

Democratic Leadership and Organizational Productivity: A Study of Anambra State Broadcasting Service (2015 – 2019)

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ABSTRACT

This study investigates the impact of democratic leadership on organizational productivity, with a specific focus on the Anambra State Broadcasting Service (ABS). Democratic leadership defined by participative decision-making, open communication, and employee inclusiveness has gained recognition for its potential to enhance workplace performance and morale. The research aimed to assess two key dimensions: the extent to which employee inclusiveness promotes organizational output, and the degree to which participative decision-making correlates with employee morale. A descriptive survey design was employed, using structured questionnaires administered to a stratified random sample of 234 ABS employees across six departments. The instruments were validated through expert review and trial-tested for reliability (Cronbach Alpha = 0.81). Data analysis involved both descriptive and inferential statistical tools, including Pearson Product-Moment Correlation and regression analysis, with hypotheses tested at a 0.05 significance level. Findings revealed a strong positive correlation between employee inclusiveness and organizational output ($r = 0.55$, $r^2 = 0.74$, $p < 0.05$), and a moderate positive correlation between participative decision-making and employee morale ($r = 0.47$, $r^2 = 0.53$, $p < 0.05$). These results affirm that democratic leadership significantly enhances both productivity and morale at ABS. The study concludes that fostering a participatory leadership culture creates a conducive work environment that drives performance through shared responsibility and improved communication. Key recommendations include institutionalizing participatory leadership styles, investing in leadership training focused on communication, emotional intelligence, and conflict resolution, establishing departmental innovation hubs with incentives, and implementing transparent performance appraisal systems that encourage constructive feedback and mutual evaluation.

Keywords: Democracy, effective leadership, organizational productivity, participatory decision-making



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INTRODUCTION

Leadership is a critical determinant of Organizational success and productivity. Among the various leadership style, democratic leadership, also known as participative leadership has gained prominence for its emphasis on employee involvement, collective decision-making, and open communication, (Alo, Bodunrin, & Njoku, 2021). In democratic settings, leaders value the input of subordinates and engage them in key organizational decisions, which can lead to increased job satisfaction, motivation, and ultimately, enhanced productivity. Organizational productivity refers to the efficiency with which an organization utilizes its resources, particularly human resources, to achieve its goals. In the dynamic environment of media organizations such as the Anambra State Broadcasting Service (ABS), the role of effective leadership becomes even more significant. Media organizations rely heavily on the creativity, commitment, and collaboration of staff to maintain relevance, competitiveness, and quality service delivery, (Oyelade, Olawore, Adesanya, Oloni, & Williams, 2022)

Despite the theoretical appeal of democratic leadership, its practical implications on productivity in public-sector organizations in Nigeria remain unexplored. ABS, as a state-owned media outfit, offers a valuable case for examining how democratic leadership practices influence employee performance, morale, and organizational outcomes. This study therefore, seeks to assess the effect of democratic leadership on organizational productivity at ABS. Specifically, it aims to determine whether the application of democratic leadership principles enhances productivity, and to what extent employees perceive its impact. By analyzing the relationship between leadership style and organizational outcomes, this research contributes to the broader discourse of effective leadership in public sector management. Notwithstanding, Organizational productivity in public-sector institutions such as the Anambra State Broadcasting Service (ABS) is often hindered by leadership challenges, political interference, low employee motivation, and limited staff inclusiveness in decision-making. Traditional top-down leadership styles that dominated most public sector organizations in Nigeria tends to marginalize employee input, resulting in reduced morale, poor communication, and inefficiencies in operations, (Onuigbo, Okoye, & Anameje, 2023).

While democratic leadership has been theoretically associated with improved staff engagement and higher productivity, there is limited empirical evidence on its actual impact within state-owned media institutions in Nigeria, (Onwuegbuna, Ajayi, & Abodunrin, 2022). Specifically, the extent to which democratic leadership influences productivity at ABS remains unclear. This gap makes it difficult for policymakers and administrators to adopt evidenced-based leadership strategies that could improve organizational performance. Therefore, the problem this study seeks to address is whether the

adoption of democratic leadership practices significantly affects the productivity of employees and the overall performance of ABS. Understanding this relationship is critical for developing effective leadership framework that supports innovation, accountability, and sustainable service delivery in the broadcasting sector. Notably, in ABS, despite being a state-owned institution with clear mandate to inform, educate, and engage the public, has encountered persistent issues of low productivity, employee dissatisfaction, and communication breakdowns between management and staff as a result of poor leadership qualities. But it should be worthy to note that leadership style plays a pivotal role in determining employee performance and overall organizational success (Onuigbo, & Anaekwe, 2025).

