little feedback. These leaders emphasize loyalty and devotion and are characterized as those who decide by themselves and require strict compliance to regulations. The decision-making process is centralized; autocratic rulers accept full responsibility for decision-making and controlling the performance of their followers. An autocratic leader is often seen as someone that is well aware of his status and has little faith or trust in the subordinates.

Democratic Leadership

Democratic leadership, also known as participatory leadership, is a kind of leadership style in which members of the group play a more participatory part in the decision-making process. Olomi and Ikegwuru (2021) noted that, the embracing of participative leadership style permits everyone to have a right to be heard in final decision making, which has comportment with the conventional workers. Tannenbanum and Schmidt (2012) defined democratic leadership as the leadership in which the decision-making is decentralized and is shared by all the subordinates. In the democratic leadership style, the potential for weak execution and poor decision-making is high. Success and people are the subjects of this leadership style (Bhargavi & Yaseen, 2016). Style of democratic leadership encourages staff to engage in the company's decision making process (Nwokocha & Iheriohanma, 2015).

Democratic leadership style is perceived to result in better productivity among members of the group. Democratic leadership performs best in conditions where members of the group are informed and willing to share their expertise. It is also vital that there is plenty of time to allow people to contribute, formulate a plan and afterwards decide on the best approach. The biggest problem with democratic leadership is its underlying assumption that everyone has an equal stake in an outcome as well as shared levels of expertise with regard to decisions. That is rarely

the case. While democratic leadership sounds good in theory, it often is bogged down in its own slow process, and workable results usually require an enormous amount of effort.

Transformational Leadership

Transformational leadership has become the most frequently researched and supported theory over the past two decades because of its demonstrated influence on increasing followers' positive attitudes, behaviors, and levels of performance (Avolio, Walumbw, & Weber, 2009; Judge & Bono, 2000). Transformational leadership is the process of influencing major changes in attitudes and assumptions of organizational members and building commitment for the organization's mission and objectives (Chelladurai, 2001). A transformational leadership is leadership that nurtures with personal development needs of followers, stimulates, and inspires them to offer their best efforts in achieving organizational goals (Atmojo, 2012). Transformational leadership is a leadership that inspires followers to trust the leader, perform behaviour that contribute to achieve higher level of organizational goal (George & Jones, 2012).

Thus, transformational leadership refers to the leader moving the follower beyond immediate self-interests through idealized influence (charisma), inspiration, intellectual stimulation, or individualized consideration. It elevates the follower's level of maturity and ideals as well as concerns for achievement, self actualization, and the well-being of others, the organization, and society.

Concept of Goal Attainment

Goals are specific targeted achievements of an individual or organization. Goals have a pervasive influence on employee behavior and performance in organizations and management practice (Locke & Latham, 2002). Nearly every modern organization has some form of goal setting in operation. Organizational goal attainment is perceived as the ability of the organization to meet its tasks, requirements and objectives through strategic investment into organizing, executing and accomplishing roles and duties in the minimum time possible (Adair 2005). According to Mathis & Jackson (2009) goal attainment is the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilizing available resource within a changing environment. Consequently, organization goal attainment is operationally perceived as: executing defined duties, meeting deadlines team input and achieving departmental goals. The above should, as pointed by Armstrong (2005), lead to efficiency, specialization, effective feedback and good organizational relation.

Employees perform at higher levels when asked to meet a specific goal target. Requesting employees to improve, to work harder, or to do their best is not helpful, because that kind of goal does not give them a focused target. Goal specification enables members know what target to attain and allow them to measure their own progress. Research indicates that specific goals help bring about other desirable organizational goals, such as reducing absenteeism, tardiness, and turnover (Locke & Latham, 2002). Employee becomes more loyal and stay in the organization, meeting the work targets when they identify themselves within a group and contribute to the performance as a group. This suggestion relies on work performed by Locke and Latham goal setting theory.

The goal is team performance and the individual feeling part of the group. The focus of Locke was on the goal, but in order to reach the goal one must associate oneself with the group and task.

Measures of Organizational Goal Attainment

Profitability

The word “Profitability” is composed of two words profit and ability. Profit is defined by Nimalathasan (2009) as “excess of return over outlay” while Profitability is defined as “the ability of given investment to earn a return from its use”. Profit is the primary objective of a business (Nimalathasan, 2009). Many researchers utilize traditional accounting measure of profitability. One of the most common indices for example, is return on assets (Stakes & Epstein, 2000; Wan & Hoskisson, 2003). Roughly, return on assets is the annual profit or net income divided by the average assets over the year. More precisely, to compute, the numerator, researcher usually subtracts the interest expense and the interest tax savings from the annual profit. As Van Dyck, Frese, Baeri and Sonnentag (2005), highlight, return on assets in a measure of operating efficiency, reflecting the long term financial strength of organizations.

