**Czech University of Life Sciences Prague**

**Faculty of Economics and Management**

**Department of Business and Finance**



# Master's Thesis

## The effect of Management styles on organisational performance

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# CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

# DIPLOMA THESIS ASSIGNMENT

### Bc. et Bc. Jigar Ramprasad Sharma

Economics and Management
Economics and Management

Thesis title

**The effects of management styles on organizational performance**

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**Objectives of thesis**

The objective of this thesis will be to evaluate how management styles affect employee's productivity leading to organizational performance. Also, to determine the factors that are significant in the implementation of a leadership strategy in organizations. Lastly to also make recommendations on ways of addressing challenges associated with the leadership framework in organizations.

**Methodology**

This research is intended to be a mixed-methods study with the researcher employing both quantitative and qualitative studies/analyses to explore and evaluate the impacts of management styles on organizational performance. This methodology will avail the researcher the opportunity to have a comprehensive and/or in-depth review and analysis of the subject matter. Questionnaires shall be designed for the purpose of collecting data for both studies.

The quantitative study will be targeted at gathering responses from employees in different organizations. This would be about measuring organizational performance through variables such as employee satisfaction and job commitment. On the other hand, for the qualitative study, the researcher shall be conducting interviews [using semi-structured questionnaire] with management executives to gather data on organizational innovativeness, decision-making process, and communication effectiveness. The steps taken here would be harmonized to help the researcher examine how effective different management styles are on organizational performance. Ultimately, the use of mixed methods research will further improve the research quality as the data obtained from the qualitative study will substantiate that of the quantitative, or vice versa.

**The proposed extent of the thesis**

60-80

**Keywords**

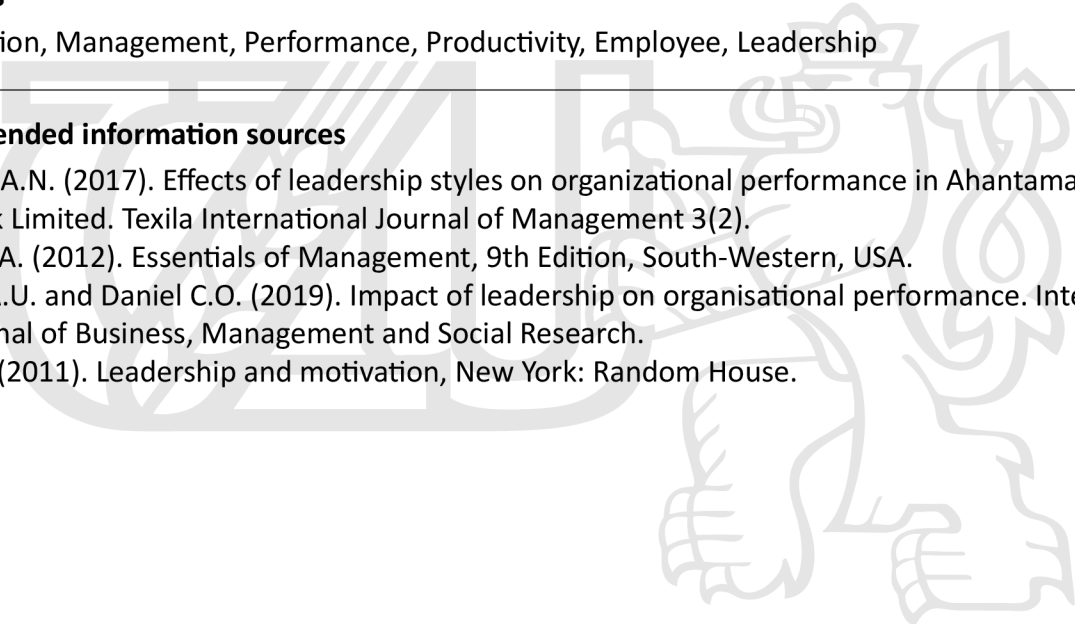Organisation, Management, Performance, Productivity, Employee, Leadership

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**Recommended information sources**

Beakana, A.N. (2017). Effects of leadership styles on organizational performance in Ahantaman Rural Bank Limited. Texila International Journal of Management 3(2).

DuBrin, J.A. (2012). Essentials of Management, 9th Edition, South-Western, USA.

Ibrahim A.U. and Daniel C.O. (2019). Impact of leadership on organisational performance. International Journal of Business, Management and Social Research.

Muijs, D. (2011). Leadership and motivation, New York: Random House.

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**Expected date of thesis defence**

2021/22 SS – FEM

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Electronic approval: 27. 2. 2022

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Prague on 31. 03. 2022

**Declaration**

I declare that I have worked on my master's thesis titled "The effect of Management styles on organizational performance" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the master's thesis, I declare that the thesis does not break any copyrights.

In Prague on 31/03/2022 _____

**Acknowledgement**

# The effect of Management styles on organisational performance

**Abstract**

Organizations were created with the vision of attaining specific objectives and goals, the extent to which these objectives are attained offers an insight into the organization's effectiveness. Autocratic, consultative, democratic, laissez-faire, convincing transformational, and authoritative are types of leadership and each styles have different effects on the subordinates resulting into different outcomes. Management is responsible for making an organization's resources effectively, while the value of the organizational structure and culture in place cannot be ignored, hence this study also describes the factor which influences while selection of the specific leadership style.

There is no one management style that fits every organization; instead, each organization must adopt a style that guarantees its accomplishment of organizational goals. When determining on a style of leadership, the magnitude & structure of the organization should be factored into the equation. Employee commitment to organization has indeed been studied, with focus on communication, job stress, and employee motivation. Lastly, theories of leadership, external factors that influence leadership, and the correlation between leadership and organizational performance were examined. In this thesis, a total of five case studies have been used to evaluate social occurrences using a descriptive approach, and the results have been drawn accordingly.

**Keywords:** Organization, Management, Performance, Productivity, Employee, Leadership,

# Vliv stylů řízení na výkonnost organizace

**Abstrakt**

Organizace byly vytvořeny za účelem dosáhnout konkrétních cílů. Míra, do které jsou tyto cíle dosaženy, ukazuje, jak efektivní daná organizace ve své činnosti je. Rozlišujeme mezi autokratickým, konzultativním, demokratickým, laissez-faire, přesvědčovacím, transformativním a autoritativním stylem vedení, z nichž každý působí na podřízené jinak a produkuje jiné výsledky. Managment je zodpovědný za efektivní hospodaření se zdroji organizace, přičemž nesmí být přehlížen význam příslušné organizační struktury a kultury. Tato studie proto také popisuje faktory, které ovlivňují výběr konkrétního stylu vedení.

Neexistuje styl vedení, který by se hodil do každé organizace; naopak si každá organizace musí osvojit styl, který zaručuje dosažení vytyčených organizačních cílů. Při výběru stylu vedení je třeba zohlednit velikost a strukturu organizace. Míra oddanosti zaměstnanců byla již v minulosti předmětem studií a důraz byl kladen zejména na komunikaci, pracovní stres a motivaci zaměstnanců. Studie byly provedeny rovněž na téma teorií vedení, externích faktorů ovlivňujících vedení a výkonnosti organizace. V této práci bylo pro vyhodnocení společenských událostí za použití deskriptivního přístupu použito celkem pět těchto studií a výsledky byly patřičně prezentovány.

**Klíčová slova:** organizace, managment, výkonnost, produktivita, zaměstnanec, vedeni.

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# List Of Abbreviation:

1. D: Directive
2. S: Supportive
3. CEO: Chief Executive Officer
4. CSR: Corporate Social Responsibility

# 1  Introduction

A management style explains how a manager handles a person, a conference, a mission, a group of individuals, an organization. Information such as scheduling, creating selections, arranging, and using power should be provided. To meet their desires and priorities at any given moment, successful administrators use various management styles. They may include any of the following considerations when determining which management style, they use:

- The type of job to be performed.
- Their business and history of enterprise.
- Its personality and consistency of management.
- Their team and their organizational priorities.
- The staffs they control have the behaviors and characteristics.

Any organization's success or failure is largely determined by its leadership style. A leader is someone who encourages his subordinates to perform well to achieve the main company objectives through educating, leading, and motivating them to do certain responsibilities. The way and approach to delivering guidance, implementing programs, and motivating others are referred to as leadership style.

Leadership is a crucial managerial talent that entails the capacity to motivate a group of people working together toward a similar objective. Leadership is concerned with the growth and needs of followers. Managers who use transformational leadership focus on their employees' value systems, motivational levels, and moralities as well as their skills development (Ismail et al., 2009). It essentially assists followers in accomplishing their goals while working in an organization; it promotes followers to be communicative and adaptable to new improved techniques and environmental changes (Azka et al., 2011).

Leadership ability is, to a large part, the foundation of any business or organization. As a result, only individuals who can efficiently control people of many races, are exceptionally creative and original, and can successfully navigate challenging situations in a crisis deserve the title of leader. Being a leader, in this opinion, is a personal trait that emerges from one's attributes and deeds. Employee activities must, however, be considered to operate a

successful results-oriented organization. Leaders should be able to make educated decisions about the type of leadership style to use depending on the qualities of their workers to accomplish the critical outcomes that will allow the company to develop and thrive.

There are no established formulas for determining a management technique since each organization has its own unique characteristics, market objectives, and future goals. As a result, it is up to business to build the most effective marketing strategy for optimizing the management standards' value.

# 2  Objectives and Methodology

## 2.1  Objectives

1.  Evaluate how management styles affect organizational performance
2.  Evaluate the significant factors in implementing leadership styles
3.  How the challenges can be effectively handled by the managers.