However, in the context of ABS, there appears to be a leadership gap that restricts effective participation and collaboration before. Employees often feel excluded and alienated from decision-making processes, leading to lack of motivation. Unclear responsibilities, and weak commitment to organizational goals. Additionally, feedback channels are often ineffective, and staff creativity is underutilized, despite the creative nature of broadcasting network. While democratic leadership is expected to drive positive change in such environments, there is limited empirical research examining how this leadership style affects productivity within ABS specifically, Onwuegbuna et al., (2022). It is unclear whether democratic leadership is practiced consistently at ABS, to what extent it influences staff performance, and whether its absence is contributing to the current inefficiencies observed. Thus, this study is geared towards seeks ascertaining the effect of democratic leadership on the productivity of ABS. Without concrete evidence on this relationship, it remains difficult to recommend whether a shift towards a more participatory leadership approach is necessary, beneficial and productive within the institutional structure of ABS.

Objectives of the Study

The primary objective of the study was to analyze the relationship between democratic leadership and organizational productivity within Anambra State Broadcasting Service. The study specifically aimed to determine the following:

1. The extent to which employee inclusiveness has promoted organizational output
2. The degree to which participative decision-making is connected to employee morale

Research Questions

The following research questions guided the study:

1. To what extent has employee inclusiveness promote organizational output?
2. To what degree does participative decision-making relate to employee morale?

Hypotheses

The following hypotheses were tested at 0.05 level of significant:

Ho1: Employee inclusiveness does not significantly associate with organizational output

Ho2: Participative decision-making does not significantly connect to employee morale

LITERATURE REVIEW

Democratic Leadership

Democratic leadership, often referred to as participative leadership, is a style in which leaders actively involve team members in the decision-making process. According to (Onwuegbuna, et al 2022), this style promotes collaboration, creativity, and employee engagement, and leaders practicing democratic leadership emphasize shared goals, open communication, and employee morale. It fosters an environment where employees feel valued and motivated, which is essential for organizational growth and performance, (Anekwe, Onuigbo, and Okeke 2025). Democratic leadership base its fundamental principle on inclusiveness, and participative approach to leadership. In the view of (Nosike & Okerekeoti, 2025), democratic leaders provide guidance and encourage participation, but retain the final decision-making authority, this approach promotes mutual respect, trust, and responsibility, fostering an environment where innovation and commitment can thrive. However, in the context of democratic leadership in ABS under the leadership of Dr. Uche Nworah, the organization witnessed a democratic leadership style that was characterized with inclusive and open-minded leadership approach. Staff frequently described his tenure as characterized by engagement, mentorship, and participative decision-making.

Democratic leadership theory to a large extent associated with governance, but it has become inevitable to relate it to organizations for proper conduct, productivity, efficiency, and effectiveness, (Dike, & Madubueze, 2019), they further contributed that the core issue about democracy is the importance it attaches to human personality, it assumes civic capacity on the part of individuals and organization at large. Democratic leadership utilizes all of the expertise and skills of the group to work towards a common goal. It rely heavily on gaining consensus from the majority of the group and doesn't function well in situations demanding immediate decisions. In democratic leadership style, there is a very

open and collegial style of managing a gigantic organization which promotes more inclusiveness like in ABS. Wachira, Karanja, and Iravo (2018) Argued that democratic leadership style is a useful style to adopt when attempting to involve a wide range of people in decision making or building a consensus. When using the democratic leadership style, the leader shares the problem with the relevant team members as a group, together they generate and evaluate alternatives and attempt to reach agreement (consensus) on the solution and way forward. This approach will not only promote productivity, but will go as far as building team spirit.

Effect of Democratic Leadership in an Organization

Democratic leadership, also known as participative leadership, is a leadership style where leaders involve team members in decision-making processes while still retaining the final decision-making power/authority, (Okoye, Chukwueloka, & Onuigbo, 2022). This approach has significantly impacted positively in both public and private organizations, of which ABS in this study was chosen as a study area. Notwithstanding, the under-listed narratives gave a detailed explanations of the impacts of democratic leadership in an organization, which include among others:

Improved Employee Engagements and Morale

One of the most significant leadership is its strong influence on employee engagement and morale. This leadership style emphasizes inclusiveness, participation, and shared responsibility, which directly contributes to employees' emotional and psychological perceptions about the organization (Morah, & Eke, 2023).

