



## **PARTICIPATIVE LEADERSHIP STYLE AND ORGANISATIONAL PERFORMANCE: A STUDY OF CONOIL PLC, ABUJA, NIGERIA**

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### **Abstract**

*This study examined the effect of participative leadership on the organisational performance of Conoil Plc in Abuja, Nigeria, using the PathGoal Theory of leadership to analyse the connection between leadership style and performance. A survey design was employed, testing two hypotheses. A sample of 102 employees was selected from six Conoil Plc stations in AMAC, Abuja, out of a total workforce of 145, using a stratified random sampling technique. Data was gathered through self-administered questionnaires and analysed using descriptive statistics such as mean, standard deviation, skewness, and kurtosis. Inferential statistics were performed using the Statistical Package for Social Sciences (SPSS), and Cronbach's Alpha was used to assess the reliability of the questionnaire. The results indicated a strong positive relationship between participative leadership and organisational performance, as well as between effective communication and service quality. This implies that organisational success or failure is closely tied to leadership style, emphasising the importance of participative leadership in fostering organisational productivity. The study concluded that participative leadership significantly influences the performance of Conoil Plc (AMAC), Abuja. Based on these findings, it is recommended that organisations adopt participative leadership to enhance employee responsibility. Management should prioritise participative*

*leadership as a key policy, involving employees in decision-making and encouraging effective communication to gather feedback and ideas. This approach would lead to higher employee engagement and improved organisational performance.*

**Keywords:** Leadership Style, Participative Leadership, Organisational Performance.

## **STYLE DE LEADERSHIP PARTICIPATIF ET PERFORMANCE ORGANISATIONNELLE: ÉTUDE DE CONOIL PLC, ABUJA, NIGÉRIA**

### **Résumé**

*Cette étude examine l'effet du leadership participatif sur la performance organisationnelle de Conoil Plc à Abuja, Nigéria, en s'appuyant sur la théorie du cheminement vers le but (Path-Goal Theory) pour analyser la relation entre le style de leadership et la performance. Une méthode d'enquête a été adoptée, avec la mise à l'épreuve de deux hypothèses. Un échantillon de 102 employés a été sélectionné à partir de six stations de Conoil Plc situées dans la municipalité d'Abuja (AMAC), sur un total de 145 employés, selon une technique d'échantillonnage aléatoire stratifié. Les données ont été collectées à l'aide de questionnaires auto-administrés, puis analysées à l'aide de statistiques descriptives telles que la moyenne, l'écarttype, l'asymétrie (skewness) et l'aplatissement (kurtosis). Des statistiques inférentielles ont été effectuées à l'aide du logiciel SPSS (Statistical Package for Social Sciences), et l'Alpha de Cronbach a été utilisé pour évaluer la fiabilité du questionnaire. Les résultats ont montré une forte relation positive entre le leadership participatif et la performance organisationnelle, ainsi qu'entre la communication efficace et la qualité du service. Cela implique que le succès ou l'échec organisationnel est étroitement lié au style de leadership, mettant en lumière l'importance du leadership participatif dans l'amélioration de la productivité organisationnelle. L'étude conclut que le leadership participatif influence de manière significative la performance de Conoil Plc (AMAC), Abuja. Suite aux résultats, il est recommandé aux organisations d'adopter le leadership participatif afin de renforcer le sens des responsabilités chez les employés. La direction devrait faire du leadership participatif une politique centrale, en impliquant les employés dans le processus décisionnel et en favorisant une communication efficace pour recueillir leurs idées et suggestions. Cette approche permettrait d'accroître l'engagement des employés et d'améliorer la performance organisationnelle.*

**Mots-clés :** Style de leadership, leadership participatif, performance organisationnel

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## INTRODUCTION

Leadership is a broad area of research that spans both public and private sectors. However, there remains some uncertainty regarding which leadership styles and behaviours are most effective in enhancing organisational performance. In today's competitive business landscape, where quick decision-making is vital, leaders often struggle to make timely and effective decisions on their own. Consequently, there is a growing trend of involving employees in organisational decision-making processes. The adoption of modern information technologies, such as computer networks and systems integration, has facilitated a bottom-up flow of information within organisations. This shift has elevated the importance of "employee opinions" in leadership decision-making across various levels and functions.

