

UNIVERSITY OF CAPE COAST

LEADERSHIP STYLES AND PERFORMANCE OF EMPLOYEES AT
AMEEN SANGARI COMPANY LIMITED, CAPE COAST

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AMEEN SANGARI COMPANY LIMITED, CAPE COAST

BY

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Thesis submitted to the Department of Human Resource Management of the School of Business, College of Humanities and Legal Studies, University of Cape Coast, in partial fulfillment of the requirements for the award of Master of Commerce Degree in Human Resource Management.

SEPTEMBER, 2018

DECLARATION

Candidate's Declaration

I hereby declare that this thesis is the result of my own original research and that no part of it has been presented for another degree in this University or elsewhere.

Candidates SignatureDate.....

Name: Amegayibor Godson Kwame

Supervisors' Declaration

We hereby declare that preparation and presentation of the thesis was supervised in accordance with the guidelines on supervision of thesis laid down by the University of Cape Coast.

Principal Supervisor's Signature.....Date.....

Name: Dr. Aborampah Amoah-Mensah

Co-Supervisor's Signature.....Date.....

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ABSTRACT

Effective leaders are enablers that directly point to competent and committed employees. Studies in the leadership literature have shown that leadership styles and employees' performance are of major determinants of organisational performance. The study set out to establish the impact of leadership styles on employees' performance in Ameen Sangari Company Limited, Cape Coast. Having used quantitative approach and correlation design, census method, interview guide, multiple linear regression and statistical Package for Social sciences (SPSS)16.0 versions for data transformation and analysis. The study revealed that autocratic, paternalistic and charismatic leadership styles significantly influence employees' performance. It was discovered that laissez-faire, servant and visionary leadership styles significantly increased output. Autocratic, charismatic and visionary leadership styles significantly reduced employees' error of work. Visionary and paternalistic leadership styles enhanced quality of employees' work. Autocratic leadership style significantly affected absenteeism. However, result on demographic factors revealed that age and education significantly influenced employees' performance. Age and tenure of service significantly increased output. Age and education significantly reduced employees' error of work. Age significantly enhanced employees' quality of work. Age and department significantly affected employees' absenteeism. In view of this, it is recommended that managers and supervisors should consider using leadership styles with stronger predictions to drive employees' performance. Besides, the study recommends that managers and supervisors should consider some demographic factors of employees' in the cause of managing the organisation.

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DEDICATON

To my Brothers and Sisters, Anita, Perfect, Winfred, Cephas, Emilia

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CHAPTER ONE

INTRODUCTION

In social settings, politics and management of organisation, the behaviour of leadership is a major determinant of every activity. Therefore, the success of a nation, society, government, organisation and its employees' is totally linked to leadership. According to Ricketts (2005), leadership in itself has played a fundamental role in nearly every aspect of society. Kai (2013) asserted that in the process of operation of an enterprise, managers' leadership behaviors and leadership style has decisive influence on an employee's performance. Leadership style establishes and transmits to employees at organisational level the overarching direction of the organisation, such as developing a better understanding of effective employees' performance and future leader development (Gupta, McDaniel & Hearsh, 2005). In this chapter, the study begins with introduction, followed by background of the study which gives an overview of leadership styles and employees' performance, performance, determination of the problem statement, purpose of the study, objectives of the study, research hypotheses, significance of the study, delimitation, limitation, definition of terms, organisation of the study and summary of the chapter.

Background of the Study

Leadership style has received a significant attention across the world in the public and private organisations due to globalization and technological advancement. There is the need for leaders to become more strategic in thinking in leading their organisations. According to Punnett (2004), leadership style is a key component of all organisations, but its function and

capacity is getting more complicated with increased involvement in globalization and technology development.

Strong or abysmal performance of any organisation and its employees, departments and the smallest unit is laid before leadership. This means that leadership cannot purge itself from the failure of organisations and its employees since the leadership styles use by managers and supervisors has influence on effective performance of employees'. For these reasons most leaders and managers are changed or fired for non-performance of their organisation or team of employees. According to Odumeru and Ogbonna (2013), this is because leadership style is a major factor which contributes immensely to the general wellbeing of organisations and nations.

House and Aditya (1997) assert that over the years a growing body of leadership research has focused on leadership in contrast to managerial and visionary leadership style. It focused on how top leadership makes decision in the short term that guarantees the long term viability of the organisation. The best performing organisations are consciously strategic in their leadership planning. Top leaders also have the ability to align human resources in an effective way directly to the business strategy (House & Aditya, 1997). Leaders are very crucial part of human resource (Suresh, 2012).

The concept of Human Resource Management has gradually replaced the traditional concept of personnel administration. This necessitated the strategic integration of new leadership styles into the effective management of the human capital (Nuhu, 2010). In an existing highly complex and competitive business environment, effective utilization of resources is a key to success (Doherty & Terry, 2013). In furtherance of achieving and maintaining

competitive advantage, human resource is a crucial resource for organisation (Dobre, 2012). Majority of experts believe that effective leadership practices are one of the major contributors to cope with challenges in firms' performance (Schoemaker, Krupp & Howland, 2013).

Therefore, emergency of the 21st century growing challenges it is necessary to explore the effect of leadership styles on employees performance (Hitt, Ireland, & Hoskisson, 2010). Ireland and Hitt (2005) indicated that effective leadership practices can play a crucial role in increasing performance while operating in an unpredictable and turbulent environment. Dess, Lumpkin and Eisner (2010) emphasize that small organisations can compete and grow with a fast pace by adopting strategic management practices compared to large organisations with no leadership opportunities.

Leslie and Palmisano's (2010) study in the present state of pharmaceutical sector suggests that there are significant gaps in many key leadership capabilities that are critical to success in an organisation. Hence, effective and qualified leadership style is required to tackle the issues related to strategic thinking and planning, which also helps to align tactical direction of the company. Unamaka (1995) observes that in most Nigerian small-scale settings, the effectiveness of this process is greatly determined by the availability of and access to personnel, finance, machinery, raw material and possibility of making their goods and services available to their immediate community and the nation at large.

The extent to which members of an organisation contribute in harnessing the resources of the organisation equally depends on how well the managers or the supervisor of the organisation understand and adopt

appropriate leadership style in performing their roles as managers and leaders. Thus, efficiency in resource mobilization, allocation, utilization and enhancement of organisational performance depends, to a large extent, on leadership style, among other factors (Yusuf, Muhammed, & Kazeem, 2014).

Montgomery (2008) asserts that few leaders allow themselves to think about strategy and the future. Leaders should give direction to every part of the organisation from the corporate office to the loading dock. The leader must have the ability to keep one eye on how the organisation is currently adding value and the other eye on changes, both inside and outside the organisation that either threatens its position or present some new opportunity for adding value. Osborn, Hunt, and Lawrence (2002) in their study toward a contextual theory of leadership, argue that there is a need for the traditional way of looking at leadership style because the context in which leaders operate is both radically different and diverse. Manville and Ober (2003) suggest that this idea of collective responsibility is an interesting concept to explore in the present-day context. The argument is that leadership style in contemporary organisations can be conceptualized and operationalized as a collective capacity where individuals share leadership functions.

This current study therefore contend that organisations will perform and become successful when effective leadership styles are made part of the organisation's culture, where leadership is spread across all organisational level, hierarchy, departments, units and subunits which enable every manager, leader or supervisor within the organisation to make or take decision with or without necessarily consulting the Chief Executive Officer (CEO) or the top level manager. This is because most managers and leaders have gone through

rigorous training academically or practically and have been taught how to be decision makers and not only decision takers.

Ginn and Sexton (1990) in their study found that small business growth is significantly related to an owner's willingness to delegate decision-making authority. Al-Ababneh (2013) emphasized that leadership styles are the most important item of leadership process, since managers develop leadership styles via education, training, and experience. The Centre for Creative Leadership suggests that in order to meet the complex challenges being faced by organisations today and in the near future, connected leadership is increasingly important (Martin, 2015).

Lawler and Finegold (2000) mentioned that today's employee's desire more from work than just a paycheck. They want to make a meaningful contribution which is increasingly achieved through team-based knowledge work. With the shift towards team-based knowledge work, the traditional models and approaches to leadership have become less appropriate. While one typically thinks of leadership style as one person's projecting downward influence on followers which is termed "vertical leadership" an alternative could be all knowledge workers contribute to the leadership process which is referred to as "shared leadership" (Lawler & Finegold, 2000).

Organisational members within the same organisation no longer merely operate in parallel; instead their activities must be well-aligned, well-coordinated and executed with reference to each other (Henderson & Frederickson, 2001). Over the past few years, considerably more attention has been paid to the significance of leadership in organisations. Some studies have focused on what leaders actually do in their day-to-day environment managing

human resource (Kotter, 2001; Nyabdza, 2008). The most important lesson learnt over the years is that the leadership styles of a group leader are a highly complex interaction between an individual, the social and task environment (Fiedler, 1996).

This current study argues that leadership styles should be dynamic because there is no one way in doing things as technology has become a global force driving almost every aspect of organisations. Likewise, leadership at the apex should no longer dwell in the old way of doing things where power lies only in the top. Flexibility of leadership along the levels and subunits will enable potential individuals who exist in the organisational levels and subunits be more strategic in leading and managing their organisations, pursue the organisation's goal and successful employees' performance with strategic thinking by adopting different leadership styles in a given situation. It is further argued that beyond the effectiveness of leadership, how demographic factors perceive leadership style used by a manager/supervisor is a major issue and this can determine the performance level of employees. Hence, this study is underpinned by the contingency theory.

Statement of the Problem

Previous studies on leadership styles (for example, Horstmeier, Boer, Homan, & Voelpel, 2016; Bottomley, Mostafa, Gould-Williams, & Leon-Cazares, 2016; Tahir, 2015; Raluca-Elena, 2015; Uchenwamgbe, 2013) focused on organisational performance. Some studies (Lumbasi, 2015; Igbal, Anwar, & Haider, 2015; Anyango, 2015; Abbas & Yaqoob, 2009; Mohammed, Dele, Adegboyega & Taiwo, 2015) have also looked at employees' performance. Other works also look at personal initiative and

employee creativity (Herrman & Felfe, 2014), bullying (Hoel, Glaso, Hetland, Cooper, & Einarsen, 2010), uncertainty (Cicero, Pierro & Knippenberg, 2010), gender (Mohr & Wolfram, 2008), organisational culture (Omira, 2015; Veiseh, Mohammadi, Pirzadian & Sharafi, 2014), work alienation (Sarros, Tanewski, Winter, Santora, & Densten, 2002), corporate social responsibility (Waldman, Siegel & Javidan, 2006) and workplace development (Chuang, 2013).

However, all these studies mentioned above were conducted in the European and Asian countries (for example United States of American, Great Britain, Germany, Turkey, Italy, India and Pakistan). Geographically, only few have been done in Africa (such as Karamat, 2013; Uchenwamgbe, 2013; Anyango, 2015; Dele, Adegboyega & Taiwo, 2015 etc). Studies on leadership styles seem to be rare in Ghana. In addition, foregoing research findings on leadership styles do not have impact or relationship (Stefansdottir, 2013; Lisbijanto & Budiyanto, 2014; Tahir, 2015; Sandbakhen, 2006; Koech & Namusoge, 2012). On the other hand, (Dele, Adegboyega & Taiwo, 2015; Obowuru, Okwu, Akpa & Nwankwere, 2011; Koech & Namusonge, 2012; Raja & Palanichamy, 2015; Anyango, 2015) found that there is direct positive significant relationship with employees performance.

These findings are inconclusive and inconsistent, therefore called for further investigation. There is also the need to confirm whether similar outcomes would be replicated in other areas. Furthermore, the relationship between demographic factors and employees' performance seems to be missing in the leadership literature. Based on these aforementioned gaps, this study was therefore motivated to investigate the relationship between

leadership styles and employees' performance in an organisation and thus sought to contribute to knowledge.

Purpose of the Study

The purpose of this study is to investigate the relationship between leadership styles and employees' performance.

Research Objectives

1. To investigate the relationship between leadership styles and employees' performance in an organisation.
2. To explore the extent to which demographic factors perceived how leadership styles influence employees' performance.

Research Hypotheses

The following hypotheses were formulated for the two objectives and four sub-hypotheses are also stated in the literature review under each independent variable (leadership styles) in chapter two.

H1: Leadership styles influences employees' performance.

H2: Demographic factors perceived how leadership styles influences employees' performance.

Significance of the Study

This study helps academicians and researchers to understand how leadership and demographic factors influence employees' performance. It is to also identify areas of further research in the development of leadership and employees' performance literature. This study enabled executives understand

and exhibit the right leadership styles and to understand how demographic factors play out at different organisational levels, department and subunits.

This study helps policy makers (government and regulators) identify leadership styles that bring improvement in organisations and employees' performance. This study made investors understand the management of organisation from the Ghanaian perspective and help them make the right decisions in investing in the economy. The findings have benefited the manufacturing sector and other organisations intending to obtain effective performance from their employees' by using dynamic leadership approach.

Delimitation

The study was based in Cape Coast in the Central Region. The study was focused on establishing how leadership styles impact on employees' performance in the manufacturing sector looking at the aggregate leadership styles at each organisational level, subunits and departments which propel employees' to achieve high performance. Respondents include all employees of Ameen Sangari Company Limited.

Limitations

It is very important for academics' studies to define the limitations of the study. Therefore, it is necessary to indicate here the limitations of the present study before proceeding further. Firstly, an important limitation of the study is that it focused on nine selected leadership styles. Another limitation is that the study merely focused on the impact of leadership styles on employees' performance in the organisation. As discussed earlier in the introduction that only few studies has been done on the impact of leadership styles on the

African continent, especially Ghana, across different organisational levels, hierarchies and subunits of organisations in the context of the manufacturing sector.

Definition of Terms

Leadership Style: Stogdill (1974) perceived leadership style as a system of directing actions of people to plan and implement organisational strategies to achieve common goals. In this study, leadership styles mean supervisors/managers who influence employees to perform their task and responsibilities to achieve organisational goals.

Employee: This refers to employees working in every facet of the organisation.

Performance: This refers to act of carrying out responsibilities to accomplishing a task or objective.

Employees' Performance: This can be described as employee capability in performing duties, task, responsibilities, meeting deadlines, effectiveness and efficiency in doing work so as to achieve organisational goals.

Output: This means the total number of product generated for a given duration and the various cost associated with production.

Reduction in Error: This is the number of few errors committed by employee during production.

Quality: This means the word of mouth communication existing customers made to a number of new customers about the organisation's products, that the products are good.

Absenteeism: This means the non-appearance of employees intentionally or unintentionally at work for certain period and the cost associated with the vacuum in production.

Organisation of the Study

This work is organised in five chapters: Chapter One provides an introduction which covers the background to the study, statement of the problem, objectives of the study, research hypotheses, significance of the study, delimitation, limitation, definition of terms and organisation of the study. Chapter Two reviews literature from empirical and theoretical perspectives. Chapter Three provides an in-depth explanation of the methodology of the study. It describes the research design, study area/organisation, study population, sampling technique/procedures, source of data, instrumentation, method of data analysis, reliability and validity and ethical principles. Chapter Four presents the results and discussion of the study. Chapter Five focuses on the summary, conclusion and recommendation based on the findings of the study.

Chapter Summary

This chapter introduced the study by giving an introduction as well as establishing the background to the study. The study further discussed the statement of problem, outlined general objectives of the study, specific objective of the study. The delimitation, limitations of the study, significance of the study and definition of some key terms were all discussed. The chapter concluded by looking at the organisation of the study.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter provides the concept of leadership which gives the background to the leadership styles, a theoretical background which indicates the theory that anchored the study, a conceptual framework showing the interplay of the key variables (i.e. independent and dependent variables), the review of related literature and hypotheses. Leadership is not a hard-wired characteristic, but disciplined and focused people can learn to become leaders by developing and applying the necessary skill, trait, attributes and practices. According to Koech and Namusonge (2012), the concept of leadership has generated a lively interest, debate and occasional confusion as management thought has evolved. Even currently, it not easy to explain leadership given the density of the subject and there is no general consensus about delimitation of the field analysis.