**The Research Question**

How do management styles influence employee productivity and enhance organizational performance?

## 2.2  Methodology

Our cases were categorized as the impact of management styles on organizational performance. The prime aim was to focus on how to apply the Management styles. However, we may have characterized our scenario differently, if the major interest in the study had been on the social and organizational aspect of implementation, such as a grouping of Management styles. However, it might be difficult to pinpoint the exact beginning and finish of the situation. A total number of five case studies are selected after going through the inclusion and exclusion criteria. These case studies are discussed in the result section.

The case study method is especially helpful if a problem, event of interest in its authentic real-life setting must be thoroughly understood. Case research is a common business research technique. Case studies are designed to examine problems within the limits of a particular setting, scenario, or organization. Case studies may be classified into three types, according to their design: explanatory, descriptive, and exploratory. I have used a descriptive case study approach to evaluate interpersonal event sequence. Business studies in this area typically analyze culture or sub-culture and try to find the important occurrences.

# 3 Literature Review

## 3.1 Importance of Management Styles

Many researchers have been concerned about the impact of management styles on any business for nearly two decades. In the process of managing a team and dealing with efficiency, a possible manager or leader is always required to set the mission, vision, and motivation of the organization's employees (Al-Malki, 2018). Former types of literature claimed that leadership or managerial positions are crucial for any organization's optimal success (Boal, 2000).

Due to its critical role in directing diverse labor assemblies and administrations, management style has captivated the minds of researchers since the late 1990s. A key influential management script was written by a researcher who abstracted management as either transformational or transactional, which was far ahead of the other scholars at the time (Avolio, 1999-2004). Leaders in transformational management awaken and motivate assistants to enhance their management capabilities to achieve unanticipated outcomes, whereas transactional managers prime through community debate (Burns, 1978).

The consistency of determination, a criterion for exploiting turnover and progress in an association, that is a leader's area and worry, is confirmed by the orientation of all shareholders' attention and a unifacial approach of exertions in the direction of development/evolution. An organization's evolution and procedure effectiveness are attained by best performance acknowledged and followed by administrations under the supervision/management of a self-motivated as well as transformational manager. As a result, in today's competitive environment, a strong and energetic manager is critical to administrative success.

According to research findings, management and leadership are defined as a type of blueprint that is related to the behaviors of managers intended for the integration of the firm or else for any particular attention and its effect in accomplishing a specific goal (Mitonga-Monga, 2012). Another study discovered that management style can be readily characterized as the type of relationship that varied co-workers and management maintain by coming

together and working in an ordered manner to reach the organization's desired aims and goals (Harris et al, 2007).

The focus of this section of the thesis is on a study of relevant literature on the impact of management styles on organizational performance. An effort has been made to gather previous research findings on the study's topic as well as a comparable topic for appraisal resolutions. Appropriate papers, publications, reports, transcripts, and conference or seminar proceeding papers are well-thought-out to deal with the impact of management styles on administrative behavior and efficiency in a diverse business.

The literature review is moreover focussed on the influence of management style and the foremost categories, applicable concepts of the research, the association amongst influence of management. Besides the aspects distressing the excellence of management styles, part of management towards the employee.

### 3.1.1 The types of leading styles

A person's leadership style, according to Harris, Leithwood, Day, Sammons, and Hopkins (2007), is the connection he or she establishes to make people work together toward a common purpose or objective. Leadership is a management style of managing which aims to bring together individual and organizational interests and influences to achieve certain objectives. Different leadership styles have different effects on subordinates, resulting in different outcomes. As a conclusion, this section will examine various leadership styles and how they drive employees to achieve their objectives.

- **Autocratic:** An individual boss takes a top-down approach to leadership. Managers almost entirely determine in this manner. They create simplistic, one-of-a-kind policies that must be followed by everyone, and they rarely seek input from employees. When productivity is required and successful decisions must be made quickly in a crisis, this method might be beneficial. Autocratic management seldom produces fresh and new solutions, and when utilized in the wrong circumstances, can lead to higher turnover. Several of restaurants operate independently (Yahaya and Ebrahim, 2016). Orderly service and decent food are two things that diners expect.

Because many restaurants have limited profit margins and even slight failures, authoritarian management succeeds in keeping everyone focused on performance and productivity.

- **Consultative:** Advisory supervisors gather feedback from employees regularly and take employee complaints seriously. They also have an open-door policy that allows employees to talk about what they do and don't do. The administrators have sole decision-making authority at staff meetings. This type of leadership also leads to more dedication, better team problem-solving, and lower revenue. A consultative management paradigm isn't always as effective as an autocratic one because more people are involved in decision-making. Every week, a project team leader pays a visit to each other's team members. They must divide their responsibilities; they believe that what they feel is working well should be modified. This information is used by the team leader to plan, distribute resources, and prioritize the following week.

- **Democratic:** A democratic boss's decision-making process is heavily influenced by his employees. This method effectively links and opens the organization, and staff and administrators work together to achieve the vision's goals. Democratic management is very good at making long-term decisions that affect the entire company. In most cases, this technique allows employees to feel appreciated and empowered to make a significant contribution. It enables them to maximize their professional potential. It is still ineffective as compared to consulting management. Deliberations and multi-party discussions are also required for decisions, which might take a while. Most shopkeepers lead in a democratical manner (Wang et al. 2011). They would recruit staff members to collaborate in the completion of shop design, publicity strategies, and customer support. These supervisors serve as moderators to help their staff improve their proposals and address questions.

- **Laissez-faire**: In a laissez-faire management style, managers act more like mentors than leaders. It is accessible when employees require assistance, but it also encourages employees to make their own decisions about how to complete jobs. Laissez-faire management is quite a like "management by walking around." In this

management style, managers keep track of what is going on with their employees, but they aren't overly concerned with daily activities or endeavors. When self-motivated workers have control and constructive space, laissez-faire can be successful. This would be very handy in a creative context. Because the management team is so large, certain employees may feel forgotten or demand direction and assistance. Given the unstable nature of the fashion sector, it is always best for fashion consumers to choose their things (Uchenwamgbe, 2013).

- **Convincing:** Convincing administrators have an impact on decision-making, but they also try to persuade employees that management decisions are the best for their company. They both make a compelling case for policies that promote an egalitarian and trustworthy environment. Workers, in general, take current decisions and work hard to put them into action when an organization is running well. While managing a less experienced workforce, this strategy instructs and motivates others with purpose and explanation, for particular people to be accountable and supportive.

While compelling management may not have the same level of control as responsible management, it is a one-way communication mechanism, and workers rarely have a chance to provide feedback (Wang et al. 2011). Imagine what occurs when the business is examined by an external specialist, such as an impartial consultancy. Staff can be suspicious of what the advisor has to suggest, and they may be hesitant to make the proposed improvements. Convincing administrators may reassure staff of the relevance of the expert's criticisms and suggestions.

- **Transformational:** The goal of transformational management is to create an environment conducive to creativity. Styling leaders frequently encourage their staff to create and achieve challenging goals, even if they are unpleasant. These managers collaborate and encourage their direct reports to attain their full potential and pursue professional development. This method usually improves adaptation, problem-solving, and invention. It can be particularly beneficial for firms in rapidly changing industries. This management style is required for the right kind of employee. If you are unwilling to adapt or if too many changes are made too quickly, you will not be able to accept top-down proposals. Transition managers can also be found in the

sector of technology. These managers respond to the demand continuously and encourage their workers to empower them to produce excellent goods.

- **Authoritative:** The term "authoritative leadership" refers to a management style in which the leader has entire authority over the situation. With little or no input from team members, an authoritarian leader defines the goals, determines the processes, and oversees all activities necessary to achieve those goals. Organizations and their personnel are driven toward common goals through authoritative leadership. Employees are led and coached to success by these types of leaders at every stage of their operations. The key distinction between an authoritative and an authoritarian leader is that after showing employees how to execute tasks, authoritative leaders allow them to continue their own. As a result, creativity, and new ideas for completing daily activities emerge.

### 3.1.2 Factors influencing the management styles

In terms of operational efficiency, the management's position at work may be the most crucial factor. Managers are in charge of ensuring that the output of departments and their employees are in line with the company's overall goals. They have an important role in shaping the business culture. Essentially, they serve as a link between management and others at the grassroots level (Skyrme, 2007). Though individual roles differ from company to company, a manager's 'main duties' are divided into five distinct components:

1. Setting up objectives: Define the group's goals and decide how to accomplish the best.
2. Organize: Divide the task and delegate all the tasks to achievable operations.
3. Motivate and Interact: To communicate decisions and build a sense of team culture among employees.
4. Measure: To define and evaluate and perceive success adequate expectations and goals.
5. Establishment: To demonstrate that workers are business resources.

In recent years, rewarding and honoring employees has become a well-known management tool for increasing productivity. One of the most important ways a manager may affect company results is to create and promote a robust, well-developed performance management culture. Instead, then relying solely on formal periodic evaluations, the solution might be found in agile success assessment systems. Daily assessments not only help employees see their incapacity to generate results, but they also help them maintain their performance and feel confident that the company's apparent direction is one of professional growth and advancement (Scott and Bruce, 1995). Managers can overcome communication hurdles by investing in soft skill training along with effective internal networking mechanisms such as social networks and intranet channels.

An organizational leadership coaching technique frequently provides constructive feedback and is better suited to engaging individuals who believe their boss is personally invested in them. Managers who recognize that each team member is unique and understand how to deal with them more effectively are critical to fostering a team-wide culture of engagement. A strong culture pushes employees to grow faster and set higher standards and workloads, allowing them to make the most of their natural abilities.