Financial Institutions and many profit making organizations utilize accounting profit to measure their performance. Profit can be expressed as either gross profit or net profit. It is the excess of revenue over costs or expenses in a given period of time (usually one year). Our concern in this study is net profit. Net profit is measured as: $\text{Net Profit} = \text{Revenue Less Cost of sales (or Direct Costs) Less Operating Expenses}$. An organization can be said to have performed well financially if the size of its net profit is large, that is, it makes sufficient revenue to cover its direct costs and operating expenses.

Productivity

According to Amah and Ahiauzu (2013) organizational productivity can be conceived as the capacity of a firm or company or any corporation to realize the intended outcomes by use of minimum energy and in the shortest time possible using the least amount of money, manpower and other inputs. Productivity in business organizations is usually pegged on their profitability, this means that by cutting down on the costs of production, a business organization is able to increase its productivity (Schulz *et al.*, 2013). Bhatti (2007) and Qureshi (2007) were of the perspective that organizational productivity can be seen as a measure of performance that encompasses both efficiency and effectiveness. Productivity can also be referred to as the ratio of output or production capacity of the workers in an organization. It is the correlation that exists between the quantity of inputs and outputs from a clearly defined process. The performance of a business which determines its continued existence and development is largely dependent on the degree of productivity of its workers. It refers to the performance of the organization which is mainly improved through efficiency in certain areas such as in procurement, finance or even in project management.

Organizational Productivity is a total measure of the efficiency or capacity to transform inputs that is raw materials into finished products or services. More precisely, productivity is a measure that indicates how well essential resources are used to accomplish specified objectives in terms of quantity and quality within a given time frame. It is suitable when measuring the actual output

produced compared to the input of resources, taking time into consideration. Hence, productivity ratios indicate the extent at which organizational resources are effectively and efficiently used to produce desired outputs. Efficiency takes into account the time and resources required to execute a given task. Therefore, it can be concluded that effectiveness and efficiency are significant predictors of productivity.

Market share

Market share is the percent of total sales in an industry generated by a particular company, and it is calculated by taking the company's sales over the period and dividing it by the total sales of the industry over the same period. This metric is used to give a general idea of the size of a company in relation to its market and its competitors (Simon & Mark 1999). A company that is growing its market share will be growing its revenues faster than its competitors.

Changes in market share have a larger impact on the performance of companies especially where there is low growth. In contrast, changes in market share have less impact on companies in growth industries. In these industries, the total pie is growing, so companies can still be growing sales even if they are losing market share. For companies in this situation, the stock performance is more affected by sales growth and margins than other factors.

Empirical Review

Bhargavi and Yaseen (2016) analyzed the impact of democratic leadership on organizational performance. As per their findings, democratic leadership positively affects the performance of the organization as it provides opportunities to the employees to express and implement their creative ideas and take part in the decision-making process. This leadership style also prepares future leaders and helps the organization in the long run.

Anwar, and Haider (2015) conducted a study to determine the impact of leadership styles on the organizational performance. The study stated that autocratic leadership is also known as the authoritarian leadership style. The autocratic leaders are less creative and only promote one-sided conversation. This severely affects the motivation and satisfaction level of the employees.

Igbaekemen and Odivwri (2015) conducted a study on the impact of leadership styles on the performance of the organizations. The author stated that an autocratic leader is the one who determines the activities, techniques and policies to the employees and expects the employees to follow the same.

Kehinde and Banjo (2014) did a study on the impact of leadership styles on employee performance: A study of department of Petroleum Resources; The implication of their study was that "transformational leadership style" would bring effective results in organizations because it motivates employees to go beyond ordinary expectations, appeals to follower's higher order needs and moral values, generates the passion and commitment of followers for the mission and values of the organization and willingly accept challenging goals and a mission or vision of the future mission and objectives of organization, they recommend that transformational leadership style is good or appropriate for organizations that wish to compete successfully and mentor subordinates who will be managers of tomorrow to keep the flag flying for the firm.