Employee involvement in decision-making is increasingly recognised as crucial for enhancing an organisation's competitive edge, achieving sustainable development goals, and improving overall performance. Today's leaders, who are tasked with managing both human and material resources, are embracing new leadership styles to transform their organisations and meet their goals in terms of efficiency and effectiveness. Leadership, in the context of social interactions, is defined as the process of influencing subordinates or other group members within an organisation. Leadership style refers to how a leader interacts with and guides their followers. Without effective leadership, organisations struggle to turn resources into competitive advantages.

There is a clear connection between an organisation's growth and the leadership style of its managers. Research indicates that leaders account for 45% to 65% of the factors determining an organisation's success or failure. The leadership style adopted influences employee behaviour, including adherence to organisational values and strategic objectives, which subsequently impacts both individual job performance and overall organisational results. Participative leadership is marked by openness and the inclusion of employees in the decision-making process. This style can be found in organisations of all sizes, types, and stages of development. To achieve success, it is essential to reevaluate the strategies and value systems that guide decision-making processes. Participative leaders engage employees in strategic decision-making, distributing authority and consulting them to collaboratively address work-related challenges.

Sax and Simon (2015)<sup>126</sup> define participative leadership as the practice of consulting subordinates before making decisions, with an emphasis on their perspectives. In essence, the term "participative" in participative leadership is often synonymous with "democratic." It suggests that all members of a human and organisational system have an equal say in determining the fundamental objectives, guiding principles, and core values that characterise their collective efforts and overall direction. Rollinson (2005)<sup>127</sup> defines leadership as the act of influencing others to work towards the attainment of a goal, emphasising the proactive nature of leadership in making things happen rather than letting them happen.

On the other hand, organisational performance refers to how well an organisation positions itself in the commercial market by utilising its informational, financial, and human resources.<sup>128</sup> Organisational performance has always been a primary concern for all organisations,

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<sup>126</sup> Sax, J. and Simon, C. "Speak Up! Improving Risk Performance Through Enterprise Risk Management, Leadership Styles, and Employee Voice." *Management Decision*, vol. 53, 2015, pp. 1452–1468.

<sup>127</sup> Rollinson, D. *Organizational Behaviour and Analysis: An In-Depth Approach*. Harlow, Essex: Pearson Education Limited, 2005.

<sup>128</sup> Contu, E.G. "Organizational Performance – Theoretical and Practical Insights: A Study on Students' Perceptions." *Proceedings of the International Conference on Business Excellence*, vol. 14, no. 1, 2020, pp. 398–406.

whether for-profit or not. Managers must understand the factors that influence performance to capitalise on them and take appropriate

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actions.<sup>129</sup> According to Cascio (2014)<sup>130</sup>, organisational performance is measured by the extent to which work missions are achieved, as determined by work outcomes, intangible assets, customer relationships, and quality services. Considering the above, this study aims to examine the leadership style that Conoil Plc. in Abuja should adopt to enhance organisational performance. The study investigated the theory of participative leadership and its relationship to employee productivity within the company. Given that an organisation's success largely depends on the interactions between its management and employees, it is essential to explore and develop strategies to address the challenges posed by different leadership styles in relation to employee performance. The increasing competitive pressures have compelled organisational managers to devise and implement innovative approaches to enhance institutional efficacy and efficiency. By focusing on Conoil Plc. as a case study, this research intends to contribute to the understanding of participative leadership and its impact on organisational success.