### 3.1.3   Detrimental consequences of bad management styles

While understanding supervisors may exhibit a wide range of qualities, from poor communication skills to a lack of competence or boldness, the repercussions of their actions can be extremely destructive to an employee's morale and development. Their activities have the potential to influence not only worker efficiency but also job creativity and willingness to respond to changing market conditions.

Part of the unpleasant repercussions of poor management is worker strain, which can be compounded by a tense relationship with a supervisor or an unsupported workload. The busiest production professionals are said to have a balanced work-life balance, yet job anxiety might cause sadness or fear in their homes, resulting in an emotionally distracted employee. Lack of schooling or incapacity to direct may also lead to poor productivity for employees. The team member is likely to misunderstand the proposal and decrease his job success and resentment through misunderstanding or incomprehension.

Anger and guilt create a morally corrosive culture, which leads to fewer active employees who are less accountable with their standards, job, and performance requirements. Because managers are responsible for a single corporate department, any decrease in quality or effectiveness might have disastrous consequences for the company's overall outcomes (Powell and Meyer, 2004). A manager creates the structure to allow each component to connect to broader corporate goals while also undermining regional strategic goals. A dishonest or inept manager can frequently exploit an employee's beliefs and principles throughout the company, causing dissatisfaction and contributing to high worker morale, which can result in additional negative costs to the company.

One can't overlook the fact that the manner the leader was raised may have influenced his management style. In a coaching environment, a manager with a trainer who brings him to meetings or examines calls and appointments to grow his employees should treat him similarly. The manager would consider this the secret to performance and a key to his leadership if he was raised in a more democratic environment in which management sought out the opinions of the team. Not everyone responds to leadership styles in the same way. Anyone fearful can easily observe a coercive or even patient leader becoming overwhelmed.

Managers must analyze the standard of the work in everyday activities to decide what models are better used for which circumstances and establish strategies and procedures that can be used to change the prevailing characteristics of leadership. There's not a better management style; it's very different and should be found in different circumstances.

### 3.1.4   Explanation of Situational Leadership

The type of management is almost as essential for implementing this style, as for understanding the types of management. We can speak in this segment about how and why any style should be used in people management. The model explores three aspects: the manager's interactions, the manager's mission actions, and employees' preparation. The behavior of the partner means how cooperative the boss must support workers. Job conduct applies to the manager's style for handling staff based on preparation. Preparation covers the preparation and the capacity to do the job. In any of these places, a manager should use a particular style, based on where workers fall:
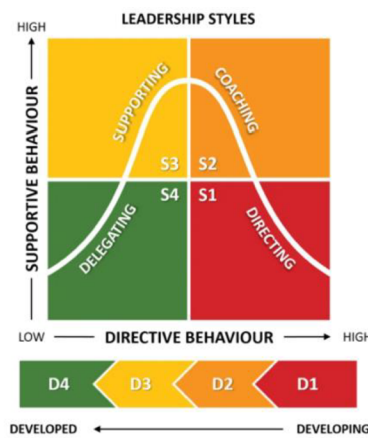


Figure 1: Claude L. Graeff - Evolution of situational leadership theory

1. D4: High ability, high interaction. Experienced and relaxed in the office with their abilities. The workers might be much stronger than the boss.

2. D3: High ability, variable dedication. They are experienced and willing, but without the trust or the encouragement to do so rapidly or alone.

3. D2: A few talents, poor participation. Might have the related abilities, but without the support you can't do the job. They may be fresh to the mission or the scenario.

4. D1: Small ability, strong determination. In general, it does not have the expertise appropriate for the work but has the confidence and/or drive to cope with it.

The leaders will see what management style and service level the employee wants to undergo depending on the employee's preparation and commitment:

1. S1: Directing: Elevated emphasis on tasks, low focus on connections. Leaders identify and carefully supervise the duties and responsibilities of the "followers." They make actions and declare the contact is simply one direction. This style is ideal for people who lack certain things to do the job but are energetic and engaged and who need instruction and supervision to start. High concentration on activities, high on friendship.

2. S2: Selling/coaching: Leaders also describe positions and responsibilities so aim for the follower's ideas and feedback. Decisions remain the prerogative of the chief, but collaboration is more bidirectional. This strategy should be used for individuals who have certain skills but have little dedication and require support and monitoring while they are also somewhat unfamiliar. These types of employees will still need assistance and praise to boost their self-esteem and interest in decision-making to regain dedication.

3. S3: Support: Low emphasis on projects, the strong focal point for partnerships. Leaders transfer everyday decisions to the followers, for example, the distribution of roles and procedures. The leader makes choices simpler and participates, however, the follower receives influence. This style may be used by anyone with the requisite expertise but without confidence or rewards. These people may need little encouragement due to their abilities, but they need help to improve their morale and motivation.

4. S4: Delegation: Low emphasis on activities, low focus on connections. Members continue to engage in choices and problem solving, but the following is monitored. The supporter chooses whether and how to engage in the leadership. It will operate for individuals with both ability and determination and who are qualified and eager to works with no supervision or help on a project by them (Graedd, 1997).

The bottom line is when learning about management style is that in all cases no style fits well. We might be familiar with one approach by another but based on the individual and job we deal with we need to adapt our management style. One to deal with this person in a more directive style, for example, if you have a brand-new employee. You could adapt to a participatory style as it evolves. Likewise, a person with a lot of experience and successful work would choose to have an open house design. Often administrators are doing the wrong

thing in any case and want to use the same style for everyone. We must adjust our styles depending on the circumstance and the individual concerned to be a better manager.

## 3.2 Organizational Commitment

Organizational commitment is a phenomenon that is receiving a lot of attention from academics all over the world. Duty has continually been anticipated as a vital feature influencing workforce exertion behavior in any administration, which adds to the significance in the administrative appraisal (Meyer et al., 2002). A trait that bonds employees to the organization while also allowing it to thrive is an obligation. Pledge has been established to link positive administrative outcomes such as career advancement (Chen et al., 2006), and worker satisfaction is now seen as revenue-generating.

Various research studies show that commitment can be classified into a variety of categories. There is a lack of uniformity in the classification of liability, which is fueled by the battle to be sympathetic to the investigation's findings (Darolia et al., 2010). However, in current investigations, the explanation of administrative responsibility based on a well-known old research study is the most often used, particularly in the eastern portion of the country. According to the study's findings, administrative responsibility may be divided into three categories; the first category is recognition, which focuses on confidence as well as the acceptance of administrative goals and ethics, the second one is the contribution which focuses on the tendency for putting up a great deal of effort to achieve administrative goals and lastly devotion of a strong desire to stay in a relationship.

Assurance can be evident in both boldness and behavior exchanges, according to the numerous descriptions of responsibility that have been validated, a researcher argument shows that behavioral and attitudinal duties are two phases of the same general technique, meaning that it is also a good idea to think of the assurance insolences and behaviors as intertwined and completed on time. The important question is not whether the obligation procedure begins with additional insolences or else behaviors, but rather if the understated interaction of boldness and behaviors is included.

Following a review of the work, three common leitmotifs in the feeling of obligation have been identified. There is a debate over the various assurance explanations that can be categorized into three broad categories; the first category is affecting alignment, second is related to Price-based or prescriptive lastly explains on the responsibility or ethical concern or perpetuation assurance. (Meyer et al, 1997).

For organizational commitment, there is a three-factor assurance approach. It's been described as an emotional state of mind that draws people to the company (Meyer et al, 1997). According to the study's findings, assurance in a worker's connection with an organization may be divided into three major categories, which include:

- Assurance is correlated to emotional alignment on the way to the association,
- Acknowledgment of price-related issues while parting the association,
- Ethical commitment to stay behind in the association.

## 3.3 Concept of Organization performance

Organizational performance, according to Venkataraman (1997, 119-138), is an indicator of a company's ability to effectively realize independent goals. Employee productivity is one of the factors that may be measured in terms of job performance. Quality, quantity, and knowledge or inventiveness of individuals toward completed work that is done concerning the responsibility assigned during a specific period are among the methods of measuring organizational performance (Wong & Wong 2007, 361-381). To put it another way, some standard parameters must be used during the evaluation.

In comparison to other businesses in the same industry, organizational performance allows a company to reach goals like high earnings, market share, and product quality. It is, nevertheless, a reflection of an organization's staff productivity as measured by profit, revenue, growth, development, and expansion. (Obiwuru et al., 2011; Obiwuru et al., 2011; Obiwuru et al., 2011; Obi Employee performance is influenced by a variety of elements, according to Muecke (2005, 433-439), including communication, job stress, and motivation.

- **Communication:**

According to Nebo, Nwankwo, and Okonkwo (2015, 131-148), is the transmission of ideas or concepts, as well as making oneself understood by others. It is the process through which one party (sender) sends information or a message to another party (receiver). A company's teams and units will be able to work together more effectively if they have good communication. Meanwhile, its absence produces challenges in managing business processes or more importantly, judgmentally harm individuals in a team. People involved in communication processes must have both the fundamental skills and abilities required for efficient communication; otherwise, the information may be misconstrued. In addition, effective information is dependent on the facilities available in an organization, as well as the activities of leaders and managers to guarantee that information is acceptable for it to be delivered accurately (Mangal & Mangal 2009).