From the review of literature, the following conceptual framework was designed:

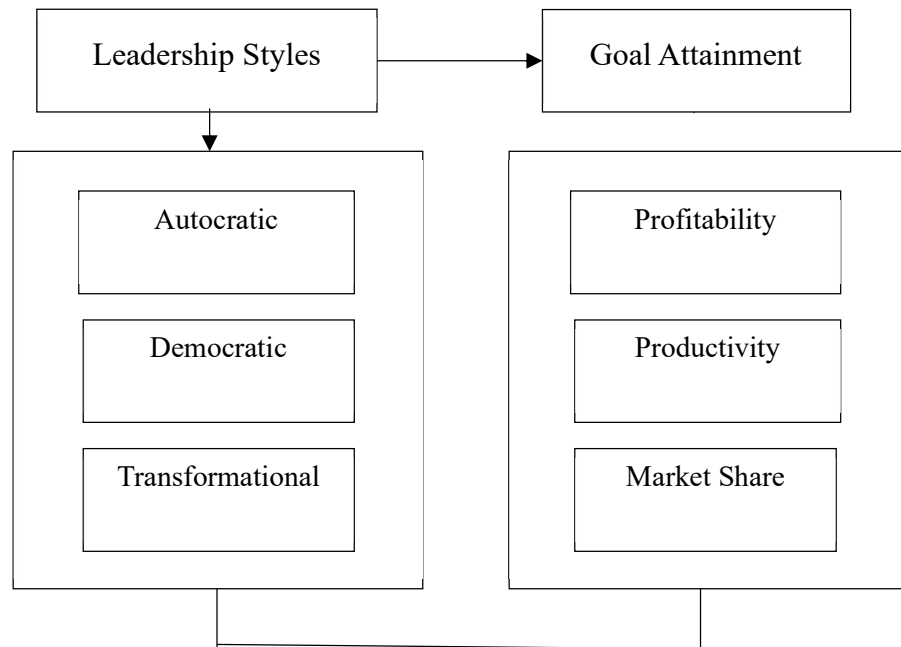


Figure 1: Conceptual Framework of Leadership Style on Job Performance and Goal Attainment.

Source: Adapted from Devanadien, D. K. (2015). Impact of leadership styles on organizational performance: An empirical assessment of banking sector in Jammu and Kashmir. *IOSR Journal of Business Management*, 17(8), 31-45.

METHODOLOGY

The researchers adopted the descriptive survey research design in carrying out the research work, as it is generally concerned with examining how leadership styles affects organizational goal attainment of Bottle Water Companies in Port Harcourt. It was used in explaining the nature of relationship or establishing the relationship that exists between the various variables included in the study. The population of the study was comprised of 160 staff of twenty-nine (29) bottle water companies in Port Harcourt who had being in operation for 10 years and above, and having visibility of their products and branches in Port Harcourt.

The study adopted the simple random sampling technique to give all the respondents an equal chance of being accessed for the study. The Data for the study was collected through a structured questionnaire administered to the management staff of the Bottle Water Companies udders study in the area of production, marketing, sales and customer relations. A total of 116 copies of questionnaire were administered within Port Harcourt. The statistical technique used the Spearman's Rank Correlation technique through the aid of the Statistical Package for Social Science (SPSS) Version 23.0.

RESULTS AND DISCUSION OF FINDINGS

Of the 116 copies of questionnaire distributed, 108 questionnaire representing 93% were retrieved, and formed the basis for the analysis.

Test of Hypotheses

The study proposed nine (9) hypotheses to seek explanation to the relationship between leadership styles and organizational goal attainment. The hypotheses were tested using Spearman Rank Correlation Coefficient (R^0) so as to arrive at a logical conclusion.

Relationship between Autocratic Leadership Style and Measures of Organizational Goal Attainment

Table 1: Correlations Matrix for Autocratic Leadership Style and Measures of Organizational Goal Attainment

			Autocratic leadership style	Profitability	Productivity	Market share
Spearman's rho	Autocratic leadership style	Correlation Coefficient	1.000	.663**	.583**	.771**
		Sig. (2-tailed)	.	.000	.000	.000
		N	192	192	192	192
	Profitability	Correlation Coefficient	.663**	1.000	.680**	.669**
		Sig. (2-tailed)	.000	.	.000	.000
		N	192	192	192	192
	Productivity	Correlation Coefficient	.583**	.680**	1.000	.750**
		Sig. (2-tailed)	.000	.000	.	.000
		N	192	192	192	192
	Market share	Correlation Coefficient	.771**	.669**	.750**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	192	192	192	192

**Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data 2023 and SPSS Output version 23.0

Table 1 illustrates the test for the three previously postulated bivariate hypothetical statements. The results are stated below:

H_{0:1} There is no significant relationship between autocratic leadership style and profitability of bottle water companies in Port Harcourt.