The Concept of Leadership

According to Peretomode (2012), leadership as a concept is dynamic, fluid and complex, there is yet to emerge a universally accepted definition. In the view of Eze (1982), leadership is a relational concept involving both the influencing agent and the person being influenced. Without followers there can be no leader and the factor which interacts to produce an effective leader includes not only the abilities and characteristics of the group he is leading, but also the characteristics of the situation in which his leadership takes place. According to Lawal (1993), leadership is the process of influencing others to work willingly towards an organisational goal with confidence. Asika (2004)

points out that leadership is the process of influencing people to direct their effort towards achievement of some particular goal or goals. This concept can be seen to include not only willingness to work, but zeal and confidence (Igbaekemen, 2014).

Armstrong (2002) defines leadership style as the process of influencing and supporting others to work enthusiastically towards achieving the objectives. Leadership is the facilitator that changed potentials into reality and the final act that identifies, develop channel and enriches the potential already in an organisation and its people. McGowan and Miller (2004) affirm that leadership is about both the leaders themselves and the relationships among the various leaders in an organisation. McGowan and Miller further indicate that the idea that leadership is greater than the individual leader has been referred to as interdependent, boundary less collected or connected leadership. Vroom (1979) however, refers to leadership style as a particular behavior applied by a leader to motivate his or her subordinates to achieve an objective.

Leadership in an organisation is one of the factors that play a significant role in enhancing the interest and commitment of individuals in the organisation (Obiwuru et al., 2011). It basically helps employees to achieve their goals as they work in the organisational settings; it encourages followers to be expressive and adaptive to new and improved practices and changes in the environment (Azka, Tahir, Aslam, & Syed, 2011). Jones and George (2000) note that leaders are efficient when they exert influence over their subordinates, inspire, motivate and direct their actions by effectively achieving the organisational objectives or goals.

Mills (2005) asserts that effective leadership helps a nation in times of danger and makes business organisations successful. Mills further indicates that the absence of leadership is equally dramatic in its effects and without leadership style organisations move too slowly, stagnate, and lose their way. Investors recognize that good leaders make a success of weak plan, but a poor leader can ruin even the best plan (Mills, 2005). According to Warrick (1981), leaders control interpersonal, material rewards and punishments that often shape employee behavior, influence and affect an employee's performance, motivation, attitude, self-image, and resulting potentially in either a positive or negative way, being supportive or unsupportive, fair, encouraging, inconsistent, and critical. Warrick added that leadership style can even affect an employee's health and energy level by creating a stimulating work climate or one filled with tension and fear.

The influence of a leader's style reaches greater proportions as the effect on individuals begin to have a cumulative effect on group performance (Warrick, 1981). Leadership defines strategies and designs the organisation's path to be more effective and efficient in performance (Mostashari, 2009). Mehra, Smith, Dixon and Robertson (2006) submit that organisations seek efficient ways to outperform others and a long standing approach is to focus on the effects of leadership style.

Theoretical Background

Leadership styles are established to be directly related to employees' performance. This has been supported by many different management theories. Fiedler's contingency theory is one of those theories (Saowalux & Peng, 2007). Based on this, the study is directed by contingency theory which

indicates that the success of any organisation and its employees largely depends on the effectiveness of leadership styles managers and supervisors use in a given situation (Mohammed, Yusuf, Sanni, Ifeyinwa, Bature & Kazeem, 2014).

Contingency theory

The contingency leadership theory was propounded by Fred Edward Fiedler. It states that, there is no single best way for managers to lead. Situations will create different leadership styles requirements for a manager (Bolden, Goslings, Marturano & Dennison, 2003). Leadership styles influence employees' performance. The theory suggests that leaders should consider three situation or contextual factors; leader-member relations, task structure and leader positional power. That is, the effectiveness of a manager's leadership styles depends upon these critical dimensions (Bolden, Goslings, Marturano & Dennison, 2003; Killian, 2007; Fiedler, 1967).

Leader-member relation is the relation between employees and the leader and the extent to which the employees have trust in the leader and how far the leader can attract these employees (Fiedler, 1996). Leader-member relation is the amount of loyalty, dependability, and support the leader receives from employees. It is a measure of how the manager perceives a group of employees are getting along together. In this leader-member relation, the manager has a high task structure and is able to reward or punish employees without problems (Bolden, Gosling, Marturano & Dennison, 2003; Boachie-Mensah, 2006; Killian, 2007; Fiedler, 1967).

In a favorable relationship, the task is usually unstructured and the leader possesses limited authority. The spelling out in detail (favorable) of

what is required of subordinates affects task structure. Relationship-oriented leaders are at their best when greater customer satisfaction is gained and a positive company image is established (Bolden, Gosling, Marturano & Dennison, 2003; Boachie-Mensah, 2006; Killian, 2007; Fiedler, 1967). Task-structure describes how prescribed and systematized is the action the leader want staff to take. This factor talks about the nature of jobs for employees whether they are routine or non-routine (Fiedler, 1996).

In the task structure leaders experience pride and satisfaction in the task accomplishment for the organisation, while the relationship-motivated seeks to build interpersonal relations and extend extra help for the team development in the organisation. There is no good or bad leadership style. Each person has his or her own preferences for leadership. Task-motivated leaders are at their best when group perform successfully such as achieving a new sales record or outperforming the major competitor (Bolden, Gosling, Marturano & Dennison, 2003; Boachie-Mensah, 2006; Killian, 2007; Fiedler, 1967).

Leader-positional power is the degree of positional authority the leader has over their employees or followers. The position power is the power of leadership which he or she has in the organisation (Fiedler, 1996). Positioning power measures the amount of power or authority the manager perceives the organisation has given him or her for the purpose of directing, rewarding, and punishing subordinates. Positioning power of managers depends on the taking away (favorable) or increasing (unfavorable) the decision-making power of employees (Bolden, Gosling, Marturano & Dennison, 2003; Killian, 2007; Fiedler, 1967).

Fiedler (1967) asserts that if employees' performance is to be improved, we must cope not only with the leader's style, but also with the situational factors which influence him or her. Fiedler indicates that leaders have a dominant fixed style and should therefore be matched to the specific situation at hand in a given organisation unit, when selecting leaders. Organisations can be improved either by the leader's fit to the situation or the situation's fit to the leader. Fiedler (1961) also emphasized that leadership trait, if exist at all, would be exposed to many outside effects. Therefore, they are difficult to identify, he argues that a variety of causes may force a man to become a leader, many of which are totally unrelated to personality attributes one of which is inheritance of leadership style.

Fiedler suggests that dealing with leadership style effectiveness would be more logical and beneficial on the grounds that the ability to motivate or influence other people may well be dependent upon one or more personality traits. This echoes Peter Drucker's claim that it is far easier to turn an average performer into a star performer by finding roles where their natural strength is called for than it is by trying to develop their weaker areas (Killian, 2007). A leader effectiveness depends on the extent to which he/she renders his group productive (Fiedler, 1961).

The theory is relevant to this study because it provides three dimensions: situational or contextual factors for managers/ leader and supervisors to operate namely leader member relation, task- structure and leader positional power. This theory is applicable because leaders, managers and supervisors have the responsibility to oversee the work process in the

organisation, thereby adopting the appropriate leadership style for the purpose of achieving the objectives and high employees' performance.

The theory places managers or leaders and supervisors as the person who teaches truths about the absolute standards and provides direct control to employees. This current study posits that there are various leadership styles that can be used in different situations by effective leaders which will have an influence on employees' performance. As every organisation is based on exceptional core, every leader or managers and supervisors face different issues in dealing with employees. Therefore, they need to consider many different leadership styles to enable them handle situations which arise with level of performance. The theory accepts that leadership styles affect outcomes, such as employees' performance, goals and also influences subordinates' behaviour (Butler & Reese, 1991).

Employees' Performance

Anthony (1965) defines performance with two primary components efficacy and effectiveness. Efficacy is the inputs and outputs so that the resulting higher volume for a given amount of inputs means greater efficiency. Effectiveness is the degree to which planned outcome are achieved. Performance is also seen as a state of the enterprise's competitiveness, reached by a level of effectiveness and efficiency that ensure sustainable market presence (Niculescu & Lavalette, 1999). According to Suresh (2012), performance increasingly demands excellence in all areas, including leadership, productivity, and adaptation to change, process improvement, and capability enhancement (knowledge, skills, abilities, and competencies).

In the view of Deadrick and Gardner (1997) employee performance can be seen as records of outcomes achieved, for each job function, during a specified period of time. Employee performance is normally looked at in terms of outcomes; nonetheless, it can also be viewed in terms of behavior (Armstrong, 2000). Performance integrates all those aspects of human resource management that are designed to progress and/or develop the effectiveness and efficiency of both the employee (Amos, 2004). Rath and Conchie (2009) assert that employee performance is linked to how well an employee achieves his or her goals and objectives. Pattanayak (2005) assert that the performance of an employee is his or her resultant behavior on a task which can be observed and evaluated. According to Pattanayak, employee performance is the contribution made by an individual in the accomplishment of objectives and also the result of patterns of action carried out to satisfy a goal according to some standards.

In the view of Putterill and Rohrer (1995), employees' performance focuses directly on employee productivity by assessing the number of units of acceptable quality produced by an employee in a manufacturing environment, within a specific time period. Obicci (2015) assert that employee performance is a behavior which consists of directly observable actions of an employee, and also mental actions or products such as answers or decisions, which result in organisational outcomes in the form of attainment of goals. Hartnell and Walumbwa (2011) argued that there is good association between leadership style and employee performance, and performance words is use for determinants to obtaining the organisational goals, pioneering, stirring and examining the individual skills to be inspired. Sinha (2001) contends that

employees' performance depends on the willingness and the openness of the employees in doing their job and this could increase the employees' productivity.

Sabir, Iqbal, Rehman, Shan, and Yameen, (2012) argue that employee performance is the vital element of any organisation and the most important factor for success of the organisation and its performance. According to them, it is true that most of the organisations are dependent on its employees, but one or two employee cannot change the organisation's destiny. Employee performance is a vital building block of an organisation and factors for high performance of organisations (Abbas & Yaqoob, 2009). Employee performance plays an important role for organisational performance. Employee performance is originally what the employee does or do. Darden and Babin (1994) indicates that surge in consumer perception of service quality is linked to good employee performance, while more customer complaint and brand switching is connected to poor employee performance. Employee performance is a multidimensional construct aimed to achieve results and has a strong link to strategic and planned goals of an organisation (Mwita, 2000).

Employees' performance must be seen to reward personal development and achievement of any employee (Hendrey, 2005). Mayer, Bardes and Piccolo (2008) echoes the sentiment that, increased employee performance leads to greater customer focus. According to Al-Harthy and Yusof (2016) employees who performed well, assist organisation to remain competitive and achieve strategic goals. Employees' performance is linked to employees

possessing knowledge about their work, objectives and capabilities to meet the work standard formed by their organisation (Al-Harthy & Yusof, 2016).

Employees' performance

The current study described employees' performance as employee capability in performing duties, task and responsibilities, meeting deadlines, effectiveness and efficiency in doing work so as to achieve organisational goals.

Conceptual Framework

The conceptual framework for this study is built based on the contingency theory. The theory, explained that specific leader's behavior (leadership styles) affects employees' performance. As indicated in figure 1, the leadership styles (transactional, transformational, democratic, autocratic, laissez-faire, paternalistic, charismatic, servant and visionary) is expected to influence employees' performance (output, reduction in error, quality and absenteeism) in Ameen Sangari company limited. Impact of Leadership Styles on Employees' Performance as demonstrated in figure.1

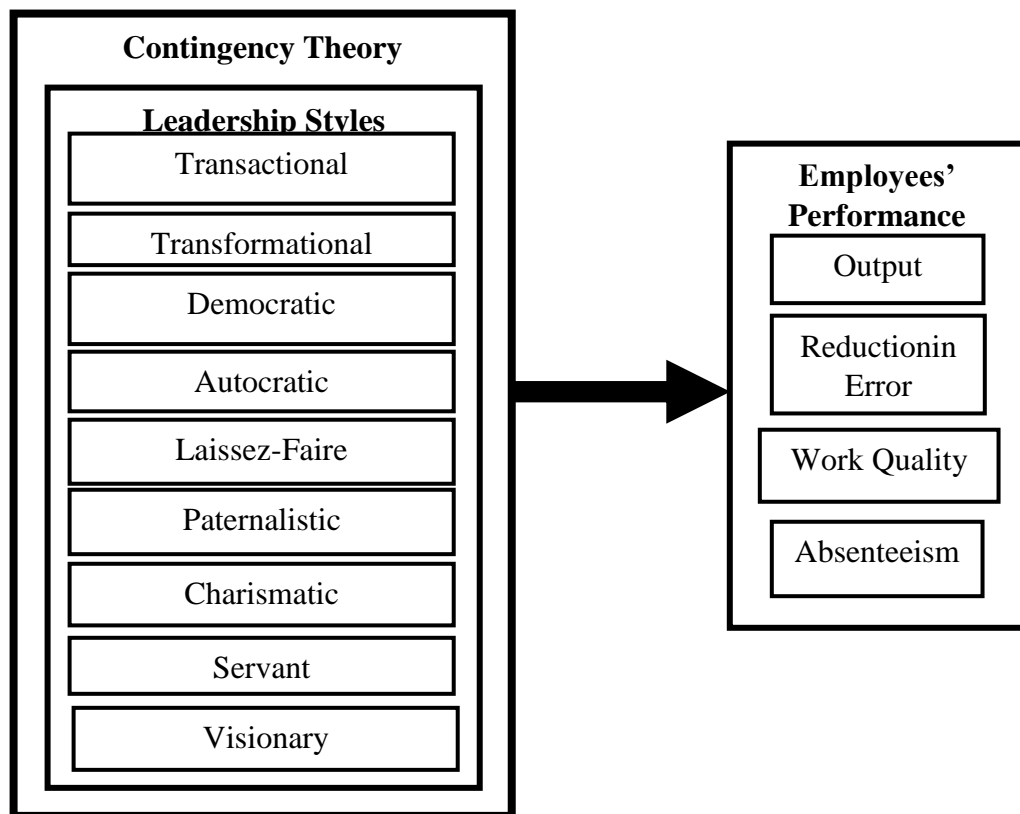


Figure 1: Conceptual framework of study.
Source: Amegayibor, (2017).

As demonstrated in the construct, the independent variables are the leadership styles of managers/supervisors. The researcher concentrated only on transactional, transformational, democratic, autocratic, laissez-faire, paternalistic, charismatic, servant and visionary leadership styles, since the day-to-day organisational leadership involves behaviors/traits that can be categorized as transactional, transformational, democratic, autocratic, laissez-faire, paternalistic, charismatic, servant and visionary. Accordingly these leadership styles were considered as the dimensions of the independent variables. The variable of primary interest is the dependent variable employees' performance. Output, reduction in error, quality and absenteeism were taken as dimensions under the employees' performance. The next step is the concepts of leadership styles, review of relevant literature and hypotheses.

In this study, leadership style means supervisors/managers behaviors which influence employees to perform their task and responsibilities to achieve organisational goals.