Communication across management levels in an organization facilitates the transition of modules, missions, and orders. How well the information passed is understood and interpreted by the target employees determines the efficacy of the employee-leader relationship. Shounubi & Akintaro (2016, 1904-1914) believe that a breakdown in communication among managers, employees, and customers leads to ineffective efforts and unrealized goals. As a result, to remain profitable and competitive in today's demanding environment, all production aspects, such as materials, machines, and staff, must be carefully handled. Personnel, according to Mangal & Mangal (2009), poses the greatest difficulty among the components of production because their abilities, talents, thoughts, and emotions must be harnessed to align with the organization's ambitions.

- **Job stress:**

Stress is caused when one is unable to adequately match available resources and job needs with personal talents, and it is also caused by a workplace environment that poses a threat to employees (Noor 2017). Because certain firms require a specific amount of contribution, some employees may be unable to reach assigned targets because of workplace stress. It also leads to a situation where demand surpasses an individual's capacity, which inevitably fails to please upper management. Job stress, according to Mizuno, Yamada, Ishii, and Tanaka (2006, 167-170), is a social problem caused by a mix of variables that disrupt workers physically and psychologically and in long term affects their mental health as a whole.

A certain level of pressure can boost employee performance, whereas too much pressure

might cause mental and physical problems. Environmental variables, organizational factors (leaders), and human factors can all contribute to job stress (employees). Stress has a significant likelihood of hurting an employee's efficiency because every individual is exposed to stressors on the job and their personal lives, both of which have an impact on work performance and productivity.

- **Motivation:**

Simply said, motivation is the willingness and desire to do an action that is required by the activity, or the ability to meet a specific demand. Today, motivation is frequently recognized in all sectors of industry, regardless of size or location. Leaders and managers have understood that inspiring their staff is critical to efficiently achieving and realizing company goals. In the long run, motivated employees exhibit the traits of self-satisfaction, self-fulfillment, and commitment that are required to produce higher quality and quantity work, as well as to faithfully follow organizational policies that materialize efficiencies, competitive advantage, and the firm's reputation. Employees are more engaged at work when they are motivated because their work is more valuable and engaging as well as keeps them productive and responsive towards the organization (Mizuno et al. 2006)

Motivation, according to Berman, Bowman, West, and Wart (2015), is one of the most important aspects in achieving employee goals and, ultimately, corporate aims and goals. Motivation to work, whether intrinsic or extrinsic, is very important in the lives of employees, according to Ololube (2006, 1-19), because it is the underlying reason for working in life. It is designed to meet the diverse demands and zeal of employees who are tasked with completing a specific task. Furthermore, motivation is a crucial component of business operations, as high motivation is associated with job performance, a sense of pride in one's work, and a long-term commitment to the organization, all of which improve performance and productivity.

### 3.3.1  Organizational Performance

In a professional evaluation, organizational performance is a multidimensional and multidisciplinary situation. Administrative execution relates to an organization's outcomes,

or genuine goods, which may be restricted by planned productivities, targets, and objectives. The monetary accomplishment (return on funds, incomes, etc.), stockholder reappearance (financial worth-added, full stockholder, etc.) as well as the merchandise or facility marketplace execution (marketplace segment, auctions, etc.) are all included in the administrative accomplishment (Gavrea et al., 2011).

Each organization is made up of three basic components that work together to achieve management's objectives and aims. Management, time-people, and job functions are the foundations of an organization. Management is the component of organizational performance concerned with the never-ending quest for the ideal strategy to motivate subordinates to attain goal lines and objectives within the never-ending process of arranging people, money, and materials. When interacting with juniors, it refers to a manager's entire behavior. Organization, as a sort of management, regulates the efficiency with which a group achieves its goals and objectives by overseeing the strategies, rules, and metrics that govern associations and actions inside the group.

The circumstances for the creation of an assembly are created anywhere two or more people interact. The organization advances when a specific person in the cluster cohabits and subordinates for mutual resolution, and the cluster persists for a sufficient time. The role of the front-runner in an assemblage is to pave the way, coordinate the actions of the various associates that make up the assemblage and ensure consistency. The devotion and insolence of the inferior in the presentation of their duty reinforces the image of the trailblazer and the superiority of management. As a result, the leader picks the outline of exertion conduct, work procedure, and junior culture based on its establishing supremacy (Karamat, 2013).

Employee performance and corporate superiority are important to management. Management values employee performance and corporate superiority. As a result, the firm spends a large amount of money on an active management investigation to train staff in real guidance behavior. Because operational leadership is in short supply, administrations are always on the lookout for it, prompting them to concentrate on the conclusion, strategy, and progress of all operational management possibilities offered to people in commercial administration.

Administrations can assess their accomplishments by linking goals to real-world performance. Linking goals to real-world performance allows administrations to analyze their achievements. To attain precision when inspecting administrative performance, it is helpful to recognize a collection of points. Several research findings suggest that a self-governing monetary inspection, an official assignment declaration, evidence structures, human resource systems, and tactical strategy are some of the pointers. A knowledge management system, according to previous research findings, can improve association operative operations and lessen the likelihood of resolving operational bottlenecks (Arora, 2002). According to the study, when compared to the executive sustenance approach, which produces healthier conclusions, the knowledge management system gives superior resolutions (Frey, 2001). 2007 (Skyrme). As a result, a knowledge management system can be well-designed to serve as a business performance indicator.

## 3.4   Relationship between Leadership Styles and Organizational Performance

Management styles have a big influence on administrative efficiency. The management style has an impact on the ethos of the firm, which, by chance, drives administrative success. This was proved in a study that used the tetrad impact theory of management laterally with statistics gathered on or after 2662 people employed in 311 administrations. The executive ethos, as well as accomplishment are tied to the category of management style (Klein et al., 2013).

Leadership etiquette and style refer to the way management objectives are communicated, as well as the way executives stereotypically conduct themselves in front of the assembly's peers. (1988, Nonosode). The outcomes of the study also demonstrated that management has several dimensions, as well as a plethora of possible management style behaviors. Transformational, transactional, charismatic, democratic, autocratic, and bureaucratic leadership styles are classified on the way to assistants' staff, and the emphasis on influence, and their ratings are explained below.

### 3.4.1 Transformational leadership style and organizational performance

The transformational leadership style focuses on growing supporters and understanding their needs. Executives that stress transformational management are primarily concerned with improving their workforces' overall value arrangement, the expansion of principles and assistances, and their level of inspiration. Through inspiring intensity, standards, and welfares, transformational leadership builds a strong bond between supporters and managers to foster vivid empathy.

Transformational management, according to a well-known research study, leads to enhanced management success (Bass & Avolio, 1994). Transformational management occurs when managers expand or heighten the attention of their workforces, according to past studies. Managers that inspire their people to see beyond themselves are known as transformational leaders. The transformational executives are in place for a variety of reasons, including the fact that they may be persuasive in terms of rousing the workforces, the transformational managers may be confronted with the workforces' demonstrative necessity, or they may rationally excite the employees.

**Components of transformational leadership**

It's worth noting that Bass and Avolio (2004) define transformational leadership as having the four behavioral components. Idealized influence is associated with charisma (Bass, 1985; Gill, 2006), leader's capacity, serves as a role model for subordinates and truly lead the way (Bass, 1985; Bass et al., 2003). Idealized influence leaders put their followers' demands ahead of their own (Bass et al., 2003). Followers admire the leaders and want to be a part of their purpose. Charismatic leaders attract subordinates with their high moral and ethical standards (Northouse, 2007). Leaders with charisma can influence and connect with their followers. A charismatic leader also communicates a clear vision and sense of purpose to followers, evokes the passion, and shares successes and risks with them. As a result, followers look up to their leaders and aspire to be like them (Bass et al., 2003). This factor makes subordinates want to share and commit to the vision set by the leader.

A leader who is motivated by inspiration is regarded to set high standards for his or her followers. Such leaders inspire and motivate their employees by communicating a clear

vision, combining corporate and personal ambitions, and viewing failures as opportunities to learn (Gill, 2006). This type of leader also lifts his or her people's spirits by providing their work purpose and challenge, as well as encouraging them to envision desirable future scenarios (Bass et al., 2003). They encourage subordinates to collaborate and achieve more than they would if they were acting solely in their self-interest (Northouse, 2007).

### 3.4.2 Transactional Management style and organizational performance

A forerunner is known as a transactional leader if the management is constantly eager to give in to restore the situation (Uchenwamgbe, 2013). This can include a variety of items such as a promotion, increased reimbursement, performance assessments, and new-fangled tasks, among others. Anticipation is the most difficult aspect of this sort of management. As a result, transactional management can be defined as the discussion of objectives and remunerations between management and employees (Ojokuku, et al., 2012).

According to a study conducted by a famous researcher, transactional management style has a positive impact on administrative performance (Longe, 2014). The transactional management style benefits in generating as well as fulfilling the framework in which administrative and humanoid competencies are utilized, as the workforces are constantly able to achieve both visible and invisible recompenses. This management style primarily assists in creating an environment that is conducive to routine, as well as enunciating the persuasive visualization that improves overall administrative performance. According to the findings of the study, transactional management was not implemented to have a direct impact on the organization's performance. This management style does not inspire inspiration and invention amongst the workforces and henceforth, the workforces do not accomplish as per the opportunities of the association.

**Mechanisms of transactional management**

- **Dependent recompense:**

  In transactional management, the influencers establish clear goals and long-term prospects, as well as appropriate motivating rewards (Bass et al., 2003). Transactional managers are more likely to employ the command style since they are

used to executing steps and remunerations for presentations (Gill, 2011). Dependent remuneration is based on an agreement between influencers and supporters on the execution goals and ideals to be successful. If dependents fulfill their assigned obligations, transactional frontrunners set the possibility of providing adequate remuneration. Workforces will be praised for their accomplishments, but they will be chastised or disparaged for non-execution or a lack of accomplishment. The frontrunner and supporter collaborated to set the job outcomes that the supporter must meet to accept remuneration or avoid forfeitures (Bass, 1985).