Historically, due to various factors, including the prevailing leadership style in Nigeria, lower-level employees had limited opportunities to participate in decision-making or voice their opinions. However, advancements in communication technology are changing this status quo. Effective leaders influence their followers in ways that help achieve desired goals. As a key player in Nigeria's oil and gas sector, Conoil Plc. plays a vital role in job creation, income generation, and industrialisation. To thrive in the ever-evolving global business landscape, Conoil Plc.'s leaders must articulate a clear vision and

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<sup>129</sup> Akpa, V., Asikhia, O., and Nneji, I. "Organizational Culture and Performance: A Review of the Literature." *International Journal of Advances in Engineering and Management (IJAEM)*, vol. 3, no. 1, 2021, pp. 361-372.

<sup>130</sup> Cascio, P. "Cultural Change: An Opportunity, a Silent Killer, or a Transformation?" In R.H. Kilman, M. Saxton, and R. Serpa, *Gaining Control of the Corporate Culture*. San Francisco: Jossey-Bass, 2014.

support it with entrepreneurial initiatives. Leaders must be aware of their competencies, style, and goals.<sup>131</sup> Different leadership philosophies can significantly impact an organisation's effectiveness or performance, and leadership behaviour influences a leader's ability

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to motivate, inspire, and guide subordinates in achieving organisational goals. Participative leadership significantly influences job satisfaction and overall service quality. The ability of Conoil Plc to thrive in the oil industry hinges on its capacity to employ effective leaders who can inspire their workforce to accomplish strategic business objectives and cultivate an innovative environment. This highlights the critical connection between leadership style and performance.

Participative leadership, a form of democratic leadership, involves the active incorporation of subordinates' aspirations into the organisation's objectives, thereby enhancing employees' sense of ownership through their participation in decision-making and management processes. Leaders employing this style of leadership practice, "participation management," in their daily interactions with subordinates, which includes communicating core values, facilitating regular reporting, and using flexible promotion strategies.<sup>132</sup> This leadership style values the opinions of others, encouraging group members to engage and contribute, thus making them feel valued and integral to the decision-making process. Participative leadership involves the joint decision-making or shared influence between a superior and subordinates.<sup>133</sup>

Robbins (2001)<sup>134</sup> defines participative leadership as the ability of an individual to influence group behaviour to achieve organisational goals. From this perspective, leadership is a phenomenon where leaders guide others' actions towards achieving set objectives within the

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<sup>131</sup> Sawaeana, J., and Alib, M. "Entrepreneurial Leadership and Learning Orientation Effects on SME Organizational Performance: The Mediating Influence of Innovation Capacity." *Management Science Letters*, vol. 10, no. 2, 2020.

<sup>132</sup> Jing, Jianshi, Jinlian, and Yao. "A Case Study on Strategies to Promote Innovation Contests within a Corporate Setting." *Scientific Research Management*, vol. 38, 2017.

<sup>133</sup> Somech, A. "Directive and Participative Leadership: Complementary Methods for Enhancing School Effectiveness." *Educational Administration Quarterly*, vol. 41, no. 5, 2005.

<sup>134</sup> Robbins, S. P. *Organizational Behavior* (9th ed.). New Jersey: Prentice-Hall, Inc., 2001.

organisation, distinguishing them from their followers. It is also suggested that consensus, consultation, delegation, and participation are closely associated with participative leadership. Research indicates that employees who perceive their managers as consultative or participative tend to be more satisfied, committed to the

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organisation, and perform better.<sup>135</sup> Employees under participative leaders generally exhibit higher levels of engagement, commitment, and loyalty.