Leadership Styles and Hypotheses

Transactional Leadership Style

Bass and Avolio (1997) define transactional leadership style based on traditional bureaucratic authority and legitimacy. Transactional leaders are able to entice subordinates to perform and so to achieve desired outcomes by promising rewards and benefits for the accomplishment of tasks (Bass, 1990). Bass describes a transactional leader's relationship with subordinates in three phases. Primarily, he recognizes what subordinates want to get from their work and ensures that they acquire it based on their satisfactory performance. Next, rewards and promises are exchanged for employee's effort. Finally, the leader responds to his employee's immediate self-interests if they can be met through completing the work. Bass (2000) explains that in transactional leadership, effective leaders accommodate the interest of their subordinates by giving contingent incentives, honour and promises for those who auspiciously succeeded in fulfilling the commitments of the leader or the organization.

Transactional leaders are those leaders who implement structure and are understanding towards their employees (Senior, 1997). According to Martin (2015), transactional leadership consists of leaders and followers "exchanging gratifications." Managers and employees define the terms of the work to be completed and the amount and type of compensation for finishing the work on time. Transactional leaders establish the norms and measures of employee behavior and then observe employees for any missteps and

deviations. They set objectives, assign tasks, and clarify expectations so that employees can achieve the desired outcomes of the organization. Transactional leadership is not a bad form of leadership, per se. In fact, it is part of the skill set needed of any effective leader. Transactional leadership, however, is not sufficient when it comes to creating significant change in organisation or inspiring followers to achieve at higher levels (Martin, 2015).

Bass (1985) discovered that transactional leaders generally reflect on how to marginally improve and maintain the performance, how to replace one goal for another, how to decrease resistance to particular actions, and how to execute decisions. This form of leadership emphasizes the clarification of goals, work principles and standards, assignments and equipment (Bass, 1985). Transactional leaders focus their energies on task completion and compliance and rely on organisational rewards and punishments to influence employee performance, with reward being contingent on the followers carrying out the roles and assignments as defined by the leader (Bass and Avolio, 2000).

In the view of Chowdhury (2014) the locus of the relationship is on an exchange. Each party to the exchange recognises the value of the exchange as well as the value of the relationship, but these bargainers have no reason to remain together subsequent to the exchange. There is nothing enduring about their relationship; no actual engagement has occurred. That is, transactional leaders expect certain work behaviors from their subordinates who are compensated for these behaviors both monetary and nonmonetary rewards (Chowdhury, 2014). In other words, the leader rewards or disciplines the employees depending on the adequacy of the employee's performance (Senior,

1997). The transactional leader is known to change promises for votes and works within the framework of the self-interest of his or her constituency (Bass, 1990). Therefore, transactional leaders are thought to have an exchange-based relationship with their followers (Burns, 1978; Senior, 1997).

The pivotal point of transactional leadership is on role explanation. The leader assists the follower in understanding precisely what needs to be achieved in order to meet the organisation's objectives (Bass, 1985). Leaders who display a transactional leadership style define and communicate the work that must be done by their followers, how it will be done, and the rewards their followers will receive for completing the stated objectives (Burns, 1978). Burns criticized transactional leadership and indicate that the practices lead employees to short-term relationship of exchange with leader and this relationship tend toward shallow temporary exchanges of gratification and often create resentments between the participants.

Burns further indicated that scholars in the leadership research have argued that transactional leadership style brings some benefits and downsides in the organisation and also suggest that the benefits associated with transactional leadership is that the leadership clarifies employees' roles and responsibilities, transactional leadership judges team members on performance, and employees who are motivated by external rewards-including compensation-often thrive in the workplace that is managed by the transactional leader. The downside of transactional leadership is that team members can do a little to improve their job satisfaction. Researchers' stressed that this can stifle employees' morale and lead to turnover in the organisation (Zervas & David, 2013).

According to Suresh and Rajini (2013), transactional leadership, also known as managerial leadership, focuses on the role of supervision, organization, and group performance; transactional leadership is a style of leadership in which the leader promotes compliance of his followers through both rewards and punishments. Transactional leadership style is concerned with first-order changes, through day-day transactions. It includes active and passive management and contingent rewards are applied to reward followers for accomplishing agreed on objectives. Rewards involve recognition, bonuses or merit increases (Zalezink, 2004).

Tahir (2015) studied leadership style and organisational performance: a comparison between transformational and transactional leadership styles. Having based the study on convenience sampling and a sample of 800 employees in Pakistan corporate sector, factor and regression analysis, the result suggests that transactional leadership style has very significant negative effect on the performance of organisation. Dele, Adegboyega, and Taiwo (2015) examined leadership styles and their effect on organisational performance of banks in Ado Ekiti, Nigeria. They based the study on 450 randomly sample employees. Regression test showed that there was a positive relationship between transactional leadership styles and organisational performance.

Obiwuru, Okwu, Akpa and Nwankwere (2011) investigated the effect of leadership styles on employees' performance in Ikosi-Ketu Council Development Area Lagos, Nigeria with stratified sample of 18 subjectively identified small scale enterprise. The correlation and ordinary least square (OLS) multiple regression showed that transactional leadership styles had a

significant positive effect on followers and performance. Koech and Namusonge (2012) investigated the main effects of leadership styles on organisational performance at State-owned corporations in Kenya. Having used judgment sample of 100 middle and senior managers in Mombasa state owned corporation, the results of descriptive and correlations revealed that the “carrot or a stick” approach is instrumental in followers’ goal attainment. The results indicated contingent rewards and active management by exception have a medium positive correlation with organisational performance.

Sunder (2014) investigated the effect of leadership style and competency on organisational performance in fabric industries. The study covered thirty-seven randomly selected fabric manufacturing industries at Tirupur, Tamilnadu. Based on 188 questionnaires, the regression and correlation analysis carried out found that transactional leadership is significant and having positive effect on organisational performance, it also shows the employees freedom of work, little supervision and cordial relation with the leaders. Raja and Palanichamy (2015) examined the effect of leadership styles on employee performance in public versus private sector enterprise in India. Based on 43 middle-level managers and 156subordinates, the study concluded that there is a positive relationship between transactional leadership and employee performance.

Anyango (2015) researched on the effects of leadership styles on employees’ performance in Bank of Africa, Nairobi Kenya. Based on a target population of 600 and a sample size of 300, the descriptive and inferential technique, Pearson’s correlation and regression test. Transactional leadership style was found to be positively correlated with both measures of employee

performance as well as overall performance, and affected employee performance significantly negative. Based on the above it is hypothesized that:

H1: Transactional Leadership style influences employees' performance.

H1a. Transactional leadership style increases employees' Output.

H1b. Transactional leadership style Reduces error of employees' work.

H1c. Transactional leadership style enhances employees' quality work.

H1d. Transactional leadership style affects employees' Absenteeism.

Transformational Leadership Style

Yukl (1989) defines transformational leadership style as the process of influencing major changes in attitudes and assumptions of organisation members and building commitment for the organisation's mission and objectives (Kent & Chelladurai, 2001). This is sometimes called entrepreneurial leadership. Transformational leaders are those who are able to develop a full grasp of the organisation's environment, attend to proper strategic management, develop human resources, and anticipate rather than react to the need for change and development. Such leaders have charisma, vision, self-understanding, and empathy with subordinates' needs (Boachie-Mensah, 2006). Bass (1985) defines transformational leaders as individuals who transcend their own interest for the growth of the organisation through commitment and motivation.

Transformational leaders take ownership and pride in the outcome and stimulate or alter the strength of the subordinate. An effective transformational leader recognises subordinates' needs, supplies vision, motivates subordinates to do more than originally expect, exudes self-confidence, and conveys an inner strength. It encourages subordinates to adopt the organisational vision as

their own, through inspiration (Cacioppe, 1997). According to Abbas and Ashgar (2010), transformational leadership style also increases the level of dedication and motivation for employees to work for the betterment of organisation in spite of their personal interest. They indicated that qualities of transformational leadership may include: ability to work as change agents, courage to take bold steps, ability to trust on others, value driven characteristics, good learning abilities, strong mental model to work in complex situation, and a clear vision (Abbas & Ashgar, 2010).

According to Martin (2015), transformational leadership is about building relationships among people and creating real significant change by emphasizing values and creating a shared vision among those in the organisation. Transformational leaders generally rise during times of turmoil and change in an organisation, and their first priority is to identify and understand the needs of the individuals in the organisation, elevate those needs, focus their requirements, motivates individuals to achieve at higher levels and produce the type of work they did not think they could (Martin, 2015).

Wang and Howell (2010) argue that transformational leadership style focused on individual and group levels. In the first instance, the aim is to empower individuals in order to “develop their full potential, enhance their abilities and skills, and improve their self-efficacy and self-esteem. A transformational leader uses idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration with his or her followers (Martin, 2015). According to Suresh and Rajini (2013), transformational leaders are often charismatic who are able to have an

exceptional influence on their followers, compelling them to share leader's vision and to take actions beyond their specified responsibilities. Transformational leaders exhibit good organisational abilities. They are able to align the individual aspirations to motivations to that of organization's vision.

Transformational leadership style is broadly researched, has intuitive appeal, process-focused, expansive leadership view (thus provides a broader view of leadership that augments other leadership models), emphasizes follower (thus it emphasizes followers' needs, values, and morals), very effective form of leadership and most popular (Suresh & Rajini 2013). According to Suresh and Rajini transformational leadership style is weak in the sense that, it is too complicated, can potentially be abused, lacks conceptual clarity; dimensions are not clearly delimited, with parameters of transformational leadership overlapping with similar conceptualizations of leadership. Measurement of transformational leadership is also questioned based on its validity not fully established (Suresh & Rajini, 2013).

Some transformational factors are not unique, treat leadership more as a personality trait or predisposition than a behaviour that can be taught. It is elitist and antidemocratic, suffers from heroic leadership bias, and has potential to be abused (Suresh & Rajini, 2013). Yukl (1999) criticized transformational leadership style and asserted that the underlying mechanism of leader influence at work was unclear and little empirical work existed examining the effect of transformational leadership on work groups, teams, or organisation. Sandbakhen (2006) studied relationships between leadership practices and organisational performance in the Norwegian school of management. The study used a judgment sample of 1280 alumni of Norwegian

school of management and the multiple regression test concluded that transformational leadership has a very strong positive relationship with organizational performance ($R=7$; $\text{sig}=.000$).

Mostashari (2009) studied the impact of organisational leadership on organisational performance. The study conducted a random selection of SMPC (Small and Private Companies) employees in Iran of major industrial cities of Tehra, Mashhad and Isfahan. Based on the multifactor leadership questionnaire, linear regression and Pearson correlations test, the result obtained showed that there is a relationship between transformational leadership style and employee satisfaction, extra effort and effectiveness. Rowe (2001) carried out an empirical investigation of leadership styles and their effect on organisational performance and found out that transformational and transactional leadership styles had significant positive effect on organisational performance. Transformational leadership styles, however, had a positive but an insignificant effect on organisational performance.

Tahir (2015) studied leadership styles and organisational performance: a comparison between transformational and transactional leadership styles. Their study was based on a sample of 800 employees, regression analysis. The result suggests that transformational leadership style has a significant positive effect on the performance of organisation. Dele, Adegboyega, and Taiwo (2015) examined leadership styles and their effect on employees' performance of Banks in Ado Ekiti, Nigeria. The study based on 450 randomly sampled employees; regression test showed that there was a positive relationship between transformational leadership style and employees' performance. Ozer and Tinaztepe (2014) in their study interrogate the effect of strategic

leadership style on firm performance. The study sampled 215 white-collared managerial and non-managerial job positions, used a multifactor leadership questionnaire, multiple regression and correlation tests. They concluded that transformational leadership styles are significantly related to firm performance.

Mutahar, Rasli and Ghazali (2015) studied the relationship of transformational leadership, organisational learning and organisational performance. The study on sampled 70 employees in the telecommunication sector of kingdom of Saudi Arabia used a survey questionnaires and structural modeling to test hypotheses. It found that there exists strong relationship between transformational leadership and organisational performance. Hamidifar (2009) conducted a study in Islamic Azad University in Tehra and explored among different leadership style. It was found that transformational leadership positively determines the employees' job satisfaction.

Shafie, Baghersalimi, and Barghi (2013) researched on the relationship between leadership style and employee performance in the Real Estate Registration in Tehran Province. The researchers used descriptive correlation; a sample size of 277 and Pearson correlation test. The findings showed that transformational leadership and pragmatic leadership impacted on the staff performance and performance. Bushra, Usman and Naveed (2011) investigated the relationship between transformational leadership and job satisfaction and organisational commitment of employees working in the banking sector of Lahore (Pakistan). The study sampled employees of three banks, used regression and descriptive statistics. They concluded that transformational leadership style enhanced interpersonal relationship between

supervisors and subordinate, create a higher level of job satisfaction and organisational commitment of employees.

Obiwuru, Okwu, Akpa and Nwankwere (2011) investigated the effect of leadership styles on organisational performance in Ikosi-Ketu Council Development Area, Lagos, Nigeria with a stratified sample of 18 subjectively identified small scale enterprise, the correlation and ordinary least square(OLS) multiple regression showed that transformational leadership styles exert positive but insignificant effect on followers and performance. Koech and Namusonge (2012) in their study investigated the main effects of leadership styles on organisational performance at State-owned corporations in Kenya. Having used a judgment sample of 100 middle and senior managers in Mombasa state owned corporation, the results of descriptive statistics and correlations revealed that transformational leaders encourage subordinates to put an extra effort and to go beyond what they (subordinates) expected before and achieve the greatest performance. The relational analysis found that all transformational leadership behaviours have a strong positive correlation with employees' performance.

Mishra, Grunewald, and Kulkarni (2014) studied the relationship of leadership styles of senior and middle level managers: in selected firms in Muscat, Sultanate of Oman. They randomly sample 10 firms. Mean, t-test, Pearson correlation, and ANOVA was used for analysis. They concluded that transformational leadership is strongly positively correlated to firm performance. Managers of low performing firms should be advised and trained to use this preferred style and this may help improve firm performance among high performer firms' groups. Raja and Palanichamy (2015) examined the

effect of leadership styles on employee performance in public versus private sector enterprise in India. Based on 43 middle-level managers and 156 subordinates, the study concluded that there is a linear positive relationship between transformational leadership and employee performance.

Anyango (2015) researched on the effects of leadership styles on employees' performance in Bank of Africa, Nairobi, Kenya. They used a sample size of 300 out of the target population of 600 employees, descriptive and inferential technique, Pearson's correlation and regression test. The study found that transformational leadership style significantly positively affected employee performance. Based on the above it is hypothesized that:

H 3: Transformational Leadership style influence employees' performance.

H2a. Transformational leadership style increases employees' output.

H2b. Transformational leadership style reduces error of employees' work.

H2c. Transformational leadership style enhances employees' quality of work.

H2d. Transformational leadership style affects employees' absenteeism.

Democratic Leadership Style

Anderson (1959) defines a democratic leader as one who shares decision making with other members. He asserts that democratic leadership is associated with higher morale in most situations. However, he denies that democratic leadership is associated with low productivity and high morale. Hackman and Johnson (1996) supported his explanation of the relationship between democratic leadership and productivity. They indicate that democratic leadership is associated with increased follower productivity, satisfaction, involvement, and commitment (Hackman & Johnson, 1996).

Democratic leaders are people or employees orientated and focus on human relations and teamwork. The leader encourages the groups to assume responsibility for establishing goals, setting policies and solving problems; stimulates and guides the group. This leadership style leads to improved productivity, and job satisfaction (Roussel, 2006). Chemers (1984) also defined democratic leadership as emphasizing group participation. Thus, participation is the major characteristic of democratic leadership (Bass, 1990). Mullins (2002) contend that democratic leadership style is exhibited where the focus of power is more towards the group as a whole, and where there is greater interaction within the group. The manager shares the leadership functions with members of the group where he or she takes part as a team member. The manager would characteristically lay the problem before the subordinates and invite discussion (Mullins, 2002).