- **Dynamic management by exemption:**

  Denotes an influencer who sets purposes and performance average, vigorously displays operatives' occupations to aspect for mistakes and eccentricities, modifies the mistakes, and applies rubrics and measures (Gill, 2011). Dynamic management by exemption includes managers who take inventiveness to perceive workers' behaviors and convict corrupt behaviors. Leaders methodically view operative performance and interfere once errors or glitches happen. Leaders aggressively explore for glitches and accurate mistakes as they are noticed. Leaders delay and yield counteractive movements after junior's flop to achieve up to the normal (Bass, 1985).

- **Submissive management by an exemption:**

  Influencers do not respond to problems methodically in subservient management by exemption management. Managers set the average and pause to allow for errors or problems, which they do freely at that time. Managers let workers do their jobs and only intervene when workers make mistakes while doing their jobs (Gill, 2011).

### 3.4.3   Charismatic management style and organizational performance

Charismatic management is often regarded as one of the most effective management methods, in which charismatic individuals advance vision and followers are asked to track and implement the revelation. Charismatic leadership calls for modernization and ingenuity, and it is well-designed to motivate the workers. However, the most significant downside of

this management style is that the supporters are fully depending on the trailblazer, and as soon as the frontrunner leaves the organization, they vanish.

As charismatic managers fail to train their juniors to perform as their substitutes in the approaching period, the problem worsens. These management styles result in satisfied supporters, but a scarcity of future managers. As a result, it may have a long-term negative impact on the administrative presentation (Germano, 2010). Another study on the subject found similar results during their examination. By conducting an inspection opinion poll, they demonstrated a measurable study on the workforces of twenty financial systems (Ojukuku et al., 2012).

According to the findings of their analysis, charismatic leadership accepts an unfavorable relationship with administrative administration. It fails to excite and persuade the workforce in a way that allows them to reclaim the predictable presentations that are available to them (Ojokuku, et al., 2012).

### 3.4.4 Democratic management and organizational performance

According to well-known research findings, democratic management is defined as management in which the final output is devolved and shared by all employees. Given the democratic management style, there is a high risk of poor implementation and faulty conclusion formation. Democratic management, on the other hand, has been identified as a means of motivating employees to do well based on their perceptions and feelings. Another major fault associated with democratic administration is the assumption that everyone entangled has an equivalent pole in the choice assembly via a shared level of know-how (Rukmani, et al., 2010).

The study concludes that democratic management has a positive impact on administrative presentation (Elenkov, 2002). Democratic management allows workers to make decisions from beginning to end by spreading them by the assembly and executive. Commendations and disapproval are presumed quantitatively in this management style, and the concept of accountability is also industrialized throughout the workforces. Another study investigated the impact of democratic management on administrative appearance (Bhargavi

et al., 2016). Democratic management, according to their findings, has an impact on the organization's presentation since it allows employees to express and contrivance their creative ideas while also participating in the decision-making process.

This management style also prepares future influencers and assists the organization's long-term goals. According to another study, a democratic frontrunner promotes cluster discourse and assemblage contribution, which has a significant impact on the supporters' performance (Choi, 2007). As a result, the democratic management style can be abandoned in favor of illuminating administrative performance as well as efficacy. As a result, democratic management can be defined as having a positive perception of administrative performance (Elenkov, 2002).

### 3.4.5   Autocratic Leadership and Organizational Performance

Autocratic influences have a firm and domineering personality. Autocratic supervisors expect their subordinates to put forth effort in exchange for their willingness. Autocratic managers are known for holding the verdict creation truths through them (Obiwuru,et al., 2011). The autocratic influences compel their adherents to execute the facilities and adhere to the narrow path. A group of researchers devised a study to control the impact of management styles on administrative presentation. According to the study, autocratic management is also known as the demanding management style. Autocratic influencers are less creative and lonely, which encourages one-sided debate. The workforce's enthusiasm and gratification levels are severely harmed because of this. Nonetheless, the autocratic management style is considered to be in effect for a limited time.

Workplace socializing and conveyance that is conducive to the operative administrative presentation are restricted by autocratic management. The autocratic management also prioritizes administrative fights that obstruct the overall execution. According to an investigation, the autocratic management style has a positive impact on the administrative presentation (Bhargavi et al., 2016). This management method is also appropriate when the developments must be completed within specified time frames (Bhargavi et al., 2016). Another group of researchers conducted research into the impact of management styles on the administration's execution.

An autocratic influencer, according to the author, is someone who controls the events, processes, and strategies of the workforce and expects the employees to follow suit. In the aggregate, such influencers do not inspire much trust in their adherents.

### 3.4.6   Bureaucratic management style and organizational performance

Employees who work for bureaucratic influencers are influenced to follow the strategies and measures that they are considering. The administrators are fiercely committed to their procedures and policies, but not to their employees. This is the reason why they appear to be aloof. This method is ineffective because it prevents workforce expansion and inspiration. These managers are objective in their emphasis on their obligations being carried out in a methodical manner (Germano, 2010). Another research study concluded that bureaucratic management has a negative impact on administrative performance (Ojukuku et al., 2012).

Conferring to them, bureaucratic influencers do not push their organization's workforces to strain themselves in a predictable manner that can lead to improved administrative performance (Ojokuku, et al., 2012). Another study found similar results, claiming that bureaucratic management style did not effect on employee or administrative performance (Sougui et al., 2015). This method is advantageous since the obligations must be accomplished over a long time following a defined process (Sougui, et al., 2015).

## 3.5   External factors affecting leadership

An organization's ability to reach its goals and objectives faster is aided by the selection and application of the suitable leadership style, according to Finch (2019), leaders can influence and advise those who work for them, allowing the business to achieve its objectives more effectively. However, Finch (2019) argued that some external constraints may limit and effect the leaders' performance. Those elements include organizational environment, organizational resources, employee roles, organizational culture, and employee diversity.

- **Employees' diversity:**

An organization selects individuals with varied backgrounds and personalities, the variety of the subordinates might be a danger to the firm's leader. A reasonable corporation employs workers of many cultures, genders, ages, and races. Leaders must respond to this variety by defining a vision for their employees and a multi-cultural approach to their jobs. According to Mooney (2018), a participatory model of management, in which the leader works directly with employees to help them adapt and achieve, is the most compatible with a diverse group of workers, Mooney (2018) also emphasized that servant leadership is a successful style that works with people from all walks of life, in which the manager devotes his efforts to providing everything the employees need so that, in theory, these workers mature and pass on the servant attitude to other employees and customers. Employee diversity can be harnessed by allowing employees to demonstrate their armory of positive experiences, such as skill transfer, decision-making acumen, creativity, and drive while adhering to the leadership style's principles.

- **Organizational culture:**

The Organization's founders, past, and current leaders are all the factors influencing the culture in an organization. Culture is difficult to change because it is based on long-held information and formal procedures, traditions, practices, and norms that reflect the organization's self-image and common expectations. A company's norms, such as how a worker can be in good standing and how a worker can respond appropriately in certain situations, are influenced by established rites, routines, and a fixed method of doing things. To build products and services for certain demographics, leaders must grasp the demographic structure and cultures of the organization's clients, as well as the organization's market strength. (Salahuddin 2010, pp. 1-6.)

Because leaders are essentially compelled to follow the values they inherited, the culture of an organization influences their decisions. It is, nevertheless, their responsibility to assess the decisive measures taken by previous leaders to handle specific challenges regularly. According to John & Chattopadhyay (2015, 1-5), recognition of the organizational structure is required to improve the performance of employees and leaders. They went on to say that simplification of organizational culture, alignment, and modernization of the organization's

concept will assist leaders and people perform better, furthering the organization's values. The organization's human resources sector should be changed to reflect the introduction of new individuals who properly reflect the organization's current needs in changing environment.

- **Employees' roles:**

When employees take on a role in an organization, their position is defined by the actions and obligations they must fulfill in relation to others (Finch (2019). The leadership style necessary to manage employees is influenced by their levels of maturity in relating to the task and relationship carrying out. The organization is influenced by the work norms and personal values of employees. Hazards and bottlenecks exist in organizational functions, which leaders must detect and address in order to help people complete their tasks. Subordinates should stick to their assigned tasks and complete them with dedication and a strong feeling of responsibility.

- **Organizational resources:**

To reach their objectives, leaders rely on organizational resources such as cash, technology, and personnel. The manager's performance is solely dependent on how well resources are managed. Leaders must ensure free access to critical resources, insofar as they are required for business management. Lately provided resources have a direct impact on the organization's ability to function smoothly. As a result, leaders must guarantee that resources arrive on time for the job at hand and that each resource is properly accounted for and utilized. Another issue affecting a leader's effectiveness is squandering important resources. Dissipated human resources, unaccountable funding, and out-of-date equipment can limit the workforce and, as a result, the team's productivity (Finch 2019).

- **Organizational environment:**

Organizations have their unique work environment with their own set of values and standards, which are a legacy of the previous and current leadership. These values represent the organization's concerns for investors, customers, employees, and the community, and they decide how the company's objectives will be nourished and met. The personality of the organization's ideals and concepts that define products and services are known as goals. Leaders must choose the setting wisely depending on the concepts of the products or services

being provided. It must purposefully represent the needs of the final customers in the given setting. However, regardless of the environmental potential, some dangers must be considered. Before starting a business, an unstable or insecure environment that is prone to disturbance, riots, or protests by residents must be well-structured and protected. (Beardwell & Thompson, 2017).