Enhanced Teamwork and Collaboration

Democratic leadership is significant on its ability to naturally enhance and promote collaboration, as team members are encouraged to share their ideas, provide feedback, and work jointly in problem-solving. According to Dike, et al. (2019), democratic leadership involves distributing responsibility, empowering group members, and facilitating deliberation within the group. These characteristics create an atmosphere conducive enough for teamwork and collaborative efforts.

Innovation and Creativity

In this criteria, it is imperative to understand that multiple opinions results to diverse ideas and innovative solutions. This is particularly beneficial in problem-solving and product development. However, innovation and creativity are essential for organizational growth and competitiveness in today's dynamic business environment, and democratic leadership is an ultimate

facilitator of open communication, participative leadership, and inclusiveness, which eventually result to innovation and creativity in and organization.

Reduced Turnover

Employee turnover poses a serious challenge to organizational productivity, often leading to increased recruitment and cost of training, loss of institutional knowledge, and disruptions in team performance. Leadership style is a major determinant of employee retention, and democratic leadership has been shown to play a significant role in minimizing turnover by fostering an inclusive, engaging, and supportive work environment.

Better Decision-making

By incorporating diverse perspectives, democratic leadership can lead to more well-rounded and effective decisions. This can be particularly beneficial for complex or multifaceted issues. Effective decision-making is critical to the success and sustainability of organizations. Leadership style plays a fundamental role in shaping how decisions are made and implemented. Among various leadership styles, democratic leadership which emphasizes participation, consultation, and collaboration has been shown to enhance the quality, acceptance, and implementation of decisions within an organization. However, based on the above listed effect of democratic leadership in an organization, it can be deduced that its effect in an organization is significantly productive, and can enhance organization's optimum performance through inclusiveness.

Democratic Leadership and Employee Engagement

Studies have found that democratic leadership positively influences employee engagement and morale. By involving employees in decision-making, leaders enhance their sense of value and commitment. According to Onwuegbuna et al. (2022), democratic leadership encourages psychological ownership, which in turn boosts motivation and productivity. In the context of media organizations like ABS, engaged employees are likely to contribute more creatively and diligently in content production and broadcasting operations. However, employee engagement refers to the emotional and psychological commitment an employee has toward their organization and its goals and objectives. In other words, it facilitates inclusiveness in an organization. Engaged employees are enthusiastic, productive, and motivated to contribute to the success of their organization. Numerous studies affirm a strong positive relationship between democratic leadership and employee engagement. According to Tafamel, and Akrawah (2018), when leaders consult and value employees' input, it enhances psychological empowerment. Employees feel heard and respected, which strengthens their connection to the

organization. This form of engagement goes beyond job satisfaction to include higher levels of enthusiasm, advocacy and loyalty. In every organizational establishment like ABS, employee engagement is particularly crucial because it affects content quality, broadcast integrity, and the creativity needed in program production. Democratic leadership enhances employee engagement through empowering and motivating individual employee, which energizes them to be motivated to a particular committed direction, which is organizational goals and objectives, (Ojokuku, Odetayo, & Sajuyigbe, 2012). Employees when given the freedom to participate in decision-making becomes more invested in their roles, this sense of agency motivates them to contribute ideas and improve their performance. Ekeabasi (2023) argues that in democratic settings, the acknowledgement of employee contributions builds confidence and stimulates discretionary effort, where employees willingly go above their job description.

Organizational Productivity

Organizational productivity refers to the efficiency with which an organization converts inputs (resources such as labour, material, and capital) into outputs (goods and services). Productivity is often measured through performance indicators such as output quality, employee satisfaction, time efficiency and attainment. However, organizational productivity is not only measured in terms of output quantity but also in the quality, timelines, and impact of work completed, especially in service-oriented sectors such as broadcasting. There are some other dimensions of organizational productivity that has been studied and they include:

Labour Productivity

Labour productivity refers to the amount of output (goods or services) produced per unit of labour input, typically measured in terms of output per worker or output per labour hour. It is one of the most important indicators of an organization's efficiency and workforce. In service-oriented organization such as ABS, labour productivity may be reflected in; the number of programs or broadcasts produced per employee, the quality and timeliness of media content, and efficient collaboration and task execution across departments.

Operational Efficiency

Operational efficiency refers to the ability of an organization to deliver services or produce goods in the most cost-effective and resource-efficient way, while maintaining high quality standard. It involves minimizing waste. Optimizing processes, reducing delays, and effectively utilizing inputs to generate maximum output. In the context of broadcasting organization, like ABS, operational efficiency runs through speed and reliability of

content production, effective coordination across departments, optimal use of broadcasting equipment and minimizing delays in program scheduling and dissemination.