According to Hasibuan (2018)<sup>136</sup>, performance is the result of an individual's efforts in fulfilling the responsibilities assigned to them, based on their ability, experience, sincerity, and available time. Performance is a function of both ability and motivation. Every employee in an organisation contributes to its overall performance. When all members work diligently, achieve their goals, and give their best, the organisation as a whole performs effectively. Thus, individual performance reflects organisational performance. Organisations must also consider various factors that may influence employee performance. Organisational performance refers to how well an organisation positions itself in the market using its information, financial, and human resources.<sup>137</sup> Regardless of whether an organisation is for-profit or non-profit, performance is always a primary concern. Cascio (2014)<sup>138</sup> defines organisational performance as the extent to which work missions are achieved, as measured by work outcomes, intangible assets, customer relationships, and service

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<sup>135</sup> Yousef, D. A. "Organizational Commitment as a Mediator in the Relationship Between Leadership Behavior, Job Satisfaction, and Performance in a Non-Western Context." *Journal of Managerial Psychology*, vol. 5, no. 1, 2000.

<sup>136</sup> Hasibuan. *Human Resource Management*. In *Human Resource Management*, 2018.

<sup>137</sup> Contu, E. G. "Organizational Performance – Theoretical and Practical Perspectives: A Study on Student Perceptions." *Proceedings of the International Conference on Business Excellence*, vol. 14, no. 1, 2020.

<sup>138</sup> Cascio, P. "Cultural Change: An Opportunity, Silent Threat, or Transformation?" In R.H. Kilman, M. Saxton, and R. Serpa (Eds.), *Gaining Control of Corporate Culture*. San Francisco: Jossey-Bass, 2014.

quality. Therefore, organisational performance is closely tied to the achievement of organisational goals.

The Path-Goal Theory serves as an effective leadership model aimed at achieving goals. Formulated by House and Mitchell in 1974, this theory asserts that an employee's perception of their work and performance is shaped by the behaviours of their leader. It posits that a leader's essential functions include establishing clear objectives tailored to the characteristics of team members and the surrounding work environment, selecting the most suitable leadership style to

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meet these goals, identifying effective indicators of success and motivation, and actively working to eliminate any barriers that their subordinates might face. This study employed the Path-Goal Theory of leadership as its theoretical framework to elucidate the connection between participative leadership style and organisational performance at Conoil Plc (AMAC), Abuja.

This study reviewed past related empirical studies as found in the literature. Northouse (2017) <sup>139</sup> describes participative leadership as involving subordinates in the decision-making process. Ayesuwa, and Okwuokei (2023) <sup>140</sup> examined participative leadership and organisational performance, exploring various concepts such as types of participation, strategies, and the dos and don'ts of participative leadership. Their study found that participative leadership motivates employees by empowering them to share in decision-making. The study recommended that leaders foster open communication, involve employees in decision-making, delegate authority, encourage teamwork, provide necessary resources, and acknowledge employees' contributions to organisational decision-making.

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<sup>139</sup> Northouse, P. G. *Introduction to Leadership: Concepts and Practices*. Sage Publications, 2017.

<sup>140</sup> Ayesuwa, and Okwuokei. "Participative Leadership and Its Influence on Organizational Performance." *International Journal of Economics, Environmental Development, and Society*, vol. 4, no. 3, 2023.

Research in Tanzania by Edgar, Mbwapbo, and Mngarah (2022)<sup>141</sup> showed that directive supervision by Ward Education Officers led to better teacher performance compared to supportive and participatory supervision techniques. In Kenya, Rana, K'aol, and Kirubi (2019)<sup>142</sup> concluded that participative leadership significantly impacted employee performance, while supportive leadership did not. Ochieng, Koshal, and Bellows (2023)<sup>143</sup> studied the effect of participative leadership on the organisational performance of small and medium-sized manufacturing enterprises in Nairobi County, Kenya. Using a

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stratified random sampling method, 369 managers/owners were selected, and data were collected via self-administered questionnaires. The results indicated that participative leadership strongly and positively predicted organisational performance. Itodo (2016)<sup>144</sup> explored participative leadership as a potential turnaround strategy for organisational productivity. The study recommended strategies such as consultative leadership, advisory committees, workers' councils, labour-management cooperation, management by objectives (MBO), and total quality management (TQM) to make participative leadership more viable. The study concluded that participative leadership is essential for organisational productivity and that an organisation's success or failure is closely linked to its leadership style. Chang et al (2021)<sup>145</sup> investigated the intermediate relationships and boundary conditions between unit-level

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<sup>141</sup> Edgar, Mbwapbo, and Mngarah. "Close Supervision of Schools in Tanzania: Collective Perspectives on Teacher Job Performance." *American Journal of Arts and Human Science*, vol. 1, no. 3, 2022, pp. 10-13.