## 3.6    Theories of Leadership

There are many theories related to Theories of Leadership which are formulated by great scholars and other academia's. Nevertheless, the aim of this thesis is to explain total five different theories out of seven. The explained theories will be Contingency Theory, Great-Man Theory, Trait Theory, Style and Behavior Theory, and lastly Process Leadership Theory.

### 3.6.1    Contingency Theory

Contingency theory focuses on adjusting situational factors to meet a leader's personality. Leadership theories, according to contingency theorists, must take into account the circumstances in which leaders' function. For example, Fred Fiedler's contingency model assumes that a leader's chosen style has been effectively established and advises that situational elements be adjusted to produce better results. According to Mitchell, Biglan, Oncken, and Fiedler (1970, 253-267), the founding principle of the model is that the performance of interacting groups is dependent on the relationship of leadership styles and the favorability of the situation for the leader.

However according to Mitchell et al. (1970, 253-267), when these components are combined, they create different types of situations, which vary in the extent to which a leader can influence and control group members, according to the contingency model. As per Fiedler's model, a condition is favorable to the leader if the leader is respected by the group, the task is structured, and the leader has credibility and influence due to their position.

Fiedler (1964, 149-190) suggested that effective leadership style is determined by situational factors such as the task's nature and the degree of certainty or uncertainty.

Leaders' authority and influence, as well as their chosen aims, are dependent on four elements, according to Chemers (2000, 27-43): followers' expectations, the complexity of the organization, and the clarity or confusion of the task.

### 3.6.2   Great-man Theory

According to the great man theory, leadership ability is inborn and inherited. According to this theory, you are either born with the ability to lead or you are not. The term "great man" was created because it was widely believed at the time that leadership was mostly reserved for men, particularly in the military. In the nineteenth century, the great man notion of leadership became well-known. The tales surrounding some of the world's most well-known leaders, like Mahatma Gandhi, Abraham Lincoln, Alexander the Great, and Julius Caesar, contributed to the perception that great leaders are born, not manufactured.

There has been an endless discussion throughout the years about whether leaders are born or made. Sarros & Butchatsky [1996] conducted leadership research in which they questioned senior leaders from a wide range of organizations regarding whether leaders are born or made (Belmejdoub 2015, 1-29). The majority of senior executives, unsurprisingly, believed that leaders are not born because they are modest individuals, and surely not made because they believe there is more to life than circumstance; instead, they saw leadership as a combination of both. They also indicated that while their psychology plays a role in leadership, there is also a role for environment, or fate.

One of the biggest flaws in the great man theory of leadership, according to Cherry (2020), is that not everyone who possesses the so-called inherent leadership skills becomes a great leader. If leadership was merely an inherited attribute, then everyone who possessed the necessary characteristics would eventually find themselves in leadership positions. Cherry (2020) went on to say that study has discovered that leadership is a very complex subject, and that a range of influences impact how good a leader is. The group's characteristics, the leader in charge, and the scenario or environment all interact to determine the type of leadership required, as well as the leadership's performance and productivity.

### 3.6.3 Trait Theory

One of the earliest theories of leadership is the trait approach theory. It focuses on the physical and personality qualities of leaders, as well as their skills and values. It looks at leadership primarily from the eyes of the individual leader. The idea behind this method is that attributes establish patterns of behavior that are consistent across situations. As a result, leadership characteristics are thought to be ingrained traits that people are born with and that remain generally steady throughout time (Mumford, Zaccaro, Harding, Fleishman & Reiter-Palmon 1993, 1-135.).

Prior characteristic researchers looked at personality characteristics that they believed were connected to leadership effectiveness, and also an interest in investigating major historic leaders. Early researchers saw leadership as an incredibly simplistic personality feature that could be measured accurately and equally distributed throughout the population, according to Fleenor (2011, 830-832). This is an individual difference factor. Many of the early studies on the trait method focused on examining different important distinctions between leaders and followers. It is assumed that those in higher-ranking jobs have more leadership abilities than those in lower-ranking positions. A great number of research were done in an attempt to produce credible and accurate assessments of leadership attributes, which only adds to the evidence.

Trait researchers frequently constructed lists of characteristics they believed were associated with effective leadership. Some researcher applied traits that were totally opposite in order to create the lists. For instance, the lists included some leadership attributes that were recognized to be parts of behaviors and talents, as well as character and intellectual ability traits. Psychological, self-confidence, independence, creative, ambition, knowledge, desire, and endurance were all featured in these lists. The lists, on the other hand, were not exhaustive and frequently left out crucial leadership characteristics (Fleenor 2011, 830-832).

### 3.6.4 Style and Behavior Theory

The style theory recognizes the importance of certain necessary leadership skills that enable a leader to perform an act while drawing a parallel with the leader's previous capacity, prior to that act, and suggesting that everyone has a distinct style of leadership with which

he or she is most satisfied. One style cannot be effective in all circumstances, just as one size does not fit all heads. Yukl (1989) described three basic types of leadership. Employees who worked for democratic leaders were more satisfactory, innovative, and empowered; they started working with great energy and passion irrespective of whether the leader was present or not; and they maintained strong relations with the leader to increase productivity, whereas autocratic leaders were more concerned with the quantity of output. In the past, laissez faire leadership was only considered important when heading a team of highly skilled and motivated individuals with a demonstrated history of working.

Feidler and House (1994) recognized two additional leadership styles that focus on leadership effectiveness. Considering (interest for individuals and relationship behaviors) and beginning structure (concern for production and task behaviors) were determined to be key attributes by these experts. The factor undergoing discussion is how much confidence and intimacy a leader generates in his subordinates. From the other perspective, leadership reflects the quantity whereby the leader organizes, leads, and characterizes his or her own and subordinates' responsibilities as they improve organizational performance, profitability, and goal accomplishment.

Three types of leadership were described by different researchers: authoritarian, democratic, and laissez-faire. The authoritarian leader makes decisions without consulting subordinates, the laissez-faire leader lets subordinates make decisions and thus has no real leadership responsibilities other than assuming the position, and the democratically elected leader considers his subordinates before deciding. "He consequently assumed that all leaders could be categorized into one of these three categories."

### 3.6.5   Process Leadership Theory

Another type of leadership theory emphasizes in servant leadership, leaming organizations, principal centered leadership, and charismatic leadership, with an emergence to new leadership every year. Greenleaf established servant leadership in the early 1970s. In the early 1990s, there was a growing interest of servant leadership. Servant leaders were advised to be focused on the problems of the followers and the leader should sympathize them. The leadership was given to someone who was naturally a servant.

A servant leaders aim should be to help employees to become more conscience, innovative, as well as educated. They are much more worried about "have-nots" and are worried that not all the employees will be treated equally (Greenleaf, 1996). Leaders in well-known companies were supposed to be the stewards (servant) of the organization rather than helping people who work in the organization. Organizational leaders should create and embrace the vision of the organization and think of the bigger picture. The leader should match up with his or her vision with all of others in the organization or in the rest of the community.

There are other process leadership theories which are emphasized and the leader's job in it is considered to have well-being with others, they should also emphasize on the social responsibility. Even though the theories of leadership have been evolving, the one thing which remains important is the communication between the leaders and the followers (Yammarino, 1999).

# 4  Practical Part

A case study is a research strategy for gaining a comprehensive grasp of a complex subject in its natural setting. It's a well-known research method that's commonly employed in a wide range of subjects, especially the social sciences. A case study can be presented in a variety of ways, with the core concept being to analyze an event or occurrence in-depth and its natural surroundings. As a result, it's also referred to as a "naturalist" design, as opposed to an "experimental" design, in which the researcher attempts to influence and control the variables of interest.

Intrinsic, instrumental, and collective case studies are the three types of the case study. A case study is often then used to examine a one-of-a-kind condition. By determining the phenomenon's uniqueness, the researcher can prove that it is distinct from all others. In an instrumental case study, a single occurrence is used to develop a better understanding of an issue or trend. Examining several examples at once or obtaining a comprehensive understanding of the subject is something a collective case study involves.

In everyday life research paper can be used to describe, analyze as well as to interpret the topic. They can support the investigation and to assist the links and routes that emerge because of new policies as well as initiative or service. In comparison to the experimental approach which requires changes in the environment to test a theory. "Where", "Why", "When" are the answers which can be obtained while doing a case study method.

Research papers can be used to explain, describe, or process that happen in everyday life. These can aid in the investigation and explanation of causal links and routes that emerge because of a new policy initiative or service development, for example. In contrast to experimental methods, which involve a purposeful alteration in the environment to test a specific hypothesis. The case study method is especially well adapted to obtaining answers to more revealing concerns like "where," "why," and "when."

The case study approach could reveal more about execution faults or why one execution-style was chosen over another. This can assist create or refining theory, as our research on patient security education in the college curriculum has shown. If formal experimental

research in which a treatment is given to persons and/or organizations is desirable or even practical, the essential aspects to address while establishing the most appropriate design for the study are: The first should be explored through a controlled experiment, whereas the second should be investigated through a case study strategy.

## 4.1 Collecting the data

To get a complete understanding of the situation, the case study strategy typically requires gathering many evidence sources using a variety of quantitative and, more frequently, qualitative methodologies. The use of many data sources has been urged to boost the study's internal credibility. The premise is that data collected using different methods should yield equivalent results and that a new approach to the same subject could help to provide a more complete picture of the occurrences. The researchers gathered a variety of secondary materials, such as case studies, to aid qualitative research employing content analyzes. The researchers acquired secondary data primarily from sponsoring case studies in difficult efforts such as online journals, books, and articles. This readily available data aided the researcher in ensuring a categorical analysis based on a complete understanding of the research challenges. The case study data's systemic, cognitive, and undeniable properties have provided the research with an amazing quality.