The result as depicted in Table 1, revealed that there is a strong and positive relationship between autocratic leadership style and profitability of bottle water companies in Port Harcourt. The data indicates that autocratic leadership style is significantly associated with profitability (where $\rho=.663$ and $P<0.05$). The finding suggests that profitability enhances organizational goal attainment which is measured in terms of profitability. Hence on the basis of the result, the null hypothesis (H_{01}) is rejected and the alternate accepted.

H₀₂: There is no significant relationship between autocratic leadership style and productivity of bottle water companies in Port Harcourt.

The result as depicted in Table 2 revealed that there is a moderate and positive relationship between autocratic leadership style and productivity of bottle water companies in Port Harcourt. The data indicates that autocratic leadership style is significantly associated with productivity (where $\rho=.583$ and $P<0.05$). The finding suggests that autocratic leadership style enhances organizational goal attainment which is measured in terms of productivity. Hence on the basis of the result, the null hypothesis (H_{02}) is rejected and the alternate accepted.

H₀₃: There is no significant relationship between autocratic leadership style and market share of bottle water companies in Port Harcourt.

The result as depicted in Table 1 revealed that there is a strong and positive relationship between autocratic leadership style and market share of bottle water companies in Port Harcourt. The data indicates that autocratic leadership style is significantly associated with market share (where $\rho=.771$ and $P<0.05$). The finding suggests that autocratic leadership style enhances organizational goal attainment which is measured in terms of market share. Hence on the basis of the result, the null hypothesis (H_{03}) is accepted and the alternate rejected.

Relationship between Democratic Leadership Style and Measures of Organizational Goal Attainment

Table 2: Correlations Matrix for Democratic Leadership Style and Measures of Organizational Goal Attainment

			Democratic leadership style	Profitability	Productivity	Market share
Spearman's rho	Democratic leadership style	Correlation Coefficient	1.000	.557**	.602**	.643**
		Sig. (2-tailed)	.	.000	.000	.000
		N	192	192	192	192
	Profitability	Correlation Coefficient	.557**	1.000	.680**	.669**
		Sig. (2-tailed)	.000	.	.000	.000
		N	192	192	192	192
	Productivity	Correlation Coefficient	.602**	.680**	1.000	.750**
		Sig. (2-tailed)	.000	.000	.	.000
		N	192	192	192	192
	Market share	Correlation Coefficient	.643**	.669**	.750**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	192	192	192	192

**Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data 2023 and SPSS Output version 23.0

Table 2 illustrates the test for the second three previously postulated bivariate hypothetical statements. The results are stated below:

H₀₄: There is no significant relationship between democratic leadership style and profitability of bottle water companies in Port Harcourt.

The result as depicted in Table 2 revealed that there is a moderate and positive relationship between democratic leadership style and profitability of bottle water companies in Port Harcourt. The data indicates that democratic leadership style is significantly associated with profitability (where $\rho = .557$ and $P < 0.05$). The finding suggests that democratic leadership style enhance organizational goal attainment which is measured in terms of profitability. Hence on the basis of the result, the null hypothesis (H₀₄) is rejected and alternate accepted.

H₀₅: There is no significant relationship between democratic leadership style and productivity of bottle water companies in Port Harcourt.

The result as depicted in Table 2 revealed that there is a strong and positive relationship between democratic leadership style and productivity of bottle water companies in Port Harcourt. The data

indicates that democratic leadership style is significantly associated with productivity (where $\rho=.602$ and $P<0.05$). The finding suggests that democratic leadership style enhances organizational goal attainment which is measured in terms of productivity. Hence on the basis of the result, the null hypothesis (H_{05}) is rejected and the alternate accepted.

H₀₆: There is no significant relationship between democratic leadership style and market share of bottle water companies in Port Harcourt.

The result as depicted in Table 2 revealed that there is a strong and positive relationship between democratic leadership style and market share of bottle water companies in Port Harcourt. The data indicates that democratic leadership style is significantly associated with market share (where $\rho=.643$ and $P<0.05$). The finding suggests that democratic leadership style enhances organizational goal attainment which is measured in terms of market share. Hence on the basis of the result, the null hypothesis (H_{06}) is rejected and alternate accepted.