Customer Satisfaction

Customer satisfaction refers to a measure how well an organization's products or services meet or exceed the expectations of its customers. It reflects the customer's perception of value, quality, timeliness, and service delivery. High customer satisfaction is not only a sign of organizational success but also a major driver of loyalty, retention, and public trust. However, in the context of broadcasting institutions, responsiveness to public issues and events, feedback and public opinions, quality programs and contents are considered measurable factors for customer's satisfaction.

Innovation and Output

Innovation in an organizational context refers to the creation and application of new and novel ideas, processes, technologies, or products that improve performance, solve problems or create value. It includes both incremental improvements and radical changes that enhance how work is done.

Theoretical Framework

The study adopted Transformational leadership theory, propounded by Bernard M. Bass (1985), building on the earlier work of James MacGregor Burns (1978). Transformational leadership theory describes a leadership style that inspires and motivates followers to achieve extraordinary outcomes, by transcending their own self-interest for the sake of the organization or a greater cause. Unlike transactional leadership, which is based on exchanges (rewards and punishment), transformational leadership is rooted in vision, inspiration, and personal developments. Transformational leadership theory is highly relevant to understanding how leadership can improve organizational productivity in ABS. By focusing on vision, empowerment, and innovation, transformational leaders drive sustainable performance and employee-driven excellence. However, transformational leadership theory was adopted for this study as it shares the fundamental human-centered principles like; participation, inclusiveness, communication and empowerment. When transformational leadership theory focuses on inspiring and motivating employees to bring out their best by creating a shared vision, and inclusive decision-making, democratic leadership provides a platform for such motivation to thrive. Therefore, transformational leadership theory provides a strong theoretical lens to understand how inspirational and participative behaviours enhance performance and productivity in an organization. Burns, (1978)

METHODOLOGY

The study adopted a survey research design. The rationale for adopting this design was to examine the democratic leadership relates to organizational productivity in Anambra Broadcasting Service (ABS). The study was carried out in Anambra State Broadcasting Service, which has its branches located in Awka and Onitsha, with two radio stations (88.5 FM Awka and 90.7 FM, Onitsha) and two TV television stations (channel 24, Awka and channel 27 Onitsha). The population for the study consisted of the six categories of ABS staff (Editorial/Programming staff, Technical/Engineering Staff, Administrative staff, Finance and Account staff, Marketing and Commercial staff, and Support/Operational staff) working in the four branches of ABS. The sample size for this study was statistically determined using the Borg and Gall (1979) formula for a finite population. This formula was used because it is scientific in nature and it adopts the probabilistic method of determining a sample from a population under survey. Thus Borg and Gall formula as:

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

Where:

n= the number of samples (?)

N= the total population (finite) which is given as (564).

e= level of significance at 0.05 or 5%

$$\begin{aligned} \text{Therefore: } n &= \frac{564}{1+564(0.05)^2} \\ n &= \frac{\text{Frac } \{564\}}{\{1+564(0.0025)\}} \\ n &= \frac{564}{1+1.41} \\ n &= \frac{564}{2.41} = 234 \\ n &= 234. \end{aligned}$$

Thus, the sample size to be considered for this study will be 234 (Table 1). A probabilistic sampling method known as stratified random sampling was employed in selecting the units of observation. Having determined the sample size and the proportion of each category of the civil servants in the sample, sampling units that could easily be accessed and adequately located were selected using the sampling frame (nominal roll of all the four branches). The instrument for data collection was the structured questionnaire titled: "Democratic Leadership Questionnaire (DLQ), and Organizational Productivity Questionnaire (OPQ)". The instruments were subjected to face validity by an expert in measurement & evaluation to ensure that the instruments contain all the aspects of the subject matter. The instruments were trial-tested using a single administration in a representative sample of 25 employees randomly selected from National Broadcasting Commission (NBC) that was not included in the study in ABS. The responses of the employees were collected to

Table 1: Categories of Staff in ABS according to Departments.