### 4.1.1 Screening of relevant papers

Because not all the researchers' articles were necessarily related to research topics, it was necessary to assess their genuine significance. Following the application of the search methodology in scientific databases, the documents were screened. In the first screening stage, I looked at the names of the papers and weeded out studies that didn't pertain to the research topic. The search process yielded studies on organizational success in other fields of research that were not in the same direction as the management of different businesses. These documents fell outside the focus of our mapping research. Even though the article's relevancy could be determined based on the title, it was difficult to do so in numerous cases.

We've moved this document on to the next level, where more observation in certain areas will be done, therefore, the abstracts were examined at the second stage of each

manuscript which had passed the first step. Furthermore, each manuscript was screened using specified inclusion and exclusion criteria. If the documents are:

1. Text papers with no available proper resources.
2. Papers with non-English as the primary language.
3. Papers with some different meaning than the influence on organizational performance of managers.
4. Articles with duplicity then we have excluded the paper.

It means if the above four conditions are not there then I elected to accept them in my next screening stage after evaluating the abstract because it focuses on the impact that management styles have on organizational success.

## 4.2   Keywording based on the abstract

Following the discovery of relevant papers using abstracts, the next step in the mapping process was to investigate important phrasing. The key phrase was created in two steps. In the first phase, we looked at the abstract phrases and concepts that suggested the significance of the work. The second stage was to improve one's understanding of these terms. We used keywords to categorize and group the data for the research mapping. After the categories have been categorized and reading all those selected articles, the result was a complete map of classified categories culled from all major research papers.

## 4.3   Search and selection results

The first time the developed search methodology was applied to certain scientific databases, it yielded 80 documents. The titles of the documents collected were used to determine inclusion and exclusion at the outset. A total of 42 publications were chosen for the study. The reason why many documents are rejected has nothing to do with the subject of the investigation. Duplicates were removed after the 42 articles were chosen, and the exclusion and inclusion criteria were used for the next round. In this round, a total of 28 papers were chosen. Following that, the abstracts were examined, and specific documents were chosen. This however did not mean that the documents were excluded. All of the papers chosen had a theme related to the impact of management styles on organizational performance, according to the abstracts.

However, we chose to move several ambiguous articles to the next stage of selection for additional in-depth review. This resulted in the nomination of 5 publications with case studies as primary articles for this investigation. Three papers were withdrawn owing to their emphasis on the Single management style. Four further publications were removed since they were merely publications outlining management style and how it works, with no genuine new scientific results or proof.

## 4.4 Data Analysis Tools and Techniques

The difference between qualitative and linear information analysis is that qualitative information is made up of words, remarks, pictures, and signals. It is frequently used for inquiry because it is practically hard to identify the full importance of such material. In quantitative research, there is a clear boundary between the material preparation and the assessment phase, although qualitative research is frequently assessed after the material is ready. There are numerous methods for evaluating data that can be used. They are as follows:

1. Narrative Analysis
2. Content Analysis
3. Discourse Analysis

In this study, narrative analysis material has been used, such as case studies and field notes, to examine data from a variety of sources. The case studies were chosen to acquire relevant data on the impact of management styles on organizational performance. Nevertheless, the focus of this study is on the use of personal narratives to answer the researchers' queries. The study's validity is hampered by the lack of evaluation results, which also render the study's conclusions ineffectual.

## 4.5 Ethical Consideration

The researcher must follow a code of conduct designed to determine suitable and inadequate conduct during the investigation. The researcher must follow the ethical considerations necessary to finish the research without difficulties while analyzing the practice of sponsorship in the complicated project. Data acquired by the researcher are for academic reasons only and in no circumstances; they are for commercial utilization by the researcher. The researcher must protect the privacy of the data and the researcher is responsible for ensuring no outside data leakage.

# 5 Results and Discussion

## 5.1 Results

### 5.1.1 Case Study 1

Obonyo, E.S. and Kerongo, F., 2015. Factors affecting strategic change management and the performance of commercial banks in Kenya: A case study of Kenya commercial bank in Nairobi region. European Journal of Business and Management, 7(15), pp.109-117.

The study's goal was to investigate commercial banks' leadership styles and their impact on the performance of Kenya's 43 commercial banks. Primary data was acquired from 43 commercial bank branch managers and business managers in Nairobi. The response rate was 100%, and the survey null values were missing. The dependent measurement variable was the financial performance as measured by profit before taxes at the end of 2014. The independent components have been measured using a variety of exact inquiries on self-managed inquiries. Data analysis revealed a strong link between commercial banks' financial production and six of the evaluated independent parameters.

Improvements in commercial banks' financial performance can be explained in six ways, according to research: managers who help their employees develop themselves, managers who guide their employees on how to work to be rewarded, managers who satisfy their staff if they meet the agreed-upon goal, and staff who are recognized and appreciated for their work.

Based on p-value results in the case study, which provide a proxy measure of the relevant level, the research found a substantial positive correlation between the six independent factors and the performance of commercial banks. As a result, leadership styles can be used to predict the future success of commercial banks. The study's principal findings demonstrate the study's core goal: there is a strong link between financial success and the leadership styles of commercial banks. Finally, some factors were identified as being significant and hence may be used to predict outcomes.

The study's main finding is that there is a strong positive relationship between management who helps their employees to develop; managers who guide their tasks toward acknowledgment; supervisors who really are satisfied with their employees when they meet their agreed-upon goals, workers who are recognized for their accomplishments, and work standards. Everybody in the bank must understand their role to make sure that effective management and proper adopting methods are all in a position to enable collaboration. As a result, well-motivated employees who are managed to achieve the desired results would be more efficient, cost-effective, and perform much better.

## 5.1.2 Case Study 2

Aqqad, N., Obeidat, B., Tarhini, A. and Masa'deh, R.E., 2019. The relationship among emotional intelligence, conflict management styles, and job performance in Jordanian banks. International Journal of Human Resources Development and Management, 19(3), pp.225-265.

Based on previous research, this study developed a research model to investigate the relationships between Emotional Intelligence, Conflict Management System, and Job Performance. Moreover, to the best of our knowledge, no similar investigations of the Jordanian banking industry have been conducted. As a result, in addition to contributing to theoretical advances, bank managers' pertinent discoveries can be used to design and apply practices that lead to improved job performance. Banking must strive for and encourage us to improve conflict management and job performance among current employees.

To build a high emotional intelligence organization, various training and education policies and practices throughout all levels of the organization can be used to teach effective emotional intelligence approaches in personnel. Individuals who do not understand their own emotions would be unable to comprehend other people's perspectives or be emotionally intelligent; and hence, it is crucial to focus on finding out appropriate training that focuses on the individual and assists them in understanding themselves prior to moving on to understanding others.

One way to do this is to plan a relaxing and stress-free holiday so that the individual can focus and appreciate themselves away from the distractions of regular life. A person with a clear mind would be able to become more emotionally responsive to the occurrences. Furthermore, as most bank employees have not been able to reach this point in the emotional intelligence process, training in how to manage emotions when Jordanian banks understand such thoughts could be beneficial. This could be accomplished through bonding or team-building events that employees can participate in outside of the job to gain a better understanding of individuals and how they think, as well as engage and use that information to achieve professional goals.

Understanding how people think and behave in simple games and activities might help people understand how they think and behave at work. This can help enhance performance even further because evaluating one's own and others' emotions isn't enough to meet deadlines and complete various tasks. In the banking industry, this would be valuable while engaging with a variety of clients and co-workers, as it is critical to keep clients through good practices. Managers may also provide coaching to their employees to help them develop or strengthen the relation. Coaching acts as a mirror for people, allowing them to see each other more clearly.

Feedback to raise awareness and support employees in developing a change strategy to improve behaviors are two important coaching tasks. Banks can also offer programs, conferences, and seminars to analyze and implement the solutions derived from such discussions to foster an atmosphere conducive to emotional intelligence growth by examining challenges and factors that affect workers' emotional well-being. Employers can also ensure that their employees are emotionally intelligent from the start by encouraging human resources practitioners to recognize the importance of emotional intelligence during the recruiting and selection process. Another factor to consider is whether management uses a questionnaire or other comparable instruments to assess their current situation and emotional intelligence level. This allows management in two ways, first, to assess if training is necessary. Secondly, they may use it to evaluate staff.

Furthermore, because individuals are sometimes unable to reach common ground on their own, banks can use mediation as a tool for resolving disputes. Qualified mediators can

be brought in to help the conflict if there are recurring issues in the conflict, or if it threatens the Bank's overall performance.

### 5.1.3   Case study 3

Basit, A., Sebastian, V. and Hassan, Z., 2017. Impact of Leadership Style on Employee Performance (a case study on a private organization in Malaysia). International Journal of Accounting & Business Management, 5(2), pp.112-130.

The findings suggest that democratic leadership has a significant positive impact on employee performance. This backs up Iqbal et al. (2015), who have some choice to work toward improved performance under democratic leadership. As a result of Democratic leadership, employees are more motivated, which leads to improved performance. The data imply that authoritarian leadership has a negative impact on staff performance. Authoritarian managers control all actions and choices while limiting employee innovation and originality. As a result, self-government leaders attempt to keep worker performance to a minimum. The findings show that leisure leadership has a positive impact on employee performance. Leaders provide their employees and subordinates with complete freedom to carry out their tasks. The performance of employees is thereby improved since people want to work with less leadership power.