<sup>142</sup> Rana, K'aol, and Kirubi. "The Impact of Supportive and Participative Path-Goal Leadership Styles with Task Structure as a Moderator on Employee Performance." *International Journal of Research in Business and Social Science*, vol. 8, no. 6, 2019.

<sup>143</sup> Ochieng, Koshal, and Bellows. "The Effect of Participative Leadership Style on the Performance of Small and Medium Manufacturing Enterprises (SMEs) in Nairobi County, Kenya." *Research Journal of Business and Finance*, vol. 2, no. 1, 2023.

<sup>144</sup> Itodo, S. M. "Participative Leadership Style as an Effective Strategy for Enhancing Organizational Productivity." *International Journal of Advanced Studies in Business Strategies and Management*, vol. 4, no. 1, 2016, pp. 89-101.

<sup>145</sup> Chang, Chang, Chen, Seih, and Chang. "Participative Leadership and Unit Performance: Exploring Evidence of Intermediate Linkages." *Journal of Knowledge and Management Resources Practice*, vol. 19, 2021, pp. 355-369.

participative leadership and unit-level performance. Their study, "participative leadership and unit performance: evidence for intermediate linkages," used data from 174 units in 75 high-, medium, and low-technology enterprises. Two practical implications of this study are: 1) human resource professionals should provide specialised educational training for each unit; and 2) organisations should create a platform for knowledge exchange within each unit.

Despite the importance of leadership style in an organisation as a potential predictor of organisational performance, there is limited empirical evidence on the effect of participative leadership style on organisational performance in the oil and gas sector. Past studies explored more leadership studies to address other sectors like the manufacturing industry and geographically covered other areas not Abuja. It becomes imperative to address this gap.

The broad objective of this study was to investigate the impact of participative leadership on the organisational performance of six selected stations of Conoil Plc within the Abuja Municipal Council

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(AMAC), Abuja, while the specific objectives were to: (i) evaluate the effect of employee participation in decision-making on organisational performance at Conoil Plc (AMAC), Abuja; and (ii) investigate the relationship between effective communication and organisational performance within the specified area.

Based on the objective, the study posed the following questions: (i) What is the relationship between employee participation in decisionmaking and organisational performance at Conoil Plc, Abuja? (ii) How does effective communication influence the organisational performance of Conoil Plc, Abuja? The study therefore hypothesised thus:

H<sub>01</sub>: There is no significant relationship between employee participation in decision-making and the organisational performance of Conoil Plc, Abuja.

H<sub>02</sub>: Effective communication does not have a significant positive impact on the organisational performance of Conoil Plc, Abuja.

## **MATERIALS AND METHODS**

The study utilised a descriptive survey design, employing a structured questionnaire titled "Participative Leadership Inventory (PLI)" within a cross-sectional and quantitative research framework. The participant population comprised employees from six selected Conoil Plc. stations located in Abuja. The criteria for inclusion were mandated employment at Conoil Plc. Abuja. The total population for this research included 145 employees, specifically from the Kado Conoil Station (29), Conoil Station Area 1 (31), Conoil Station Airport Road (27), Conoil Millennium Station (25), Conoil Station at Area 10 (18), and Conoil Station at Karu (15). Incomplete responses were excluded from the analysis. Utilising Yamane's Formula, a sample size of 102 was established. Convenience sampling was employed to ensure proportional representation across the participant population, and simple random sampling was applied to select employees from each stratum. Data collection occurred over two weeks through the personal distribution of the questionnaire, and the data were analysed using both descriptive and inferential statistics. Regression analysis was performed to investigate the influence of the independent variable on the dependent variable using SPSS software.