S/No	Departments	Population	Sample Proportion	Per (%) Total
1	Editorial/Programming Staff	125	43.22	18.30
2	Technical/Engineering	40	32.7	14.28
3	Administrative Staff	65	42.52	15.33
4	Finance and Account Staff	84	45.3	17.80
5	Marketing and Commercial Staff	124	33.0	16.26
6	Supporting/Operational Staff	126	36.6	18.69
	Total	564	234	100

Source; Onuigbo 2025

determine the internal consistency of the items in each of the instrument. This was done using Cronbach Alpha reliability coefficient, and the findings revealed that out of the 25 employees NBC, 19 was of the opinion that there is a significant relationship between democratic leadership and organizational productivity to a very large extent, representing 0.81 to prove the reliability of the test instrument. The instrument were administered to the respondents by the researcher with the help of three research assistants that were briefed on how to administer and retrieve the instrument from the sampled respondents. Pearson Product Moment Correlation was used for the study and the hypotheses were tested at 0.05 level of significance. The Statistical Package for Social Sciences (SPSS) version 25 was utilized for the study. For the decision rule, Nwogu (2015) guidelines were used to describe the magnitude and direction of the correlation between two variables.

Correlation (r) of +/-0.00 to 0.19 = Very Low Relationship
 Correlation (r) of +/-0.20 to 0.39 = Very Relationship
 Correlation (r) of +/-0.40 to 0.59 = Moderate Relationship
 Correlation (r) of +/-0.60 to 0.79 = High Relationship
 Correlation (r) of +/-0.80 and Above = Very High Relationship

Where the negative coefficient indicates a negative relationship or correlation between variables, positive coefficient indicates positive relationship or correlation between variables. To ascertain whether the correlation was significant, if probability value p-value) is equal to or less than 0.05 level of significant. Where it was greater than 0.05 level of significance, the null hypothesis was not rejected. Analysis in (Table 2). revealed that, out of the two hundred and forty-three (243) questionnaire distributed, two hundred and thirty-one (231) were completed and retrieved, thus showing 99% response rate, while twelve (12) showing 1% response rate not retrieved or filled wrongly.

Table 2: Questionnaire Distribution Analysis.

Category	Participants (N)	Percentage (%)
Questionnaire Returned	215	92
Questionnaire not Returned	19	8
Total	234	100

Source: Field Survey (2025)

Analysis of Research Question One

To what extent does employee inclusiveness promote organizational output?

The summary result of Pearson Product-Moment Correlation Coefficient in (Table 3) showed that employee inclusiveness is positively related to organizational output in Anambra State Broadcasting Service (ABS) with: $r = 0.52$, $r^2 = 0.74$ and $N = 216$. The Pearson 'r' revealed a positive correlation coefficient value of 0.52 which implied that a unit increase in employee inclusiveness leads to 0.55 (55%) increase in organizational output in ABS and vice versa. The coefficient of determination (r^2) which was valued at 0.74 showed that the explanatory power of the variable was highly strong. This implies that 75% of the variations in organizational output in ABS were attributed to employee inclusiveness in the organization.

Table 3: Summary of Pearson Product Moment Correlation on the extent employee inclusiveness associate with organizational output.

Variables	N	R	r ²	Remark
Employee Inclusiveness	216	0.55	0.74	High Positive Relationship
Organizational Output	216			

Significant at $p < 0.05$

Analysis of Research Question Two

To what degree does participative decision-making connect to employee morale?

The summary result of Pearson Product-Moment Correlation in (Table 4) showed that participative decision-making is positively connected with employee morale in Anambra Broadcasting Service (ABS) with: $r = 0.47$, $r^2 = 0.53$ and $N = 216$.

Table 4: Summary of Pearson Product-Moment Correlation on the degree of participative decision-making connect with employee morale.

Variables	N	r	r ²	Remark
Participative Decision-making	216	0.47	0.53	Moderate Positive Relationship
Employee Morale	216			

Significant at $p < 0.05$

The Pearson 'r' revealed a positive correlation coefficient

value of 0.47 (45%) improvement in employee participative decision-making and vice versa. The coefficient of determination (r^2) which was valued at 0.53 showed that the explanatory power of the variable was highly strong. This implies that 63% of the variations in employee morale in ABS were attributed to participative decision-making.

Test of Hypotheses

H01: Employee inclusiveness does not significantly promote organizational output

The summary result of Pearson Product-Movement Correlation Coefficient in (Table 5) showed the significant relationship between employee inclusiveness and organizational output in ABS with p-value = 0.000. Since p-value (0.00) is less than 0.05, the study rejected the null hypotheses that employee inclusiveness does not significantly associated with organizational output in ABS and accepted the alternative hypotheses that employee inclusiveness significantly associated with organizational output in ABS.

Table 5: Summary of Pearson Product-Movement Correlation Coefficient in Table 3 showed the significant relationship between Employee inclusiveness and Organizational output in ABS.