Mullins (2002) further asserts that the manager allows the decision to emerge from the process of group discussion, instead of imposing the decision on the group. This leadership style is appropriate in situations where the nature of the responsibility and decisions of the group members are shared with their manager and the manager's willingness to accept responsibility for a decision not personally made, but by the group members. The concept is that the managers share decision making with their subordinates, invites contribution from them and the final authority to make decision remains with the manager and is more consultative in nature (Mullins, 2002).

According to Bahtti, Maitlo, Shaikh, Hashmi and Shaikh (2012), a democratic leader will make the final decision, he or she invites other members of the team to contribute the decision making process. This not only

increases job satisfaction by involving employees or team members in what's going on, but it also helps to develop people's skills. Employees and team members feel in control of own destiny, such as the promotion they deserve and so are motivated to work hard by more than just a financial reward. As participation takes time, this approach can lead to things happening more slowly but often the end result is better. The approach can be most suitable where team work is essential and quality is more important than speed to market productivity. The managers may seek consensus with employees over an issue, allow subordinate to vote, coaches them and negotiate for their demands before a decision is made (Dubrin, 1998).

Dubrin show concerns that the participative/democratic leadership style wastes time due to endless meetings. It may lead to confusion and lack of direction. By implication, it is not appropriate to use in times of crisis when the situation demands on-the-spot decision (Oyetunyi, 2006). The democratic leadership practices in organisation outline procedures to develop and use the potential of all the stakeholders in order to create and foster quality services (Kouzes & Posner, 2003). According to Mishra, Grunewald, and Kulkarni (2014), senior and middle level managers using democratic leadership style welcome feedback on the results of initiatives, the work environment and encourage subordinates to become leaders and be involved in leadership development.

Dalluay and Jalagat (2016) state that the strength of democratic leadership style is that, all members involved in the decisions will show full support since they are part of those decision, the styles encourages and increase level of trust, cooperation, motivation and job satisfaction in the

organisation. According to Ray and Ray (2012), researchers have found that this democratic leadership style is usually one of the most effective and lead to higher productivity, better contributions from group members and increased group morale. Ray and Ray indicated that democratic leadership style works best in situations where group members are skilled and eager to share their knowledge, it allows time to people to contribute, develop a plan and then vote on the best course of action; it is needed in dynamic and rapidly changing environments where little can be taken as a constant.

Democratic leadership style can bring the best out of an experienced and professional team, it capitalizes on their skills and talents by letting them share their views, rather than simply expecting them to conform (Ray & Ray, 2012). Denhardt and Dehardt (2003) and Hackman and Johnson (1996) assert that the drawback to democratic leadership style are more time consuming and lengthy debate over policy. Democratic leadership weakness is evident as it requires more time to arrive at the decision and difficulty to sort out from wide range of opinions which may result in decision-biased (Dalluay & Jalagat, 2016).

According to Khan, Khan, Qureshi, Ismail, Rauf, Latif, and Tahir (2015) democratic leaders leaves in difficulties, very dependent upon age, no optimal solutions. Mishra, Grunewald, and Kulkarni (2014) examined the relationship of leadership styles of senior and middle level managers: in selected Firms in Muscat, Sultanate of Oman. They randomly sampled 10 firms. Mean, t-test, Pearson correlation, and ANOVA was used for analysis. They established that democratic leadership style is strongly positively correlated to firm performance

Dotse (2014) examined power distance as moderator of relationship between organisational leadership style and employee work attitudes in Accra-Tema, Ghana. Having used a sample of 238 employees, Pearson-Product and moment correlations and descriptive statistic it was found that perceived democratic leadership styles relates positively with employee organisation commitment. Sunder (2014) in her study investigated the effect of leadership style and competency on organisational performance in fabric industries. The study covered thirty-seven randomly selected fabric manufacturing industries at Tirupur, Tamilnadu. Based on 188 questionnaires, the regression and correlation analysis carried out revealed that democratic leadership is significant and having positive effect on organisational performance, it also showed the employees freedom of work, little supervision and cordial relation with the leaders.

Jalal-Eddeen (2015) conducted a study on an assessment of leadership styles and employee performance in small and medium enterprise in Yola, Adamawa State, Nigeria. The study sampled five different firms, the descriptive statistics, and Chi-square analysis showed that the predominant type of leadership in the five firms was participative democracy, which leadership styles had an effect on employee performance and also type of enterprise had effect on leadership style. It therefore recommended that for workers to put in their best in any organisation, leaders should be democratic and involve workers in decision-making. Based on the above it is hypothesized that:

H 3: Democratic Leadership style influences employees' performance.

H3a. Democratic leadership style increases employees' output.

H3b. Democratic leadership style reduces error of employees' work.

H3c. Democratic leadership style enhances employees' quality of work.

H3d. Democratic leadership style affects employees' absenteeism.

Autocratic Leadership Style

Okumbe (1998) asserts that autocratic leadership is task oriented and workers are used as a machine to effect productivity. Okumbe indicates that workers are expected to carry out directions without questions, and that there are little or no group participation in decision making process and no effective communication between the leader and subordinates. The autocratic the leader is restraining, makes unilateral decisions, focuses on institutional goals and disregards employees as an outcome, employees become antagonistic, aggressive, lethargic, less motivated and trusting (Roussel, 2006).

Dubrin (1998) revealed that in autocratic leadership, the manager retains most authority and makes decision which subordinates only implement. The manager or the leader is not bothered about attitudes of the subordinates toward a decision, but much concerned about getting the task done. These type of managers and supervisors instruct subordinates of what to do and how to do it and proclaim them to serve as an example to the subordinates. This style is viewed as task-oriented (Dubrin, 1998). According to Mullins (2002),the autocratic leaders solely exercises decision-making authority for determining policy, procedures for achieving goals, work tasks, relationships and control of rewards or punishments. However, this style would be most appropriate in emergency situations, and would normally be considered justified by the group, that is, where the general climate of the group is supportive and mature (Mullins, 2002).

Balunywa (2000) argues that autocratic leaders in organisations are more concerned with despotic influence in order to get the job accomplished rather than the development and growth of subordinates. Autocratic leaders create a situation where subordinates are forced when they do not want to realize the importance to work (Mullins, 2002). According to Mullins (2002), autocratic leaders supervise subordinates very closely to ensure compliance and the completion of work in the designated time. Hence, Leadership is seen to be effective even when the conditions are not favourable, but the desire to pursue and achieve the objectives of the organisation. The view of Kasule (2007) on the effect of leadership styles on employees' productivity indicate that autocratic leaders usually emphasize 'authority' as a means of having the work done. Leaders generally emphasize on using autocratic leadership style because it brings results very quickly, as subordinates work under pressure to meet deadlines.

Nwankwo (2001) and Enoch (1999) described the autocratic style as a leadership style in which production is emphasized at the expense of any human consideration, and where decision is made exclusively by the leader. The leader believes that human beings are evil, weak, unwilling to work, incapable of self-determination, and have limited reasoning. Dalluay and Jalagat, (2016) emphasized the strength of autocratic leadership style that decisions are made quickly, it makes sure that the decisions are distributed and followed by the subordinates from the top to the bottom of the hierarchy. According to Khan, Khan, Qureshi, Ismail, Rauf, Latif, and Tahir (2015) autocratic leadership is very advantageous because it has good control and

overview, unimpaired programme, rules and regulations are followed, no long discussions, rules gives security and discipline.

Khan, Khan, Qureshi, Ismail, Rauf, Latif, and Tahir further state that autocratic leadership style is disadvantageous because it brings about defiance, no development of freedom of choice, listlessness, does encourage personal initiative, less or no self-confidence. Hierarchy is promoted, groups are suppressed, and not relaxed, rivalry among group members, ability to criticize is suppressed, the independence of the group is weakened by the authority of the leader, talents are not recognised and therefore not promoted and fear turns into aggression (Khan et al., 2015). Autocratic leadership style is weak as an organisation which relies on the leadership of one person can be dangerous and too much power can increase the chances of corruption by leaders (Probst & Raisch, 2005). Autocratic leadership style limits the potentials of other members to excel and thus, discourages employee participation and contributes to low job satisfaction and trust in the organisation (Dalluay & Jalagat, 2016).

Nzure (1999) notes that the autocratic leader held all authority and responsibility in an organisation with communication almost exclusively moving from top to bottom. The manager assigned the workers specific tasks and expected orderly and precise results. The set goals told workers what to do and how and when to do it. He may or may not give any explanations and also exercised close supervision. Ojokuku, Odeteyo, and Sajuyigbe (2012) examined the impact of leadership styles on organisational performance in selected banks in Ibadan, Nigeria. The study used a purposive sample to select 60 employees, Pearson product moment correlation and regression was used to

test the effect. It was revealed in their result that autocratic leadership style has positive effect on bank's performance although is insignificant.

Mishra, Grunewald, and Kulkarni (2014) studied the relationship of leadership styles of senior and middle level managers, a study of selected Firms in Muscat, Sultanate of Oman. The study randomly sampled 10 firms. Mean, test-test, Pearson correlation, and ANOVA was used for analysis. It was discussed that autocratic leadership style is negatively correlated. Dotse (2014) investigated power distance as moderator of relationship between organisational leadership styles and employee work attitudes in Accra-Tema, Ghana. Based on a sample size of 238 employees, Pearson-Product moment correlations and descriptive statistic found that in a high power distance culture like Ghana, unfavourable leadership behaviour, e.g., autocratic style to an employee may not pose so much threat since the leader is seen as holding the sole and ultimate power.

Anyango (2015) researched the effects of leadership styles on employees' performance in Bank of Africa, Nairobi, Kenya. Having used a sample size of 300 out of the target population of 600, descriptive and inferential technique, Pearson's correlation and regression test. The study found that authoritative leadership style exhibited insignificant negative effects on employees' performance. Based on the above it is hypothesized that:

H 4: Autocratic Leadership style influences employees' performance.

H4a. Autocratic leadership style increases employees' output.

H4b. Autocratic leadership style reduces error employees' work.

H4c. Autocratic leadership style enhances employees' quality of work.

H4d. Autocratic leadership style affects employees' absenteeism.

Laissez-Faire Leadership Style

Nzuve (1999) describes laissez-faire leadership style as one where the leader waives responsibility and allows subordinates to work as they choose with minimum interference. The employee is given authority to make decisions or determine a course of action and within that subordinate structure their own activities and consult manager directly in decision making. Mullins (2006) defines laissez-faire style as genuine and it is where the manager observes subordinates' working well on their own. The manager consciously makes decision, delegate power to subordinates, allow freedom of action.

Mullins (2006) defines laizzes-faire leadership style as manager who could not care, or who deliberately keeps away from the trouble spots and does not want to get involved. Furthermore, the managers allow subordinates to get on with their work at hand, and are left to face a decision, which rightly belongs to the manager. The manager gives authority, allow subordinates control and no one person has authority in the organisation. The manager leads indirectly, no decisions are made by him/her, rather consents to popular decisions.

Members establish goals and objectives and not the manager, but he/she gets involved on request and this may lead to digression of broad organisational policy. This style of leadership may be effective with well-motivated and experienced employees (Dubrin, 1998), but could lead to failure when subordinates are deceptive, unreliable and untrustworthy. Ronald (2011) also defines the laissez-faire leaders as person who believes in freedom of choice for the employees, leaving them alone so that they can do what they

desired. Ronald argued that the basis for this leadership style is in two folds: the first is that there is a strong belief that employees know their jobs best, so leave them alone to do their jobs.

The second is that the leader may be in a political, election-based position and may not want to exert power and control for fear of not being re-elected. That a laissez-faire leader provides basic but minimal information and resources, there is virtually no participation, involvement, or communication within the workforce. However, he explained that the understanding of the job requirements, policies, and procedures are generally exchanged from employee to employee in laissez-faire leadership work environment, due to this many processes are out of control in managing the workforce in the organisation (Ronald, 2011).

According to Northouse (2001), many researchers have tested it and have found it to be valid and reliable to explaining how effective leadership can be achieved. It emphasizes the importance of focusing on inter personal relationships between the leader's style, the demands of various situations and employees. It carries the belief that the most effective leadership style depends on the ability to allow some degree of freedom to employees in administering any leadership style. The leader leaves employees without direction, supervision and employees are forced to plan execute and evaluate their own work (Roussel, 2006).

Dalluay and Jalagat (2016) states that the main strength of laissez-faire leadership style is that, the subordinates have more time to come up with the best decision if the members are serious with their responsibilities. However, its weak in sense that, subordinates might come up with wrong decisions

which can cause devastating impact on organisation's performance (Hoel & Salin, 2003). It encourages dominance of other members in decision making which might result in competition instead of cooperation, can boost overconfidence, irrelevant and useless decision by employee (Dalluay & Jalagat, 2016).

According to Khan et al., (2015) laissez- faire style of leadership gives freedom to choose, no burden on the team members. There is independence, the group leader hardly requires any preparation time, there is a lot of freedom and own social structures. However, they indicate that in this type of leadership the group attempt to overstep their limit, there is unsatisfied minorities, tolerance between group members is destroyed, misuse of rules, team members are no longer taken seriously, no responsibility, weaker members are held back, the organisation is by resignation, no initiative, the group does not stick together and there is high damage of supervision laws. According to Bahtti, Maitlo, Shaikh, Hashmi and Shaikh (2012), the laissez- faire leadership style involves non-interference policy, allows complete freedom to all workers and has no particular way of attaining goals.

Okumbe (1998) also identifies the following as the advantages of laissez-faire leadership style. It facilitates easy acceptance of decisions and employees providing their own motivation. Okumbe, however, notes that this type of leadership is disadvantageous because there is no control, chaos arises due to unguided freedom, and there is high rate of unhealthy competition among members in the organisation. Kerns (2004) expands on the relationship of values to organisational leadership in his study and was hugely in support of the laissez-faire style in bridging the gap between the employer and

employee, where his concern was solely on the fact that laissez-faire would create a positive environment through which employees and employers felt like a family regardless of their positions.

Koech and Namusonge (2012) in their study investigated the main effects of leadership styles on organisational performance at State-owned corporations in Kenya. Having used a judgment sample size of 100 middle and senior managers in Mombasa state owned corporation, the results of descriptive statistics and correlations revealed that there is no significant relationship between laissez-faire leadership style and performance. Shafie, Baghersalimi, and Barghi (2013) researched the relationship between leadership style and employee performance in the Real Estate Registration in Tehran Province. The study used descriptive correlation, a sample size of 277 and Pearson correlation test, the results obtained from study suggested that there is no improvement in the organisation. It leads to reduction in staff performance, there is number of view which leads to conflict and tension which naturally decrease performance.

Sunder (2014) investigated the effect of leadership style and competency on organisational performance in fabric industries. The study covered thirty-seven randomly selected fabric manufacturing industries at Tirupur, Tamilnadu. Based on 188 questionnaires, the regression and correlation analysis carried out it was found out that laissez-faire leadership is significant and having positive effect on organisational performance. This also shows the employees freedom of work, little supervision and cordial relation with the leaders.

Dotse (2014) investigate power distance as moderator of the relationship between organisational leadership style and employee work attitudes in Accra-Tema, Ghana. Having used a sample size of 238 employees, Pearson-Product moment correlations and descriptive statistic, it was found that laissez-faire leadership styles is likely to result into perception of job insecurity but relates positively with organisational commitment. Raja and Palanichamy (2015) examined the effect of leadership styles on employee performance in public versus private sector enterprise in India. Based on 43 middle-level managers and 156 subordinates the study found that laissez- faire leadership style had negative relationship with employee's performance.

Anyango (2015) researched on the effects of leadership styles on employees' performance in Bank of Africa, Nairobi Kenya. Based on a sample size of 300 out of target population of 600, the descriptive and inferential technique, Pearson's correlation and regression test. The study found that lasses-faire leadership style exhibited insignificant positive effects on employees' performance. Based on the above it is hypothesized that:

H5: Laissez-Faire Leadership style influences employees' performance.

H5a. Laissez-faire leadership style increases employees' output.

H5b. Laissez-faire leadership style reduces error of employees' work.