The questionnaire consisted of two sections: Section A gathered demographic information about the respondents, while Section B focused on the participative leadership style and organisational performance. This 20-item questionnaire employed a 5-point Likert scale for evaluation. For scale validation, translation and backtranslation methods were implemented, alongside exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). Content validity was assessed to confirm the questionnaire's relevance to the study objectives, and reliability was measured using Cronbach's Alpha (CA), with an acceptable threshold set at 0.8.

The demographic characteristics of respondents were analysed through descriptive statistics, and the relationships between variables were

evaluated using correlation analysis. All 102 distributed questionnaires were returned, forming the basis for the analysis.

## RESULTS

**Table 1: Demographic distribution of respondents and response rate**

| <b>Respondents Occupation</b> | <b>Questionnaire administered (sampled)</b> | <b>Percentage of total response (%)</b> |
|-------------------------------|---|---|
| Top Level Management          | 31  | 30.3%                                   |
| Middle Level Management       | 38  | 37.2%                                   |
| Lower Level Management        | 33  | 32.5%                                   |
| Total                         | 102   | 100                                     |
| <b>Gender/Category</b>        | <b>Questionnaire administered (sampled)</b> | <b>Percentage of total response (%)</b> |
| Male                          | 67  | 65.6%                                   |
| Female                        | 35  | 34.4%                                   |
| No of Returned                | 102   | 100%                                    |

**Source:** Author's Computation (2024)

The sample consisted of 102 employees from selected Conoil Plc. stations in Abuja. Male respondents accounted for 65.6%, while females made up 34.4%. The distribution of respondents across different management levels is shown in Table 1, with top-level management comprising 30.3%, middle-level management 37.2%, and lower-level management 32.5%.

**Table 2: Descriptive statistics (Factor Analysis) of all the variables**

| <b>VARIABLES</b>        | <b>NO OF ITEMS</b> | <b>CRONBACH'S ALPHA VALUE</b> |
|-------------------------|--------------------|-------------------------------|
| Decision-making process | 10                 | 0.873                         |

|               |    |       |
|---------------|----|-------|
| Communication | 10 | 0.798 |
|---------------|----|-------|

Source: Author’s computation (2024) - significance level is 1% ( $p<0.01$ ).

**Table 3: Regression analysis of independent variables (Participative leadership (R-Squared = 0.56 (56%) at significance level of 1% ( $p<0.01$ )).**

| Specification           | B     | Beta (Standardised) | t-value |
|-------------------------|-------|---------------------|---------|
| Decision-making process | 0.502 | 0.315               | 11.4642 |
| Communication           | 0.448 | 0.429               | 13.572  |

Source: Author’s computation (2024)

**Table 4: Descriptive statistics**

|           |       |       |
|-----------|-------|-------|
| N         | 102   | 102   |
| Mean      | 3.37  | 2.97  |
| Std. Dev. | .998  | 1.075 |
| Skewness  | -.386 | -.097 |
| Kurtosis  | -.089 | -.312 |

Source: Author’s computation (2024)

**H<sub>01</sub>:** A significant relationship does not exist between employees’ involvement in the decision-making process and the organisational performance of Conoil Plc, Abuja. Table 3 presents the regression results of the key variables analysed. A significant relationship was found between the decision-making process and the organisational performance of Conoil Plc. Abuja. The R-Squared value of 0.56 indicates that 56% of the variations in the dependent variables were explained by the independent variables (decision-making process). The adjusted R value of 0.52 tests the model's goodness of fit. Table 5 shows that the mean value of responses on participative leadership style ranged from 2.97 to 3.37, rounded to a Mean=3. The standard deviation ranged from 0.998 to 1.075, indicating high agreement among respondents on participative leadership style as the independent variable. The skewness and kurtosis values were  $<1$ ,

showing that the data on the participative leadership style were normally distributed.