Relationship between Transformational Leadership Style and Measures of Organizational Goal Attainment

Table 3: Correlations Matrix for Transformational Leadership Style and Measures of Organizational Goal Attainment

			Transformational leadership style	Profitability	Productivity	Market share
Spearman's rho	Transformational leadership style	Correlation Coefficient	1.000	.757**	.647**	.871**
		Sig. (2-tailed)	.	.000	.000	.000
		N	192	192	192	192
	Profitability	Correlation Coefficient	.757**	1.000	.680**	.669**
		Sig. (2-tailed)	.000	.	.000	.000
		N	192	192	192	192
	Productivity	Correlation Coefficient	.647**	.680**	1.000	.750**
		Sig. (2-tailed)	.000	.000	.	.000
		N	192	192	192	192
	Market share	Correlation Coefficient	.871**	.669**	.750**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	192	192	192	192

**Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data 2023 and SPSS Output version 23.0

Table 3 illustrates the test for the last three previously postulated bivariate hypothetical statements. The results are stated below:

H₀₇: There is no significant relationship between transformational leadership style and profitability of bottle water companies in Port Harcourt.

The result as depicted in Table 3 revealed that there is a strong and positive relationship between transformational leadership style and profitability of bottle water companies in Port Harcourt. The data indicates that transformational leadership style is significantly associated with profitability (where $\rho = .757$ and $P < 0.05$). The finding suggests that transformational leadership style enhances organizational goal attainment which is measured in terms of profitability. Hence on the basis of the result, the null hypothesis (H_{07}) is accepted and the alternate rejected.

H₀₈: There is no significant relationship between transformational leadership style and productivity of bottle water companies in Port Harcourt.

The result as depicted in Table 3 revealed that there is a strong and positive relationship between transformational leadership style and productivity of bottle water companies in Port Harcourt. The data indicates that transformational leadership style is significantly associated with productivity (where $\rho = .647$ and $P < 0.05$). The finding suggests that transformational leadership style enhances organizational goal attainment which is measured in terms of productivity. Hence on the basis of the result, the null hypothesis (H_{08}) is rejected and alternate accepted.

H₀₉: There is no significant relationship between transformational leadership style and market share of bottle water companies in Port Harcourt.

The result as depicted in Table 3 revealed that there is a very strong and positive relationship between transformational leadership style and market share of bottle water companies in Port Harcourt. The data indicates that transformational leadership style is significantly associated with market share (where $\rho = .871$ and $P < 0.05$). The finding suggests that transformational leadership style enhances organizational goal attainment which is measured in terms of market share. Hence on the basis of the result, the null hypothesis (H_{09}) is accepted and the alternate rejected.

The result for the analysis on the relationship between the variables of the study is discussed in this section. The discussion provides a clear picture and positioning of the current study with regards to the results and positions of previous research. The evidence generated by this study serves as premise for its assertions as concerns the relationship between the variables: Leadership Styles and Organizational Goal Attainment.

The result as depicted in Table 1 revealed that there is a strong and positive relationship between autocratic leadership style and profitability of bottle water companies in Port Harcourt. The data indicates that autocratic leadership style is significantly associated with profitability (where $\rho = .663$ and $P < 0.05$). The finding suggests that profitability enhances organizational goal attainment which is measured in terms of profitability. The result revealed that there is a moderate and positive relationship between autocratic leadership style and productivity of bottle water companies in Port Harcourt. The data indicates that autocratic leadership style is

significantly associated with productivity (where $\rho=.583$ and $P<0.05$). The finding suggests that autocratic leadership style enhances organizational goal attainment which is measured in terms of productivity. The result also revealed that there is a strong and positive relationship between autocratic leadership style and market share of bottle water companies in Port Harcourt. The data indicates that autocratic leadership style is significantly associated with market share (where $\rho=.771$ and $P<0.05$).

The finding suggests that autocratic leadership style enhances organizational goal attainment which is measured in terms of market share. This result is in line with the study of Nuhu (2004) who sought to study the effect of leadership styles on employee performance in Kampala City Council reveals that laissez faire leadership was practiced especially in higher offices and also the laissez faire leadership was existent especially in lower offices. Authoritative leadership style has a positive relationship with employee performance (NUHU 2004), most employees believed that authoritative leadership brought about performance the autocratic way (coerced), yet other forms of leadership would approach the employee from a more humanistic manner. Ojokuku, Odetayo and Sajuyigbe (2012) also examined the impact of leadership style on organizational performance in selected banks, in Ibadan Nigeria. They found that transformational and democratic leadership styles enhance organizational efficiency. Surprisingly, autocratic leadership style also had a positive effect on the banks' performance although insignificant. They concluded that transformational and democratic leadership styles are the best for the management of Nigerian banks to be adopted in order for them to wax stronger in a global financial competitive environment.