H5c. Laissez-faire leadership style enhances employees' quality of work.

H5d. Laissez-faire leadership style affects employees' absenteeism.

Paternalistic Leadership Style

According to Kai (2013), paternalistic leadership style is a kind of "under the environment of rule of man, it is revealed by discipline and authority, fatherly benevolence and moral leadership". It refers to the leader

who has the characteristics of parents, kind of patriarchal styles and includes three important dimensions; kindness, virtue and authoritarian leadership. Tandoh (2011) asserts that paternalistic leadership style is an approach in that leader or manager is in a better position than the subordinate to know best what is good for the organisation, or the employees. It is known mostly as "expert father figure".

The reality is that most leaders sometimes act in paternalistic ways, and make decisions on behalf of followers that work out well, and it is also a reality that leaders sometimes (or in fact, often) are in positions that allow them to have information and expertise that others in the organisation may lack. The issue is whether leaders acting in paternal type roles make decisions that would be better than if followers made them or had extensive input into them (Tandoh, 2011). Though, when paternalistic leadership style incorporates an over inflated ego and a strong refusal to keep in touch with followers in an organisation, it is often the case that the leader becomes harmfully dictatorial and makes poor decisions. The strong belief that a leader "knows best" (when it is held by the leader) can lead to catastrophic results. That said, leaders should recognize that part of leadership is being "in front", rather than "leading by consensus", or "leadership by poll" (Tandoh, 2011).

Cheng, Farh and Chou (2006) defined paternalistic leadership style under the atmosphere of ruling by people, father's benevolence, dignity, and morally unselfishness. It is called paternalistic leadership style because it contained three important elements, namely benevolence, morale, and authoritarianism. Benevolent leadership style is similar to grace bestowing, referring to business owner's comprehensive considerations of subordinates.

The morale is to establish virtue, referring to a business owner's higher personal integrity or self-cultivation in order to set an example. Authoritarianism is similar to imposing prestige, referring to highlighted leader's authority, not allowing any challenges and requesting the subordinate's obedience. Therefore, the leadership's efficiency is determined by the interactions between the leader and its member (Cheng, Farh & Chou, 2006).

Paternalistic leaders act as a father figure and take care of their subordinate as a parent would. In this leadership style, the senior and the middle level manager are concerned about his/her employees. In return, the leader receives the complete trust and loyalty of employees (Mishra, Grunewald, and Neelufa, 2014). Mishra, Grunewald, and Kulkarni (2014) studied the relationship of leadership styles of senior and middle level managers: A study of selected Firms in Muscat, Sultanate of Oman. They randomly sampled 10 firms. Mean, t-test, Pearson correlation, and ANOVA was used for analysis. Mishra, Grunewald, and Kulkarni indicated that paternalistic leadership style is strongly positively correlated to firm performance, managers of low performing firms should be advised and trained to use this preferred style and this may help improve firm performance among high performer firms groups.

Ozer and Tinaztepe (2014) in their study interrogate the effects of strategic leadership styles on firm performance. They sampled 215 white-collared managerial and non-managerial job positions, used a multifactor leadership questionnaire, multiple regression and correlation tests. It was concluded that paternalistic leaders can be perceived as relationship or passive

leaders. Wu, Huang, Li, and Liu (2012) investigate ‘how Chinese paternalistic leadership affects subordinates’ performance and behavior’ in China. They surveyed 23 private real estates, consulting, telecommunicating, advertising, and catering firms. It was found that benevolent and moral leadership style tends to positively affect attitudinal and behavioral outcome. The result also revealed that supervisors should display benevolent and moral leadership to elicit interactional justice perception, and enhance work performance and citizen behaviors.

Kai (2013) researched the mechanism that paternalistic leadership impact on employee performance: Organisational Justice as an intermediary variable. Based on the total of 600 enterprise managers, structural equation modeling, it was revealed that the three dimensions of paternalistic leadership have direct impact on employee’s performance, the benevolent leadership and moral leadership have a positive effect, while authoritarian leadership style and employee performance has a negative effect. Based on the above it is hypothesized that:

H6: Paternalistic Leadership style influences employees’ performance.

H6a. Paternalistic leadership style increases employees’ output.

H6b. Paternalistic leadership style reduces error of employees’ work.

H6c. Paternalistic leadership style enhances employees’ quality of work.

H6d. Paternalistic leadership style affects employees’ absenteeism.

Charismatic Leadership Style

By far the most successful trait-driven leadership style is charismatic. Charismatic leaders have a vision, as well as a personality that motivates followers to execute that vision. As a result, this leadership type has

traditionally been one of the most valued. Charismatic leadership style provides fertile ground for creativity and innovation, and is often highly motivational. With charismatic leaders at the helm, the organization's members simply want to follow (Michael, 2010). Charismatic leadership trait is out of the ordinary, novel, unconventional, and counters to norms (Roussel, 2006). Furthermore, Champoux (2006) asserts that charismatic leaders possess high level of self-confidence, self-esteem, and self-determination that enhances their credibility.

Bell (2013) asserts that charismatic leaders have traits including communication, vision, trust, impression management, and delegation of authority. There is however, one significant problem that potentially undercuts the value of charismatic leaders: they can leave. Once gone, an organisation can appear rudderless and without direction. Their leadership style is based upon strength of personality. As a result, charismatic leadership style usually eliminates other competing, strong personalities. The result of weeding out the competition is a legion of happy followers, but few future leaders (Michael, 2010).

According to Northouse (2004), charismatic leadership style becomes possible in cases where followers feel more confused and helpless. Bass (1985) describes the charismatic leaders as an intellectually stimulating, inspirational, ethical and highly considerate individual who is capable of developing emotional attachments with his followers and other leaders. Charismatic leaders are usually better innovators than sustainers and they tend to leave the organisation abruptly and create leadership vacuum (Dunphy & Stace, 1994).

Atik (1994) emphasized that charismatic leadership does not happen unless the dispositional attitudes 'followers' towards their leader are considered. Charismatic leadership has been subjected to criticism regarding its ambiguous effectiveness in periods of relative stability, its negative effects on followers and its stronger effectiveness in bureaucratic organisations (Lowe et al., 1996; Conger & Kanungo, 1998). Northouse (2004) asserts that within an organisational context, it appears that charismatic leadership ignores some of the key functions that a leader should have, and decision-making seem to be discounted next to vision, inspiration, empowerment.

Waldman, Ramirez, Houseand and Puranam (2001) and Tosi, Misangyi, Fanelli, Waldman and Yammarino (2004) studied CEO charisma, compensation, and firm performance. Based on a random sample of 95 of the 929 firms listed on Disclosure in 1992 and the regression analysis, it was found that the charisma of the chief executive officer was not related to subsequent organisational performance as measured by net profit margin and shareholders return or return on asset respectively. Fu-jin, Chich-Jen and Mei-Ling (2010) in their study on effect of leadership on organisational performance as viewed from human resource management strategy. Based on six hundred employees from 30 companies, randomly sampled, the regression analysis indicated that charismatic leadership has a significantly positive effect on the financial performance ($\beta = 0.712^{***}$).

Khuong and Hoang (2015) investigated the effect of leadership styles on employee motivation in Auditing companies in Ho Chi Minh City, Vietnam. They used a sample size of 320, a principal component analysis. It was concluded that charismatic leadership with the highest Beta value

(β .222) was the most influential factor which had the strongest positive impact on the level of employee motivation. Waldman, Ramirez, House, and Puranam (2001) investigated environmental uncertainty as a moderator of the relationship between charismatic leadership and organisational performance. They found that charismatic leadership style positively affects organisational performance, but only under conditions of perceived environmental uncertainty. Based on the above it is hypothesized that:

H 7: Charismatic Leadership style influences employees' performance

H7a. Charismatic leadership style increase employees' output.

H7b. Charismatic leadership reduces error of employees' work.

H7c. Charismatic leadership style enhances employees' quality of work.

H7d. Charismatic leadership style affects employees' absenteeism.

Servant Leadership Style

Page and Wong (2000) describe servant leadership style as serving others by working toward their development and well-being in order to meet goals for the common good. Servant leadership style looks at mission, vision, and environment, he is a servant for and has responsibility to be in the world and contributes to health of society and people (Dorn, 2012). Greenleaf (1977) avers that servant leadership style is appropriate in providing employees with the empowerment and participatory job characteristics that are related to both employee and customer satisfaction.

The focus of servant leadership is on others rather than self and on understanding the role of the leader as servant (Greenleaf 1977). According to Waterman (2011), servant leadership is characterized by the mantra of putting other people first. According to Russell and Stone (2002), servant leader takes

the position of servant to his or her fellow workers and aims to fulfill the needs of others. Servant leaders trust followers to act in the best interests of the organisation and focus on those followers rather than the organisational objectives (Stone, Russell & Patterson, 2004). According to Laub (1999), and Parolini (2005), organisations that can create a healthy, servant minded culture will maximize the skills of both their workforce and leadership. Servant leaders are influential in a non-traditional manner that allows more freedom for followers to exercise their own abilities (Russell & Stone, 2002).

Spears (2005) listed ten characteristics which represent servant leader that is listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment, and building community. Russell and Stone (2002) reviewed the literature on servant leadership, distinguishing such leadership into two broad categories: functional and accompany attributes. Functional attributes include having a vision, being honest, trustworthy, service oriented, a role model, demonstrating appreciation of others' service, and empowerment.

Servant leaders are described as good communicators and listeners, credible, competent, encouraging of others, teachers, and delegators. In general, the limited empirical research on servant leadership has shown that it is positively related to follower satisfaction, their job satisfaction, intrinsic work satisfaction, caring for the safety of others, and organisational commitment (Russell & Stone, 2002). Joseph and Winston (2005) examined the relationship between employee perceptions of servant leadership and organisational trust, and reported a positive relationship with both trust in the leader as well as trust in one's organisation. Washington, Sotton, and Field

(2006) examined the relationship between servant leadership and the leader's values of empathy, integrity, competence, and agreeableness, and reported that "followers' ratings of leaders' servant leadership were positively related to followers' ratings of leaders' values of empathy, integrity, and competence".

One major tenet of servant leadership style proposed by Greenleaf (1991) was that followers of servant leaders would be expected to become "healthier, wiser, freer, more autonomous and more likely to become servants themselves" (Barbuto & Wheeler, 2006). Servant leaders have a better understanding of the attitudinal and motivational demands that followers need. Leaders who address unmet psychological needs engineer positive emotions. Transcending group perceptions of organisational justice leads to increased productivity (Maxwell, 1998).

Servant leadership organisations train supervisors with learning and implement effective justice principle (Skarkicki & Latham, 1996). Joseph and Winston (2005) also claimed that servant leadership style has the potential to improve an organisation's productivity and financial performance; however, they cite references that it lacks any empirical evidence to support their claim (Andersen, 2009). Servant leadership style is centered on the core value of "caring" and "serving other," and focuses on the values of trust, appreciation of others, and empowerment (Hoveida, Salari, & Asemi, 2011).

Walumbwa, Hartnell, and Oke (2010) point out that servant leadership style is conducive to molding positive employee attitudes as well as creating work environments that promote benefits for both individuals and the work group. Stefansdottir (2013) researched on are there sign of a better organisational performance in the presence of servant leadership. The study

used total a sample of 242 health professionals from two units, the descriptive statistic indicated that servant leadership style had relationship with organisational performance.

Sunder (2014) in her study investigated the effect of leadership style and competency on organisational performance in fabric industries. The study covered thirty-seven randomly selected fabric manufacturing industries at Tirupur, Tamilnadu. Based on 188 questionnaires, the regression and correlation analysis carried out found that servant leadership is significant and having positive effect on organisational performance and showed the employees freedom of work, little supervision and cordial relation with the leaders.

Lisbijanto and Budiyanto (2014) in their study examined the influence of servant leadership on organisation performance through job satisfaction in employees' Cooperatives Surabaya. They used 396 employees and 132 chairmen, Structural Equal Modeling (SEM) test showed that there was no significant influence of servant leadership style on employees' performance. Awan, Ibn-E-Waleed and Arif (2012) studied the effective leadership in NGOs, impact of servant leadership style on employees' work performance and mediation effect of work motivation in Islamaba, Pakistan. The study selected 7 Non-Governmental Organisations randomly and a sample size of 200 employees. It was concluded that there are positive and significance relationships between servant leaders and employees' motivation and ultimately employees' work performance.

Bambale, Shamsudin, and Subramaniam, (2012) conducted a study on servant leadership as employee-organisation approach for performance of

employee citizen behaviours in the Nigeria's electric power sector. The study have suggested that servant leadership influences employee or follower organisation citizen behavior (OCB), as job behaviour which is voluntary, not formally or directly recognized by organisational reward system, promote the effectiveness of the organisation. Based on the above it is hypothesized that:

H 8: Servant leadership style influences employees' performance.

H8a. Servant leadership style increases employees' output.

H8b. Servant leadership style reduces error of employees' work.

H8c. Servant leadership style enhances employees' quality of work.

H8d. Servant leadership style affects employees' absenteeism.

Visionary Leadership Style

Sashkin (1998) describes visionary leadership style as the capacity of an individual to make and articulate a reasonable, convincing, striking vision for an organisation for its future direction. According to Sashkin, visionary leaders have to satisfy three important conditions if they want to succeed, these include the need for such leaders to have the right character and effective cognitive intuition, understanding the scope of vision, and the skill to elaborate the stated vision. The role of vision is that it binds individuals from a different background into a common group with a shared goal. Vision makes employees work towards common goals and keeps organisations going despite challenges (Sashkin 1998). Zhu, Chew, and Spangler (2005) suggest that visionary leadership style will result in a high level of cohesion, commitment, trust, motivation, and hence performance.

Sashkin (1998) further made a case in favor of visionary leadership style to lead people to attain organisational goals. Visionary leadership style

show artist who can create drama and make it to work to satisfy the audiences. The task of a visionary leader is to create a good vision, ensure effective communication and empower his followers to attain the organisational shared objectives. One of the criticisms leveled against the visionary leadership style is that it does not lend itself to easy definition and measurement (Sashkin 1998).

According to Wallace (1996), the importance of a visionary leader is to have an agenda and skills closely linked to excellence and being able to create a clear vision statement. Wallace states that visionary leadership inspires workers within an organisation, relates well to individuals outside the organization, and sets direction for his/her organisation and enables the organization to cope with change. Abbas and Asghar (2010) in their work the role of leadership in organisational change, states that while summarizing the debate on leader vision, a question can arise into minds “is there any leader without vision?” the answer is no, like every human being, every leader must have some vision, but vision of two leaders could be different even while managing the same organisation or same matter, because the vision is a perception of unseen things.

Moreover, as we cannot say that this leader is innovative or is not, before we can see his/her action, decisions, steps taken and their results, for a certain matter. Likewise, we cannot say that this leader is visionary or is not before seeing the results of his perceptions (Abbas & Asghar, 2010). Bennis and Nanus (1997) opine that a visionary leader is person who chooses a direction by developing a mental image of a possible and desired future for the

organisation. Visionary leadership style requires the leader to have a future vision for the organization, which is desirable and exciting for all.

Dhammika (2014) studied visionary leadership style and organisational citizen behavior, an assessment of impact of sectarian difference in the Private and Public Sector in Sri Lanka. Having used a sample of 250, structural equation modeling and descriptive statistics, the study found that there is a positive and significant effect of visionary leadership on organisational citizenship behaviour of employees of both public and private sector organisations in Sri Lanka. It was also revealed that differences between the public and private sector organisations moderate the effect of visionary leadership on organisational citizenship behaviour. Based on the above it is hypothesized that:

H9: Visionary Leadership style influences employees' performance.

H9a. Visionary leadership style increases employees' output.

H9b. Visionary leadership style reduces error of employees' work.

H9c. Visionary leadership style enhances employees' quality of work.