In terms of democratic leadership style, the results reveal that it has a significant positive impact on employee performance. This demonstrates that when a democratic method is used, employee performance improves. Malaysian executives are urged to adopt democratic leadership and engage in decision-making because employee performance has been proven to be the best under this leadership style. Malaysian leaders should support innovation, teamwork, and creativity, which contribute to workplace satisfaction, increased productivity, and hence performance.

Autocratic leadership, on the other hand, has a significant negative impact on staff performance. This demonstrates that when an authoritarian strategy is utilized, worker performance does not improve. Malaysian leaders, on the other hand, enjoy dictatorship and are well-known for it. Employees who are becoming more knowledgeable, autonomous, and capable as a result of globalization may no longer tolerate authoritarian leadership

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approaches. Employee performance improves when laissez-faire leadership is utilized, implying that when laissez-faire leadership is used, employee performance improves. Moderate leadership is viewed as a type of leadership. It is appropriate if employees are fully aware of their responsibilities and possess superior analytical skills. This method can be used if team leaders are self-assured and should not, under any circumstances, criticize each other for faults.

### 5.1.4   Case study 4

Amofa, A.K., Okronipa, G.A. and Boateng, K., 2016. Leadership styles and organizational productivity: A case study of Ghana Cement Limited. Leadership, 8(2).

According to the findings, 38 of 40 workers believe their supervisors have a positive impact on their jobs, and 35 believe leadership boosts productivity. As a result, 32 employees believe that leadership is critical to their success. 38 workers affirm that they are free to ask inquiries about their jobs and that their opinions are respected when they are expressed. Management is continually seeking consultation on all critical questions or choices, recognizing, and rewarding employee contributions, according to 31 of the 40 sample sizes.

Furthermore, replies are consistently trusting and eager to work, and they are constantly willing to go above and above to fulfil the task. It's unsurprising that employees feel fully used in terms of their skills and knowledge. The supplies needed for their jobs are readily available, according to all ten interviewees, and the provision of resources takes minimal time. Employees just want management to provide them with ongoing training on their jobs and to motivate them to increase productivity.

The type of management style displayed by managers has an impact on how strong and driven an employee is to perform his or her job. In fact, as a motivator, a strong leader here would ensure that employees put up more effort when a task is required. A leader advises his followers on how to avoid or minimize deviations and mistakes, as well as what not to do. As a result, the study concludes that leadership is critical and that it makes staff extremely efficient and successful. As a result, without a doubt, leadership had a direct impact on production.

### 5.1.5   Case study 5

Ullah, A., 2013. Impact of leadership on organizational performance.

The major purpose of the research is to find out how leadership affects an organization's growth. D&R Cambric Communications was the study's case company. A telephone interview with D&R Cambric Communications CEO D&R Cambric Communications was conducted. D&R Cambric Communication has a total of 54 employees, 29 of whom have completed the survey. Investigations were performed to see how management behavior and various types of leadership behavior affect how a company grows and increases efficiency and productivity. D&R Cambric Communications is one of the fastest-growing service companies in the area. Following an interview with D&R Cambric Communication's CEO, it was discovered that he is a democratic and practical leader, which justifies the company's rapid growth and expansion.

The CEO received the questionnaire, which was subsequently distributed to the company's employees. The majority of the respondents' queries were based on their interviews with the CEO. D&R Cambric Communications employs 29 individuals who answered the poll. There are 21 men and 8 women among the 29 participants interviewed. Standard procedures are continually encouraged at the organization, according to the majority of participants, and the CEO stated in the interview that they consistently encourage their employees to use standard procedures. For the most part, the corporation had complete control over the responses. This demonstrates that there are no activities that are restricted. The majority of them were ecstatic when asked about the organization's conflict resolution procedures. Most employees were happy and motivated by the successes when the question was posed regarding the motivation for achieving the objective and task.

The CEO also stated that the company uses a variety of motivational techniques, the most common of which is the reward-based method. In most cases, the CEO also mentioned that team leaders and managers were competent in dealing with CSRs and assisting them in developing strong teams. They received a lot of help informing the team. Employees are also given job independence and are allowed to work in whichever manner they believe is best for them to achieve their goals, with strong support from team leaders and supervisors to

help them achieve their goals. Many employees believe that D&R Cambric Communications' success is recognized as one of the most important motivators, as indicated by the CEO. D&R Cambric Communications' development and success were mostly driven by employees' satisfaction with the CEO and its activities towards management and its workers.

## 5.2 Discussion

Like anything that has to do with people, management is emotional, unscientific, and subjective. Being a successful manager is both a challenge and a learning experience. The demand to use the bat, on the other hand, is exceedingly great. We prefer to imitate elite leaders and management in the hopes of "copying" and learning from their success. It's never a bad idea to learn from the best, but every team and management is different. Without understanding the fundamentals of management styles, as well as when and how to utilize them, it is hard to comprehend anything so arbitrary. Below are three forms of leadership and how to manage your team effectively:

### 5.2.1 Autocratic Leadership style

You're an authoritarian leader when you make all of the major decisions on your own and rely only on your team to provide it. On the topic of others, there is very little discussion or engagement. It's a widespread leadership style in more bureaucratic and well-organized businesses, where it can be effective. This form of management, nevertheless, has a number of significant drawbacks. Until you've created a collaborative relationship with your teammates, problem solving, and innovation will never be a strong suit for your team. An authoritarian attitude, on the other hand, maybe beneficial in times of crisis, when your employees are motivated by fear. This form of leadership should only be employed in times of difficulty.

### 5.2.2 Laissez-faire Leadership style

In contrast to authoritarian leadership, laissez-faire leadership provides your employee's unlimited control. This is common in fast-paced, tight-knit organizations like start-ups. According to studies, giving employees more autonomy for a longer length of time

boosts productivity and happiness. However, don't rely on this technique too regularly. Your employees may believe that you provide little guidance or input, as they would expect from a leader. When truly creative labor is required to solve problems or generate fresh ideas, this type of leadership is most effective. It's also a good idea to use this method for routine jobs so that staff feels more empowered to work efficiently.

### 5.2.3 Transformational Leadership style

This is a middle-of-the-road leadership style that relates to exceptional managers and visionaries. Irrespective of how pleasant this story may be, it has a place in the world, for better or worse. A transformational leader defines the vision, communicates it, and then assigns duties to team members to help them achieve it. In contrast to an extravagant leader, a transitional leader is more creative than an authoritarian and offers more guidance. During the rollercoaster business journey, though, it's not uncommon for a team to adopt other management methods with training to be most productive for the job at hand.

For many businesses, the most effective transformation strategy is a steady shift of mindset. As a result, it has a huge following and is frequently used. However, not everyone's concerns, business situations, or cultural backgrounds are the same. Only by learning to use several leadership styles as needed to assist your team in discovering answers will you be able to become an effective leader. These are only a few well-known management styles to consider. The most essential factor is to be self-aware and understand how and where to lead and influence a group.

# 6 Conclusion

A technique wherein one person inspires a group of persons towards achieving a shared objective is the lead. The leadership style is defined by how the process is carried out., an organization's performance is measured by how well it achieves predetermined goals that are particular to its mission. Every organization's success or failure is largely determined by its leadership. Authoritarian leadership, bureaucratic leadership, charismatic leadership, transactional leadership, and transformational leadership are all examples of leadership styles and paradigms in management literature.

Each type of leader has a unique impact on the performance of an organization; certain organizations can help it flourish, whereas others suffocate it and harm the business. While many alternative theories of leadership have been presented over the last decade, the original ones aimed at identifying attributes that differentiated characteristics of leaders. Numerous leadership and performance explanations have been propounded throughout the years, many of which looked at extra characteristics such as issues and knowledge level.

According to Bratton (2007), there are two sorts of leadership theories: those that are linked to and more prescriptive in terms of organizational success, and those that are more scientific and aimed at a deeper understanding of the subject. It's not always easy to classify thoughts into one of the two theories. An organization needs highly skilled managers/leaders to educate and support their employees in achieving the organization's goals in day-to-day operations. In terms of job performance, the findings suggest that democratic leadership is more effective than laissez-faire leadership and authoritarian approaches. It is recommended that a good leader with strong talents be acknowledged at all levels of the organization to be competitive in the business sector.

Employees are a firm's most valuable resource, and managerial skills have a major impact on the overall achievement. Organizations with high leadership will see even larger increases in productivity. Placing a strong emphasis on management is something that should be seriously examined. This chapter discusses the research limitations which can be effectively developed. Many issues could jeopardize the study's trustworthiness.

The first problem is sampling, because a sample of the complete population cannot be chosen, the hypothesis of the full population may differ. Respondents' willingness to answer inquiries is also constrained by other factors. They can be coerced into responding regardless of their gravity and filling it to save time. The effect of leadership on the workforce problem on the foundation of the same organization cannot be justified because many individuals do not have sampling to research because the selected sample is made up of 100 respondents. Respondents may also engage in discrimination when replying since they may feel uncomfortable when they agree with the issues they face at work.

The organization is a private-sector firm that may be subject to government-imposed restrictions on its environment. These constraints highlight the challenges that researchers face in carrying out their research and achieving all their objectives. The future study could include numerous characteristics, such as higher gender and employment with increasing levels of difficulty. Future researchers may increase the number of organizations because it is only one. The sample size can be expanded for a wider range of industries, such as travel, banking, retail services, and hotels, by the future researcher. Additionally, this model might be enhanced to include employee outcomes such as sales intent, work performance, and devotion to the company.

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