**Table 5: Correlation analysis using Pearson coefficient  $r^2$**

| SPECIFICATION   | Pearson<br>Correlation | $r^2$<br>sig.(2-tailed) | N<br>102 |
|-----------------|------------------------|-------------------------|----------|
| Constant        |                        |                         |          |
| Decision-making | .423                   | 17.8929%                |          |
| Communication   | .435                   | 18.7225%                |          |

Source: Author's computation (2024) - significance level is 1% ( $p < 0.01$ ).

**Hypothesis H<sub>02</sub>:** Effective communication does not significantly and positively influence organisational performance at Conoil Plc, Abuja. The Pearson correlation coefficient of  $r = 0.435$  indicates that there is an 18.72% shared variance between effective communication and organisational performance (employee service quality). According to the data presented in Table 5, a significant positive correlation of .435 exists between these variables, with a significance level of 0.000. This implies a notable relationship between effective communication and the quality of employee service at Conoil Plc, Abuja. As a result, we reject the null hypothesis (H<sub>02</sub>) and accept the alternative hypothesis (H<sub>a2</sub>).

## DISCUSSION

This study investigates the influence of participative leadership style on organisational performance at Conoil Plc, Abuja, utilising the Path Goal Theory of leadership.

For the first hypothesis, the independent variable is decision-making within the framework of participative leadership, while the dependent variable is organisational performance, as outlined in Table 2. The data reveal a significant relationship between the participative leadership style and organisational performance at Conoil Plc, Abuja. This finding aligns with prior research that indicated involving

employees in decision-making significantly enhances their productivity. It also supports the notion that organisational success or failure is closely tied to leadership style, emphasising the importance of participative leadership in fostering organisational productivity.

Regarding the second hypothesis, it was found that effective communication, an aspect of participative leadership, has a significant impact on organisational performance, particularly in terms of service quality. The correlation coefficient of 0.4350 and a p-value of less than 0.010 demonstrate that effective communication positively impacts service quality. This finding reinforces previous studies that have emphasised the importance of frequent communication and interaction between supervisors and employees in enhancing decision quality and performance. Additionally, it was shown that the quality of communication is strongly correlated with team performance, more so than the frequency of communication.

The primary objective of this study was to evaluate whether participative leadership enhances organisational performance at Conoil Plc. (AMAC), Abuja. The results affirm a significant relationship between participative leadership and organisational performance at Conoil Plc (AMAC), Abuja. This suggests that employees respond favourably to participative leadership practices, advocating for their broader implementation in Nigeria's civil service and both private and public sectors, thereby supporting administrative reforms.

## **CONCLUSION**

Participative leaders empower employees by involving them in decision-making processes, fostering confidence and creativity. Employees are more motivated to engage in creative work and feel valued when they can influence decisions and provide alternative solutions.

## **RECOMMENDATIONS**

Organisations should integrate participative leadership as a core policy. Managers should adopt behaviours that involve employees in decision-making and maintain effective communication to solicit feedback and ideas. This approach will enhance employee engagement and improve organisational performance.

Implementing participative leadership creates a positive work environment, which can boost employee performance and morale. This leadership style addresses fundamental human needs for acceptance and self-worth, as identified by Maslow. To foster employee creativity and incorporate their ideas for the company's growth, management should create a supportive and encouraging atmosphere.

Understanding the impact of participative leadership on Conoil Plc. (AMAC) Abuja can guide the development of effective policies that support this leadership style across various organisations. Future research could employ longitudinal and other analytical methods to gain further insights into organisational dynamics. The findings from this study could also serve as a basis for more detailed investigations in other organisations within and beyond Abuja.

## **CONFLICT OF INTEREST**

There is no conflict of interest in the study.

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