H9d. Visionary leadership style affects employees' absenteeism.

This section, however, discusses the demographic factors of employees' (sex, age, education, department and tenure of service) literatures and hypotheses.

Sex

Sex refers to biological and physiological characteristics that define males and females. Males and females differ at every biological level, with differences occurring in cells, organs, organ systems and anatomy (World Health Organisation, 2010). Is the state of being male or female especially

with reference to social and cultural differences rather than biological. According to Balay and Ipek (2010), studies about the organisational commitment have been made in relation to individual features such as gender, tenure, income, and marital status; or to some organisational variables like organisational culture and values, and organisational size. There are also many studies to examine the effects of gender on the organisational commitment, job satisfaction, performance, absenteeism, and intention to leave. As traditional organisations are male dominated, females working in an organisation are considered to be less committed (Kargar, 2012).

The other issues are that the organisations where female and male work together, the level of efficiency and output regarding productivity gets enhanced. Similar, the graph organisational commitment also goes up. Among many causes behind, some of them are in a sense of competition, high input due to less absenteeism and greater professionalism (Kargar, 2012). Gyanti (2015) studied the influence of demographic characteristics on employee performance. Having used descriptive survey, a census sample of 1031 academic employees, semi-structured questionnaire and regression test, it was found that sex influences employees' performance.

Mayel, Memarpour, Kandi, and Porreza (2013) investigated the association between organisational citizen behavior and demographic characteristic of 333 randomly sampled employees from 6 selected hospitals in Tehran. The researchers having used a questionnaire, Mann-Whitney test, Kruskal Wallis test, one-ANOVA, it was found that sex has a significant effect on organisational citizen behaviour. Njau (2015) studied effect of aspects of motivation on employees' performance: A case of MBEYA

Regional Commissioner's office staff. Based on 249 sampled workers, questionnaire, descriptive statistic and regression, it was concluded that gender (sex) does not affect employees' performance. Based on this, it is hypothesized that:

H10. Sex (Male & Female) perceived how leadership styles influences their performance

H10a. Sex (Male & Female) perceived how leadership styles increases their output.

H10b. Sex (Male & Female) perceived how a leadership style reduces errors of their work.

H10c. Sex (Male & Female) perceived how leadership styles enhance quality of their work.

H10d. Sex (Male & Female) perceived how leadership styles influences employees' absenteeism.

Age

According to Isaiah (2006), age is the duration of a being, which is between one's beginning and any stipulated time. Studies revealed that age is positively related to organisational commitment. Research on job satisfaction is replete with the studies exploring the impacts of personal and demographic attributes of the employees on their organisational attitudes like organisational commitment. As the person grows older, his or her sense of obligations also gains maturity. Along, the chances for the switchovers also dwindle. Resultantly the individuals in the high age group possess more organisational commitment as compared to fresh entries. Moreover, this phenomenon is also

supported by the monetary benefits like pay, pension, funds, allowances (Nawaz & Kundi, 2010).

Andoh, Biako and Afranie (2011) assert that the relationship that exists between age and performance is an issue for the coming times. They further indicate that the idea of age is looked at from different points of view by different people. There are those who see old age as an accumulation of experience and knowledge hence a contributory factor to the ability to perform better. On the contrary, there are those who relate old age to wearing out, tiredness, increased family and other social responsibilities and vulnerability to diseases which are contributory factors to low work.

Gyanti (2015) studied the influence of demographic characteristic on employee performance. The study used descriptive survey, a census sample of 1031 academic employees, semi-structured questionnaire and regression test. It was found that age influences employee performance. Mayel, Memarpour, Kandi, and Porreza (2013) investigated the association between organisational citizen behavior and demographic characteristic of 333 randomly sampled employees from 6 selected hospitals in Tehran. Having used questionnaires, Mann-Whitney test, Kruskal Wallis test and one-way ANOVA, it was found that age has significant effect on organisational citizen behaviour. Njau (2015) studied the effect of motivation on employees' performance: a case of Mbeya regional commissioner's office staff. Sampled 249 workers, used questionnaire, descriptive statistic and regression, it was discussed that age do not affect employees' performance. Based on this, it is hypothesized that:

H11. Age (Youth, Middle age, Aged) perceived how leadership styles influences their performance.

H11a. Age (Youth, Middle age, Aged) perceived how leadership styles increases their output.

H11b. Age (Youth, Middle age, Aged) perceived how leadership styles reduces errors of their work.

H11c. Age (Youth, Middle age, Aged) perceived how leadership styles enhances quality of their work.

H11d. Age (Youth, Middle age, Aged) perceived how leadership styles influences employees' absenteeism.

Education

According to Silva (2009), the present times are seeing education take the dominant stage in employment. A majority of employers insist on certain minimum educational qualifications before considering one for a particular job. The modern high rates of unemployment in many countries are seeing graduates into accepting jobs that they are either under-qualified or overqualified for (Silva, 2009). Research works indicate that highly qualified employees are considered to be more committed due to their awareness about the organisational attitude with respect to those who are less qualified (Akintayo, 2010).

According to Cushway (2003), in contemporary time individuals may be used productively in a dynamic manner ignoring their original qualifications when they were being employed. This may not be replicate within the job descriptions. In line with this is the fact that organisations are majorly interested in talents, or what can be positively established as possible contributions to organisations if hired, more than the academic qualifications that the employee has. Education level refers to the academic credentials or

degrees an individual has obtained. Although education level is a continuous variable, it is frequently measured categorically in research studies (Howard, 1986).

Gyanti (2015) studied the influence of demographic factors on employee performance. The study used descriptive survey, a census sample of 1031 academic employees, semi-structured questionnaire and regression test. It was found that education influence employee performance. Senel and Senel (2012) studied the cost of absenteeism and the effect of demographic factors and tenure on absenteeism, a sample of 479 employees of three factories of a company in the Turkish automotive sector and having used hierarchical regression. It was concluded that education level has influence on absenteeism.

Mayel, Memarpour, Kandi, and Porreza (2013) examined the association between organisational citizen behavior and demographic characteristic. With a sample size of 333 employees from 6 selected hospitals in Tehran. Used questionnaire, Mann-Whitney test, Kruskal Wallis test, and one-way ANOVA, it was concluded that education has significant effect on organizational citizen behaviour. Based on this, is hypothesized that:

H12. Education (Primary/JHS, Secondary/Technical, and Tertiary)perceived how leadership styles influences their performance.

H12a. Education (Primary/JHS, Secondary/Technical, and Tertiary) perceived how leadership styles increases their output.

H12b. Education (Primary/JHS, Secondary/Technical, and Tertiary)perceived how leadership style reduces errors of their work.

H12c. Education (Primary/JHS, Secondary/Technical, and Tertiary) perceived how leadership styles enhance quality of their work.

H12d. Education (Primary/JHS, Secondary/Technical, and Tertiary) perceived how leadership styles influences employees' absenteeism.

Employee Department

The definition of department may shelter a wide variety of meanings, from a geographical or administrative division within a country, to a governmental ministry or a part of an institution, such as a university. Departments within a company can be organized around a number of different parameters, for instance function, product, customer, geography or process. It is a division of a large organisation such as government, university, or business, dealing with a specific area of business activity. The present study therefore intends to close this gap. Senel and Senel (2012) studied the cost of absenteeism and the effect of demographic factors and tenure on absenteeism, sampled 479 employees of three factories of a company in the Turkish automotive sector, used hierarchical regression. It was concluded that department affect absenteeism.

Mayel, Memarpour, Kandi, and Porreza (2013) investigated the association between organisational citizen behavior and demographic characteristic of 333 randomly sampled employees from 6 selected hospitals in Tehran. A questionnaire, Mann-Whitney test, Kruskal Wallis test, one-ANOVA was used. It was found that department/office has significant effect on organisational citizen behaviour. Based on this, is hypothesized that:

H13. Departments (Human Resource, Marketing/sales, Production, Security, Oil refinery, Palm Kernel, Section) perceived how leadership styles influences their performance.

H13a. Departments (Human Resource, Marketing/sales, Production, Security, Oil refinery, Palm Kernel, Section) perceived how leadership styles increases their output.

H13b. Departments (Human Resource, Marketing/sales, Production, Security, Oil refinery, Palm Kernel, Section) perceived how leadership styles reduce errors of their work.

H13.c Departments (Human Resource, Marketing/sales, Production, Security, Oil refinery, Palm Kernel, Section) perceived how leadership styles enhance equality of their work.

H13d. Departments (Human Resource, Marketing/sales, Production, Security, Oil refinery, Palm Kernel, Section) perceived how leadership styles influences employees' absenteeism.

Tenure of Service

According to Ng & Feldman (2013), human capital theorists associated increased length of tenure with the employee's value in the labor market. Job tenure is the lengths of time employees spend in an occupation they currently have (Ng & Feldman, 2013; Butler, Brennan-Ing, Wardamasky, & Ashley, 2014). The knowledge and skills necessary for an effective job performance are likely to be strengthened and sharpened over years of service and learning by trial and error (Schmidt, Hunter, & Outerbridge, 1986). To increase employee length of tenure, human resource practitioners must develop retention strategies that afford the employee the opportunity to remain

employed with the organisation as well as reward the employee's attainment of human capital assets. An increase in job-relevant skills relates to the potential for increased productivity and advancement opportunities (Ng & Feldman, 2013).

Long-tenured employees demonstrate more professionalism than their short tenured counterparts demonstrate, and are less aware of job alternatives outside of the organisations (Dinger, Thatcher, Stepina, & Craig, 2012). Ng and Sorensen (2008) assert that employees with higher tenure of service have familiarity with their work role and have reached a higher level of career attainment than those employees with lower tenure. Lambert (2006) asserts that employees who spent more years in their job may feel secure which may lead to a higher level of absenteeism; however, she did not measure the impact of tenure of service. It was observed that employees with a high level of tenure were more comfortable in their work environment. Gyanti (2015) studied influence of demographic characteristic on employee performance. Having used descriptive survey, a census sample of 1031 academic employees, semi-structured questionnaire and regression test. It was found that education influences employees' performance.

Senel and Senel (2012) studied the cost of absenteeism and the effect of demographic characteristic and tenure on absenteeism, sampled 479 employees of three factories of a company in the Turkish automotive sector, used hierarchical regression. It was concluded that tenure of service has no influence on absenteeism. Mayel, Memarpour, Kandi, and Porreza (2013) investigated the association between organisational citizen behavior and demographic characteristic of 333 randomly sampled employees from 6

selected hospitals in Tehran. The study based on questionnaires, Mann-Whitney test, Kruskal Wallis test, One- ANOVA concluded that duration of employment (tenure of service) has significant effect on organisational citizen behaviour.

Njau (2015) studied effect of aspects of motivation on employees' performance: a case of Mbeya regional commissioner's office staff. The study based on sampled 249 workers, questionnaire, descriptive statistic and regression. It was discussed that work experience (tenure of service) does not affect employees' performance. Based on this, it is hypothesized that:

H14. Tenure of Service perceived how leadership styles influences their performance

H14a. Tenure of Service perceived how leadership styles increases their output

H14b. Tenure of Service perceived how leadership styles reduce errors of their work.

H14c. Tenure of Service perceived how leadership styles enhance their quality of work.

H14d. Tenure of Service perceived how leadership styles influences employees' absenteeism.

Chapter Summary

This chapter built a theoretical background for the study. Fiedler Contingency theory was established as the foundation upon which this study was based. The chapter focused on nine leadership styles as indicated in the conceptual framework linking it to the theory which state that, there is no single best way for managers and leaders to lead, situations will create

different leadership styles requirements for a manager or leader. The conceptual framework also outlines the interplay of the independent variables (leadership styles) and dependent variables (employees' performance).

The chapter was concluded by discussing each leadership style, demographic factors and its relevant literature and hypothesis. From the review literature on the extent to which leadership style influences employees' performance, it came to light that the leadership behavior or style demonstrated by a manager, leader or supervisor has an enormous influence on employees' performance that can explain significant number of performance outcomes at individual and organisational level. As a result, managers, leaders and supervisors know the type of situations and the appropriate leadership style to employ to induce performance. But the evidence is not evenly supported across European and Asian countries or even within African. It is also apparent that evidence from the Ghanaian context is lagging and these findings are inconclusive and inconsistent. It is these facts that have motivated this study in order to contribute evidence from the manufacturing sector.

CHAPTER THREE

RESEARCH METHOD

Introduction

The research methodology section is another vital component of the research process. This chapter discusses and outlines the research design, study area or organisation, population, sample and techniques, data collection, reliability and validity, ethical consideration, fieldwork and data analysis.

Research Design

This study used the quantitative approach. The rationale being that it allows for a formal, objective and systematic process to describe and test relations as well as look at cause and effect and interactions among variables. According to Creswell (2009), a quantitative methodology enables researchers to use mathematical approaches to arrive at objective and logical deductions. The quantitative methodology also establishes, explains, confirm theory or validate relationships, develop generalizations that contribute to theory, and can be tested as well (Leedy & Ormrod, 2001; Leedy & Ormrod, 2010). Specifically, quantitative correlation was used for the study design because Creswell (2008) states that correlation gives an opportunity to foretell results and explain the relationship among variables. In a correlation research, no attempt is made to control or manipulate the variables; however, the correlation statistic is used to describe and measure the degree of relationship between two or more variables or sets of scores (Creswell,2008; Lappe, 2000). Quantitative correlational research design aims to systematically investigate and explain the nature of the relationship between variables (Porter & Carter, 2000).

Study Organization

Ameen Sangari industries limited are the organisation used as the case study in this research. The organisation was established in 1912 in Gold Coast and located in Cape Coast in the Central Region. It is one of the earliest family owned companies founded in the Gold Coast. The company produces high quality products such as soap and detergent, cooking products and oil palm products. It has been in existence for hundred (100) years, anchored with seven (7) departments such as Human Resource, Sales/Marketing, Production, Security, Accounting/Finance, Oil Refinery, Palm Kernel and other sections created under some individual departments. The organisation is headed by a Chief Executive Officer and a Managing Director. It has four hundred (400) employees working in various departments and sections. Orders from the company can be customized for local markets and export. The organisation distributes its products across Ghana and neighbouring West African countries.

Study Population and Sampling

The population of this study includes all employees of Ameen Sangari Company Ltd. The population was made up of 400 (four hundred) employees' and the entire population were used. The aim is to try and limit the probability of errors occurring, maximize the accuracy of the population estimates and enhance the generalization of the results obtained (Osborne & Costello, 2004). Census sampling method was employed. According to Varalakshmi, Sundaram, Indrani, Suseela, & Ezhilarasi (2004), when census method is used, data are collected from each and every item of the population, results are more

accurate and reliable, and data collected may be used for various survey analyses.

Prasad (2015) emphasized that census method assures the highest accuracy and concrete description of a phenomenon without any element of bias as all the elements are taken in consideration without any chance of being left. Farooq (2013) added that data collection through census method gives an opportunity to an investigator to have an intensive study about a problem. Likewise, a large sample was chosen for this study because one of the conditions of regression states that the sample size should be large (Chung-Wen, 2008) to ensure normality, generalization of results (Jeon, 2015) validity and reliability. Wiersema (2009) stressed that a sample should be large enough so that the validity and reliability of the data is achieved.

Data Collection and Analysis

The data collection instrument was an interview guide because according to Babbie (2001) and Neuman (2006), using an interview guide will enable the researcher to get all respondents to answer the questions, clarify all issues that are not clear and above all get detailed information from them. It can also be used for employees who have little or no education. Farooq (2013) states that using an interview guide will lead to more response, accurate information is gathered, it is free from biases, more difficult situation can be studied and it is used for educated as well as uneducated respondents.