Variables	N	r	r^2	p-value	Remark
Employee inclusiveness	216	0.45	0.55	0.000	Significant
Organizational Output	216				

Significant at $p < 0.05$

The summary result of Pearson Moment Correlation Coefficient in table 5 showed the significant relationship between Employee inclusiveness and Organizational output in Anambra State Broadcasting Service (ABS) with p-value (0.000) is less than 0.05, the study rejected the null hypotheses that employee inclusiveness does not significantly relate to organizational output and accept the alternative hypotheses that employee inclusiveness significantly relate to organizational output in Anambra state broadcasting service (ABS)

Test of Hypotheses Two

H02: Participative decision-making does not significantly connect to employee morale

The summary result of Pearson Product-Movement Correlation Coefficient in (Table 6) showed the significant relationship between Participative decision-making and Employee Morale in ABS with p-value = 0.000. Since p-value (0.00) is less than 0.05, the study rejected the null hypotheses that Participative decision-making does not significantly associated with Employee Morale in ABS and accepted the alternative hypotheses that Participative decision-making significantly associated with Employee Morale in ABS.

DISCUSSION

Employee Inclusiveness and Organizational Output in ABS

Findings on the extent to which employee inclusiveness associate with organizational output in ABS revealed that democratic leadership is associated with employee inclusiveness in organization's task related activities which positively enhances employee job performance, and with that improved performance, organizational output in ABS

Table 6: Summary of Pearson Product-Movement Correlation on the significant correlation between Participative decision-making.

Variables	N	r	r^2	p-value	Remark
Participative decision-making	216	0.43	0.57	0.000	Significant
Employee Morale	216				

Significant at $p < 0.05$

is positively increased to a high extent. This means that employee inclusiveness results to improved output in an organization and vice versa. However, the study indicated that ABS from the period of 2015 to 2019 witnessed a higher employee inclusiveness in the organization under the chairmanship of Dr. Uche Nworah. The finding was supported by the contributions of Kalu, & Okpokwasili (2018), that democratic leadership foster inclusiveness and enhances organizational output, which have been an instrument of higher productivity in an organization, unlike where there is autocratic leadership style where employees feel marginalized which practically reduce their morale. Where there is inclusiveness in an organizational, there is a high tendency of increased output from the organization, and this can only be achieve through a democratic leadership style. Therefore, such organization like ABS which is a service oriented organization has to do with a direct interaction and services between the employees and the clients, meaning their motivation and commitment strongly affect service quality and productivity. In other words, inculcating inclusiveness will promote their sense of inclusion, and this will foster a psychological ownership, leading to greater loyalty, effort and productivity.

Participative Decision-Making and Employee Morale

The findings on the degree of participative decision-making connect to employee morale in ABS reveals that participative decision-making positively have a connection to employee morale in ABS to a moderate extent. This means that improvement in participative decision-making leads to improved employee morale in ABS and vice versa. The findings also shows that participative decision-making significantly relate to employee morale. The findings aligned with the work of (Burns, 1978) where he elaborated on transactional leadership and transformational leadership, where he pinpointed that transformational

leadership is more or less democratic and can be achieved through participative decision-making, which will promote employee morale in an organization.

Conclusion

Democratic leadership stands out as a transformative force in enhancing organizational productivity, especially within dynamic and innovation-driven sectors like broadcasting. This study has demonstrated that participatory leadership marked by shared decision-making, open communication, and employee empowerment significantly boosts performance across key dimensions. At Anambra Broadcasting Service (ABS), democratic leadership has cultivated a workplace culture rooted in inclusiveness, engagement, and mutual respect. The high response rate of 92% from six departmental categories underscores the relevance and resonance of these practices among staff. Quantitative analysis using Pearson Product-Moment Correlation revealed strong positive relationships between employee inclusiveness and organizational output ($r = 0.55$; $r^2 = 0.74$), and between participative decision-making and employee morale ($r = 0.47$; $r^2 = 0.53$), with p-values of 0.000 confirming statistical significance. These findings affirm that democratic leadership not only elevates employee morale and collaboration but also drives operational efficiency and creative excellence cornerstones of success in the broadcasting industry. By fostering adaptability and reducing resistance to change, this leadership style positions ABS to thrive in a competitive media landscape. Ultimately, this research contributes meaningfully to the fields of development administration and human resource management. It calls for media organizations to institutionalize participatory governance and prioritize leadership development as strategic pathways to sustainable growth, innovation, and long-term relevance.

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