The result as depicted in Table 2 revealed that there is a moderate and positive relationship between democratic leadership style and profitability of bottle water companies in Port Harcourt. The data indicates that democratic leadership style is significantly associated with profitability (where $\rho=.557$ and $P<0.05$). The finding suggests that democratic leadership style enhance organizational goal attainment which is measured in terms of profitability. The result revealed that there is a strong and positive relationship between democratic leadership style and productivity of bottle water companies in Port Harcourt. The data indicates that democratic leadership style is significantly associated with productivity (where $\rho=.602$ and $P<0.05$).

The finding suggests that democratic leadership style enhances organizational goal attainment which is measured in terms of productivity. The result also revealed that there is a strong and positive relationship between democratic leadership style and market share of bottle water companies in Port Harcourt. The data indicates that democratic leadership style is significantly associated with market share (where $\rho=.643$ and $P<0.05$). The finding suggests that democratic leadership style enhances organizational goal attainment which is measured in terms of market share. The finding is in accordance with the work of Ojokuku, Odetayo and Sajuyigbe (2012) examined the impact of leadership style on organizational performance in selected banks, in Ibadan Nigeria. They found that transformational and democratic leadership styles enhance organizational efficiency. Surprisingly, autocratic leadership style also had a positive effect on the banks' performance although insignificant. They concluded that transformational and

democratic leadership styles are the best for the management of Nigerian banks to be adopted in order for them to wax stronger in a global financial competitive environment.

The result as depicted in Table 3 revealed that there is a strong and positive relationship between transformational leadership style and profitability of bottle water companies in Port Harcourt. The data indicates that transformational leadership style is significantly associated with profitability (where $\rho=.757$ and $P<0.05$).

The finding suggests that transformational leadership style enhances organizational goal attainment which is measured in terms of profitability. The result revealed that there is a strong and positive relationship between transformational leadership style and productivity of bottle water companies in Port Harcourt. The data indicates that transformational leadership style is significantly associated with productivity (where $\rho=.647$ and $P<0.05$). The finding suggests that transformational leadership style enhances organizational goal attainment which is measured in terms of productivity. The result also revealed that there is a very strong and positive relationship between transformational leadership style and market share of bottle water companies in Port Harcourt. The data indicates that transformational leadership style is significantly associated with market share (where $\rho=.871$ and $P<0.05$).

The finding suggests that transformational leadership style enhances organizational goal attainment which is measured in terms of market share. The result is in accordance to the study of Lowe (2013) on job enlargement impact on employee performance found out that enlargement of job increases the work volume of workers thus decreasing the time of socialization eventually resulting to reduced satisfaction of job as well as commitment of employee. The study also found out that enlargement of job is rooted on the reality that including extra responsibilities could lead to raised uncertainty of role and therefore bring about conflict of role. It also support the work of Kehinde and Banjo (2014) who did a study on the impact of leadership styles on employee performance: A study of department of Petroleum Resources; The implication of their study was that "transformational leadership style" would bring effective results in organizations because it motivates employees to go beyond ordinary expectations, appeals to follower's higher order needs and moral values, generates the passion and commitment of followers for the mission and values of the organization, instills pride and faith in followers, communicates personal respect, stimulates subordinates intellectually, facilitates creative thinking and inspires followers to willingly accept challenging goals and a mission or vision of the future mission and objectives of organization.

CONCLUSION AND RECOMMENDATIONS

From the findings of the study, it was revealed that, autocratic leadership style positively affects organizational goal attainment, democratic leadership style has a significant and positive effect on organizational goal attainment and transformational leadership style enhances organizational goal attainment. The study therefore,

1. Management of bottle water companies should always involve their subordinates in decision making. This will enable them feel self-belonging and more committed towards the achievement of organizational goals and objectives.
2. Management of bottle water companies should often adopt autocratic leadership style to enable them take important decision without compromise, thereby improving the level of commitment of workers towards the attainment of the overall goal and objectives of the organization.
3. Management of bottle water companies should always inspire and motivate their workers towards improving the overall organizational performance.

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