The interview guide was divided into three parts. The first part focused on the personal information (Demographics) of the employees like sex, age, education, department, and experience. The second part dealt with questions on leadership styles, including transformational, transactional, democratic,

autocratic, laissez-faire, paternalistic, charismatic, servant, and visionary. The last part focused on questions about employees' performance measures, including output, reduction in error, work quality and absenteeism. Permission and consent of the Chief Executive officer of the participation organisation and that of the participants themselves were sought. All forms of people working in the organisation were treated as employees'. Questions and variables (leadership styles and employees' performance) on the interview guide were thoroughly explained to participants by the field officers. The data collection period lasted for four months.

The independent variables (leadership styles) were measured on a five point Likert scale ranging from 1= Least important, 2= Less Important, 3= Important, 4= Much Important, 5= Most Important. More so employees' performance was also measured on a five point Likert scale ranging from 1= little impact, 2 = Less Impact, 3 = Impact, 4 = Much Impact, 5 = Most Impact. According to Sumbo & Zimmerman(1993) and Hasson & Arnetz (2005), a Likert scale makes items or variables to be measurable, both researcher and respondents understand and are more responsive, makes coding and interpretations easier. The independent variables were transformational, transactional, democratic, autocratic, laissez-faire, paternalistic, charismatic, servant and visionary. The dependent variables were output, reduction in error, work quality and absenteeism. Multiple linear regression was used to test the hypotheses. Statistical Package for Social Science (SPSS) 16.0 version was used to perform data entry and data transformation, forms of output and analysis.

Employees' Performance Measures

Employees' performance measures refer to criteria established by the company to evaluate performance of employees. These benchmarks for measuring performance of employees can be seen from a given individual tasks and responsibility, behaviour of the employee (Robbin, 2008). It is important to have a performance measurement system because it plays a key role in developing strategic plans and evaluating the success of the organisational objectives. This measure of performance standards is set by the organization (Ittner & Larcker, 1998; Kenney, 1992). Hoogh, Hartog, Koopman, Berg, Berg, Weide, and Wilderom (2004) criticized the selection of performance measures in most existing leadership-performance research for their limited perspective, and focus on a few subjective outcome measures.

Previous studies used many variables to measure employees' performance. These variables include profitability, gross profit, return on asset (ROA), return on sale (ROS), revenue growth, liquidity and operational efficiency etc. (Snow & Hrebiniak, 1983; Segev, 1987; Smith, Guthrie & Chen, 1989; Ahuja, 1992; Parnell & Wright, 1993; Thomas & Ramaswamy, 1996; Gimenez, 2000). Even though, there has been considerable argument about these issues of terminology and conceptual bases for performance measurement there has not be a standard parameters that can be relied upon (Ford & Schellenberg, 1982).

Shahzad, Luqman, Khan and Shabbir (2012) assert that there is a need for proper performance measurement system to include financial or non-financial variables, (Duquesnoy, 2011) measured employees' performance using (quality, effectiveness, efficiency, innovation; customer satisfaction,

timelessness, absenteeism/tardiness) because performance is not a unitary construct (Armstrong, 2006; Hakala, 2008). Many researchers have recommended the adoption of both financial and non-financial measures since employees' performance can be determined with different criteria (Kaplan & Norton 1992).

This indicates that employees' performances measures are not fixed. There are varied elements which contribute to overall performance of employees' and can be measured depending on the research area. Hence, this current study measured employees' performance by using four parameters namely: output, reduction in error, quality and absenteeism. Output was measured by a total number of product generated for a given duration and the various cost associated with production. Reduction in error was measured by a number of few errors committed during production. Quality was measured by a word of mouth communication made to number of new customers about the organization's products, that the products are good. Absenteeism was measured by the non-appearance of employees either intentionally or unintentionally at work and the cost associated with the vacuum in production.

Reliability and Validity

In this study, validity was taken into consideration. For example, because the interview guide was constructed by the researcher, it is designed on the basis of the researcher's needs in relation to the study topic. This brings advantages in the sense that it measures exactly what the researcher intends to measure. The researcher therefore did not depend on other researchers for information on, for example, problem areas and relevance of the items included in the interview guide. Thorough literature review in the study area

was conducted carefully before taking on the research. This enabled theory and the questions in the interview guide to be identified. Theory and themes are well supported by the findings. The questions on the interview guide were designed taking into consideration the issues related to the problem, purpose of the study and theory on the subject.

The interview guide was comprehensively examined by the supervisor and other professionals in the field. This ultimately resulted in streamlining the interview guide. It was recommended that variables on the guide should be thoroughly explained to respondents since some of them are uneducated. It is therefore assumed that the responses and results from this study are valid and reliable. Baker (1988) describes validity and reliability as whether the instrument measures what it is supposed to measure and the consistency in such measurement, respectively. According to Baker there are a number of methods to test for validity by determining the association between a concept and the empirical indicator(s) chosen to measure it. Cronbach's alpha coefficient (α) was used to test for internal consistency reliability using SPSS Statistics version 16.0. The Cronbach's alpha coefficient (α) with a recommended minimum value of 0.7 is the most common indicator for testing internal consistency (DeVellis, 2003). The Cronbach's alpha coefficients obtained for the nine variables (transactional, transformational, democratic, autocratic, laissez-faire, paternalistic, charismatic, servant and visionary leadership styles) were above 0.7 indicating very good internal consistency reliability. The reliability coefficients obtained are summarised in table 1.

Table 1: Computed reliability coefficients for field data collected

Variables	Number of items	Cronbach's Alpha
Leadership styles	9	0.873
Employees' performance	4	0.909

Source: Field Survey, Amegayibor (2017).

Ethical Considerations

Neuman (2000) states that ethics in research span from entire research process, the research subjects, the nature of the problem being investigated, the reporting of the theoretical background/ framework, the context in which the research is conducted, the data collection and analysis methods used, and data reporting. This means that the research questions and interview guide should be framed objectively within the theoretical framework to ensure confidence in the research process (Neuman, 2000). According to Neuman, the following are especially important: The aims of the research should be communicated to the research subjects, participation in the research study should be voluntary, information provided by participants should be treated as confidential at all times (i.e. no information on any particular subject should be released).

In this current study, the ethical uprightness of the study was maintained by the respondents and researchers. The organisation and respondents/participants were promised of their privacy. Confidentiality processes were followed to enable respondents' responses honestly without fear. The study guaranteed participants/ respondents of protection, security of their identities and assured them that, their answers will not be shown to any third party. On conclusion of the study, none of the information provided was

given to the organisation participating in the study, only the overall results pertaining to the company.

Chapter Summary

This chapter was introduced by discussing the study organisation. The chapter further outlined the research methodology/approach that was used in the study. Quantitative research approach and quantitative correlation method as the study design. The population of the study was made up of all employees of Ameen Sangari Company Limited. The census method was used to sample the entire population. Interview guide was used to collect data on 400 employees of the organisation. The chapter ended by showing the distribution of the interview guide using Likert scale, discussion of the multiple linear regression and its assumptions and data analysis using SPSS as a tool, employees' performance measure, reliability and validity and ethical consideration was also discussed.

CHAPTER FOUR

ANALYSIS, DISCUSSION AND PRESENTATION OF RESULTS

Introduction

This chapter presents and discusses the results of the study in line with the study objectives. It starts with the presentation of demographic information of respondents including their sex, age, education, department and tenure of service. It continues with the discussion of the influence of leadership styles (transactional leadership, transformational leadership, democratic leadership, autocratic leadership, laissez-faire leadership, paternalistic leadership, charismatic leadership, servant leadership, and visionary leadership) on employees' performance (output, reduction in error, work quality and absenteeism). This chapter concludes with the discussion of how demographic factors (sex, age, education, department and tenure of service) influence employees' performance (output, reduction in error, work quality and absenteeism). The discussion is based on the study's hypotheses.

Demographic Distribution of Respondents'

This section describes the demographic characteristic of respondents as depicted in table 2.

Table 2: Demographic Frequency distribution of respondents' (N – 400)

	Frequency	Percentage
Sex		
Male	257	64.3
Female	143	35.8
Age		
18 – 25	70	17.5
25 – 35	180	45.0
35 – 45	113	28.3
45 – more years	37	9.3
Education		
Primary/JHS	13	3.3
Secondary/Technical	218	54.5
Tertiary	169	42.3
Department		
Human Resource	22	5.5
Marketing/Sales	44	11.0
Production	71	17.8
Security	56	14.0
Oil Refinery	23	5.8
Palm Kernel	42	10.5
Section	142	35.5
Tenure of service		
1 – 5 years	141	35.3
6 – 10 years	139	34.8
11 – 15 years	57	14.3
16 – 20 years	18	4.5
20 years and above	45	11.3

Source: Field Survey, Amegayibor (2017)

The results in Table 2 showed that out of the total of 400 respondents, 257 were male representing 64.3 % and 143 were female representing 35.8 %. It can also be observed that 180 respondents representing 45.0 % were between the ages of 25 and 35 years, 113 respondents representing 28.3 % were between the age brackets of 35 and 45 years, 70 respondents representing 17.5 % were in the age bracket of 18 and 25 years, and 37 respondents representing 9.3 % were aged 45 years and above. The results revealed further that 218 respondents representing 54.5 % had secondary/technical education, 169 respondents representing 42.3 % had tertiary education, and 13 respondents representing 3.3 % had primary/JHS education.

It can be observed also that 142 respondents representing 35.5 % were working in section, 71 respondent representing 17.8 % were working in the production department, 56 respondents representing 11.0 % were found working in the marketing/sales department, 42 respondents representing 10.5 % were working in the Palm Kernel department, 23 respondents representing 5.8 % were located in the Oil Refinery department and 22 respondents representing 5.5 % were found working in the Human Resource department. It was further revealed in Table 2 that 141 respondents representing 35.3 % had worked 1 to 5 years, 139 respondents representing 34.8 % worked between 6 to 10 years, 57 respondents representing 14.3 % worked between 11 to 15 years, 45 respondents representing 11.3 % worked between 20 years and more, and 18 respondents representing 4.5 % worked between 16 to 20 years.

Relationship between Leadership Styles and Employees' Performance

This part of the chapter presents and discusses the multiple linear regression results as summarized in Table 3 to 7. It showed the influence of leadership styles on employees' performance.

Table 3: Influence of Leadership Styles on Employees' Performance

Predictor	Beta(β)	t-stats	P – value
(Constant)		10.345	.000
Transactional leadership style	.027	503	.615
Transformational leadership style	.017	.309	.758
Democratic leadership style	.086	1.623	.105
Autocratic leadership style	.135	2.646	.008
Laissez-faire leadership style	.076	1.354	.177
Paternalistic leadership style	.120	2.284	.023
Charismatic leadership style	.127	2.221	.027
Servant leadership style	.050	.920	.358
Visionary leadership style	.048	.881	.379

$R^2 = .090$; Adjusted $R^2 = .069$

Source: Field, Survey, Amegayibor (2017).

The results in Table 2 revealed that transactional leadership style ($\beta = .027$; $P = .615$) did not influence employees' performance. Based on that, hypotheses 1 (H1) which read, 'transactional leadership style influences employees' performance' was not supported, since the p – value for transactional leadership style was more than the alpha (α) value of 0.05. This implies that an enhancement in transactional leadership style will not lead to enhancement in employees' performance.

This finding concurs with some previous studies that transactional leadership style has no influence on employees' performance (for example, Tahir, 2015). However, it is contrary to (Dele, Adegboyega & Taiwo, 2015; Obowuru, Okwu, Akpa & Nwankwere, 2011; Koech & Namusonge, 2012; Sunder, 2012; Raja & Palanichamy, 2015; Anyango, 2015) that transactional leadership style has significant effect on employees' performance. The results showed that transformational leadership style ($\beta = .017$; $P = .758$) did not influence employees' performance.

Based on that the hypotheses 2(H2) which read 'transformational leadership style influences employees' performance' was not supported as the p – value for transformational leadership style was more than the alpha (α) value of 0.05. This implies that an improvement in transformational leadership style will not lead to improvement in employees' performance. This finding endorses some previous studies (Obiwuru, Okwu, Akpa, & Nwankwere, 2011; Koech & Namusoge, 2012) which state that transformational leadership style has no significant effect on employees' performance. However, it is contrary to transformational leadership style affects employees' performance (Sandbakhen, 2006; Tahir, 2015; Dele, Adegboyega, & Taiwo, 2015; Ozer & Tinaztepe, 2014; Mutahar, Rasli & Ghazali, 2015; Bushra, Usman & Naveed, 2011; Mishra, Grunewald, & Kulkarni, 2014; Raja & Palanichamy, 2015; Anyango, 2015)

The results also demonstrate that democratic leadership style ($\beta = .086$; $P = .105$) did not influence employees' performance. Based on that, hypothesis 3 (H3) which reads: 'democratic leadership style influences employees' performance' was not supported. Since the p – value for democratic leadership

style was more than the alpha (α) value of 0.05. This suggests that an enhancement in democratic leadership style will not lead to an enhancement in employees' performance. This finding is contrary to some previous studies (Mishra, Grunewald & Kulkarni, 2014; Dotse, 2014; Sunder, 2014; Jalal-Eddeen, 2015) that democratic leadership style had influence on employees' performance.

The results again illustrates that autocratic leadership style ($\beta = .135$; $P = .008$) influence employees' performance. As a result, hypothesis 4 (H4) which read: 'autocratic leadership style influences employees' performance' was supported. Since the p – value for autocratic leadership style was less than the alpha (α) value of 0.05. This implies that an improvement in autocratic leadership style will lead to an improvement in employees' performance. The study finding supports some previous studies (Dotse, 2014; Ipas, 2012) that autocratic leadership style affects employees' performance. Conversely, it is inconsistent with other findings that autocratic leadership (Ojokuku, Odeteyo, & Sajuyigbe, 2012; Anyango, 2015) influence employees' performance.

The results further displayed that laissez-faire leadership style ($\beta = .076$; $P = .117$) did not influence employees' performance. Based on that, hypothesis 5 (H5) which reads: 'laissez-faire leadership style influences employees' performance' was not supported. It indicates that the p – value for laissez-faire leadership style was more than the alpha (α) value of 0.05. This implies that an enhancement in laissez-faire leadership style will not lead to improvement in employees' performance. This finding supports some previous studies that laissez-faire leadership style (Kerns, 2004; Koech and Namusonge, 2012; Shafie, Baghersalimi, and Barghi, 2013; Dotse, 2014

;Raja and Palanichamy, 2015; Anyango, 2015) has no influence on employees' performance, but, do not support (Sunder, 2014) that laissez-faire have influence on employees' performance.

The results showed that Paternalistic leadership style ($\beta = .120$; $P = .023$) influence employees' performance. Based on that, hypothesis 6 (H6) which read, 'Paternalistic leadership style influences employees' performance' was supported. The p – value for paternalistic leadership style was less than the alpha (α) value of 0.05. This implies that an enhancement in paternalistic leadership style will enhance employees' performance. The finding concurs with some previous studies that paternalistic leadership (Mishra, Grunewald, & Kulkarni, 2014; Ozer & Tinaztepe, 2014; Wu, Huang, Li, & Liu, 2012; Kai (2013) influences employees' performance.

The results again showed that charismatic leadership style ($\beta = .127$; $P = .027$) influence employees' performance. Based on that, hypothesis 7(H7) which reads, 'charismatic leadership style influences employees' performance' was supported. Since the p – value for charismatic leadership style was less than the alpha (α) value of 0.05. This implies that improvement in charismatic leadership style will improve employees' performance. The finding confirms some previous studies which state that charismatic leadership style influence employees' performance (Waldman, Ramirez, House, & Puranam, 2001; Tosi, Misangyi, Fanelli, Waldman and Yammarino, 2004; Fu-jin, Chich-Jen and Mei-Ling, 2010; Khuong & Hoang, 2015).

The results revealed that servant leadership style ($\beta = .050$; $P = .358$) did not influence employees' performance. Based on that, hypothesis 8 (H8): 'servant leadership style influences employees' performance was not

supported. Because the p – value for servant leadership style was more than the alpha (α) value of 0.05. This implies that an improvement in servant leadership style will not improve employees’ performance. This finding endorses some earlier studies which state that servant leadership style (In Stefansdottir, 2013; Lisbijanto & Budiyanto, 2014) has no influence on employees’ performance. However, the finding is contrary to (Sunder, 2014; Awan, Ibn-E-Waleed & Arif, 2012; Bambale, Shamsudin, & Subramaniam, 2012) that servant leadership style has impact on employees’ performance.

The results illustrated that visionary leadership style ($\beta = .048$; $P = .379$) did not influence employees’ performance. Therefore, hypotheses 9 (H9) which reads ‘visionary leadership style influences employees’ performance’ was not supported. Since the p – value for servant leadership style was more than the alpha (α) value of 0.05. This indicates that an enhancement in visionary leadership style will not enhance employees’ performance. This finding adds to existing literature on leadership styles and employees’ performance. Regarding the degree of influence, autocratic leadership style influence employees’ performance ($\beta = 135$).

Relationship between Leadership Styles on Employees' Output

Table 4 explained the presence of how leadership styles influences employees' work output.

Table 4: Influence of Leadership Styles on Employees' Work Output

Predictor	Beta(β)	t-stats	P - value
(Constant)		6.640	.000
Transactional leadership style	.027	.498	.619
Transformational leadership style	.086	1.544	.124
Democratic leadership style	.067	1.274	.203
Autocratic leadership style	.003	.066	.947
Laissez-faire leadership style	.130	2.339	.020
Paternalistic leadership style	.098	1.871	.062
Charismatic leadership style	.076	1.332	.184
Servant leadership style	.176	3.216	.001
Visionary leadership style	.156	2.855	.005

$R^2 = .079$; Adjusted $R^2 = .057$

Source: Field Survey, Amegayibor (2017).

The results in Table 4 illustrated that transactional leadership style ($\beta = .027$; $P = .619$) did not increase output. On the bases of that, hypothesis 1a (H1a) which reads, 'transactional leadership style increases output' was not supported, since the p – value for transactional leadership style was more than the alpha (α) value of 0.05. This suggests that an increase in transactional leadership style will not increase output. This finding adds to leadership literature by demonstrating that transactional leadership style has no influence on employees' output.

The results showed that transformational leadership style ($\beta = .086$; $P = .124$) did not increase output. Based on that, hypothesis 2a (H2a) which reads, 'transformational leadership style increases output' was not supported, since the p – value for transformational leadership style was more than the alpha (α) value of 0.05. This suggests that an increase in transformational leadership style will not result in an increase in employees' output. This finding adds to existing leadership literature by demonstrating that transformational leadership style has no influence on employees' output.

The results again illustrated that democratic leadership style ($\beta = .067$; $P = .203$) will not increase employees' output. Based on that, hypothesis 3a (H3a) which reads, 'democratic leadership style increases output' was not supported, since the p – value for democratic leadership style was more than the alpha (α) value of 0.05. This proposed that an increase in democratic leadership style will not result in an increase in employees' output. This finding adds to existing leadership literature by establishing that democratic leadership style has no influence on employees' output.

The results indicates that autocratic leadership style ($\beta = .003$; $P = .947$) did not increase output. Based on that, hypothesis 4a (Ha) which states that 'autocratic leadership style increases output' was not supported, since the p – value for autocratic leadership style was more than the alpha (α) value of 0.05. This suggests that an increase in autocratic leadership style will not result in an increase in employees' output. This finding adds to existing leadership literature by demonstrating that autocratic leadership style has no impact on employees' output.

Again the result showed that laissez-faire leadership style ($\beta = .130$; $P = .020$) increase employees' output. Based on that, hypothesis 5a (H5a) which read, 'laissez-faire leadership style increase employees' output' was supported, because, the p – value for Laissez-faire leadership style was less than the alpha (α) value of 0.05. This implies that an enhancement in laissez-faire leadership style will enhance employees' output. This finding adds to existing leadership literature by establishing that laissez-faire leadership style increase employees' output.

The results in Table 4 further indicates that paternalistic leadership style ($\beta = .098$; $P = .062$) did not increase output. Based on that, hypothesis 6a (H6a) which states that 'paternalistic leadership style increases output' was not supported, since the p – value for paternalistic leadership style was more than the alpha (α) value of 0.05. This suggests that an improvement in paternalistic leadership style will not result in an improvement in employees' output. This finding adds to existing leadership literature by demonstrating that paternalistic leadership style has no impact on employees' output.

The results also revealed that charismatic leadership style ($\beta = .003$; $P = .947$) did not increase employees' output. Based on that, hypothesis 7a (H7a) which reads, 'charismatic leadership style increases employees' output' was not supported, since the p – value for charismatic leadership style was more than the alpha (α) value of 0.05. This suggests that an enhancement in charismatic leadership style will not result in an enhancement of employees' output. This finding adds to existing leadership literature by demonstrating that charismatic leadership style has no impact on employees' output.

The results showed that Servant leadership style ($\beta = .176$; $P = .001$) increase employees' output. Based on that, the hypotheses 8a (H8a) which read, 'servant leadership style increase employees' output' was supported. Since the p – value for servant leadership style was less than the alpha (α) value of 0.05. This implies that an enhancement in servant leadership style will enhance employees' output. This finding adds to existing leadership literature by establishing that laissez-faire leadership style increase employees' output.

The results also revealed that visionary leadership style ($\beta = .156$; $P = .005$) increase employees' output. Based on that, hypothesis 9a (H9a) which read, 'visionary leadership style increase employees' output' was supported, because, the p – value for visionary leadership style was less than the alpha (α) value of 0.05. This implies that an improvement in visionary leadership style will result in an improvement in employees' output. The finding adds to existing leadership literature by demonstrating that visionary leadership style increase employees' output. Regarding the degree of influence, servant leadership style ($\beta = .176$ increases employees' output most.

Relationship between Leadership Styles and Reduction in Error

Table 5 clarifies the influences of leadership styles on employees' error of work.

Table 5: Leadership Styles Reduces Employees' Errors of Work

Predictor	Beta(β)	t-stats	P - value
(Constant)		8.031	.000
Transactional leadership style	.016	.320	.749
Transformational leadership style	.055	1.043	.279
Democratic leadership style	.042	821	.412
Autocratic leadership style	.235	4.827	.000
Laissez-faire leadership style	.063	1.173	.242
Paternalistic leadership style	.081	1.620	.106
Charismatic leadership style	.167	3.057	.002
Servant leadership style	.018	.341	.733
Visionary leadership style	.210	4.020	.000

$R^2 = .156$; Adjusted $R^2 = .136$)

Source: Field Survey, Amegayibor (2017)

The results in Tables 5 illustrated reduction in error as the dependent variable. It indicates that transactional leadership style ($\beta = .016$; $P = .749$) did not reduce employees' error of work. Based on that, hypotheses 1b (H1b) which reads, 'transactional leadership style reduce employees' error of work' was not supported, since the p – value for transactional leadership style was more than the alpha (α) value of 0.05. This suggests that an improvement in transactional leadership style will not result in an improvement of reduction in error. This finding adds to existing leadership literature by demonstrating that transactional leadership style has no influence on employees' error of work..

The results revealed that transformational leadership style ($\beta = .055$; $P = .297$) did not reduce employees' error of work. Based on that, hypotheses 1b

(H1b) which reads, ‘transformational leadership style reduce employees’ error of work’ was not supported. Since the p – value for transactional leadership style was more than the alpha (α) value of 0.05. This suggests that an enhancement in transformational leadership style will not result in an enhanced reduction in error. This finding adds to existing leadership literature by demonstrating that transformational leadership style has no effect on employees’ error of work.

The results also showed that democratic leadership style ($\beta = .042$; $P = .412$) did not reduce employees’ error of work. Based on that, hypothesis 3b (H3b) which reads, ‘democratic leadership style reduce employees’ error of work’ was not supported, since the p – value for democratic leadership style was more than the alpha (α) value of 0.05. This implies that an enhancement in democratic leadership style will not result in an enhanced reduction in error. This finding adds to existing leadership literature by demonstrating that democratic leadership style has no influence on employees’ error of work.

The results explained that autocratic leadership style ($\beta = .235$; $P = .000$) reduce employees’ error of work. Based on that, the hypothesis 4b (H4b) which reads: ‘autocratic leadership style reduces employees’ error of work’ was supported, because, the p – value for autocratic leadership style was less than the alpha (α) value of 0.05. This implies that an enhancement in autocratic leadership style will result in an enhanced reduction in error. The finding adds to existing leadership literature by establishing that autocratic leadership style has impact on employees’ error of work.

The results further explained that laissez-faire leadership style ($\beta = .063$; $P = .242$) did not reduce employees’ error of work. Based on that,

hypothesis 5b (H5b) which read, 'laissez-faire leadership style reduce employees' error of work' was not supported, since the p – value for democratic leadership style was more than the alpha (α) value of 0.05. This implies that an enhancement in laissez-faire leadership style will not lead to enhanced reduction in error. This finding improved on the existing leadership literature by demonstrating that laissez-fair leadership style has no influence on employees' error of work.

The results illustrated that paternalistic leadership style ($\beta = .081$; $P = .106$) did not reduce employees' error of work. Based on that, the hypothesis 6b (H6b) which reads, 'paternalistic leadership style reduce employees' error of work' was not supported, because, the p – value for paternalistic leadership style was more than the alpha (α) value of 0.05. This implies that an improvement in paternalistic leadership style will not improve reduction in error. This present finding does improve on the leadership literature by demonstrating that paternalistic leadership style has no influence on employees' error of work.

The results again clarify that charismatic leadership style ($\beta = .167$; $P = .002$) reduce employees' error of work. Based on that, hypothesis 7b (H7b) which reads, 'charismatic leadership style reduces employees' error of work' was supported, since the p – value for charismatic leadership style was less than the alpha (α) value of 0.05. This infers that an enhancement in charismatic leadership style will result in an enhanced reduction in error. The present finding does improve on the leadership literature by establishing that charismatic leadership style has influence on employees' error of work.

The results showed that, servant leadership style ($\beta = .018$; $P = .733$) did not reduce employees' error of work. Based on that, the hypothesis 8b (H8b) which reads, 'servant leadership style reduce employees' error of work' was not supported, since the p – value for servant leadership style was more than the alpha (α) value of 0.05. This implies that an improvement in servant leadership style will not lead to improved reduction in error. The present finding does improve on the leadership literature by proving that servant leadership style has no influence on employees' error of work.

The results indicated that, visionary leadership style ($\beta = .210$; $P = .000$) reduce employees' error of work. Based on that, hypothesis 7b (H7b) which reads, 'visionary leadership style reduces employees' error of work' was supported. Since the p – value for visionary leadership style was less than the alpha (α) value of 0.05. This implies that a boost in visionary leadership style will result in a boost in reduction in error. The present finding does improve on the leadership literature by establishing that charismatic leadership style has influence on employees' error of work; as literature reviewed have no any such links. The degree of influence, autocratic leadership style ($\beta = .235$) reduces employees' error of work most.

Relationship between Leadership Styles and Work Quality

Table 6 explained the manifestation of how leadership styles influences employees' quality of work.

Table 6: Leadership Styles Influence Quality

Predictor	Beta(β)	t-stats	P - value
(Constant)		7.278	.000
Transactional leadership style	.040	753	.452
Transformational leadership style	.050	.905	.366
Democratic leadership style	.064	1.219	.223
Autocratic leadership style	.058	1.150	.251
Laissez-faire leadership style	.029	.516	.606
Paternalistic leadership style	.112	2.148	.032
Charismatic leadership style	.036	.644	.520
Servant leadership style	.008	.144	.886
Visionary leadership style	.235	4.347	.000

$R^2 = .090$; Adjusted $R^2 = .069$

Source: Field Survey, Amegayibor (2017)

The results in Table 6 showed that transactional leadership style ($\beta = .040$; $P = .452$) did not enhance employees' quality of work. Based on that, hypotheses 1c (H1c) which reads, 'transactional leadership style enhances employees' quality' was not supported. Because, the p - value for transactional leadership style was more than the alpha (α) value of 0.05. This suggests that an improvement in transactional leadership style will not result in an improvement in employees' quality of work. This present finding does add to leadership literature by establishing that transactional leadership style has no effect on employees' quality of work.

The results showed that Transformational leadership style ($\beta = .050$; $P = .366$) did not enhance employees' quality of work. As a result, hypothesis 2c

(H2c) which reads ‘transformational leadership style enhances employees’ quality of work’ was not supported, because the p – value for transformational leadership style was more than the alpha (α) value of 0.05. This suggests that an enhancement in transformational leadership style will not lead to enhancement of employees’ quality of work. The present finding does add to leadership literature by proving that transformational leadership style has no impact on employees’ quality of work

The results revealed that democratic leadership style ($\beta = .064$; $P = .233$) did not enhance employees’ quality of work. Based on that, the hypotheses 3c (H3c) which reads, ‘democratic leadership style enhances employees’ quality of work’ was not supported. Since the p – value for democratic leadership style was more than the alpha (α) value of 0.05. This infers that an improvement in democratic leadership style will not result in an improvement of employees’ quality of work. The present finding does add to leadership literature by indicating that democratic leadership style has no impression on employees’ quality of work.

The results revealed that autocratic leadership style ($\beta = .058$; $P = .251$) did not enhance employees’ quality of work. As a result, hypotheses 4c (H34c) which reads, ‘autocratic leadership style enhances employees’ quality of work’ was not supported, because the p – value for autocratic leadership style was more than the alpha (α) value of 0.05. This implies that an improvement in autocratic leadership style will not result in an improvement of employees’ quality of work. This present finding does add to leadership literature by indicating that autocratic leadership style has no impact on employees’ quality of work.

The result further showed that laissez-faire leadership style ($\beta = .029$; $P = .606$) did not enhance employees' quality of work. Based on that, hypothesis 5c (H5c) which reads, 'laissez-faire leadership style enhances employees' quality of work' was not supported, because the p – value for laissez-faire leadership style was more than the alpha (α) value of 0.05. The implication is that an improvement in laissez-faire leadership style will not result in an improvement of employees' quality of work. This finding adds to leadership literature by indicating that laissez-faire leadership style has no influence on employees' quality of work.

The result demonstrated that, Paternalistic leadership style ($\beta = .112$; $P = .032$) enhance employees' quality of work. Based on that, the hypothesis 6c (H6c) which reads, 'paternalistic leadership style enhances employees' quality of work' was supported, because the p – value for paternalistic leadership style was less than the alpha (α) value of 0.05. This suggests that an improvement in paternalistic leadership style will result in an improvement of employees' quality of work. The present finding improves leadership literature by establishing that paternalistic leadership style impact employees' quality of work.

The result illustrated that charismatic leadership style ($\beta = .036$; $P = .520$) did not enhance employees' quality of work. As a result, hypothesis 7c (H7c) which reads, 'charismatic leadership style enhances employees' quality of work' was not supported, because the p – value for charismatic leadership style was more than the alpha (α) value of 0.05. This indicates that an improvement in charismatic leadership style will not result in an improvement of employees' quality of work. The present finding does add to leadership

literature by demonstrating that charismatic leadership style has no effect on employees' quality of work.

It was also revealed in the result that servant leadership style ($\beta = .008$; $P = .886$) did not enhance employees' quality of work. Based on that, hypothesis 8c (H8c) which read, 'servant leadership style enhances employees' quality of work' was not supported, because the p – value for servant leadership style was more than the alpha (α) value of 0.05. The implication is that an improvement in servant leadership style will not result in an improvement of employees' quality of work. This finding does add to the leadership literature by demonstrating that servant leadership style has no effect on employees' quality of work.

The result explained that visionary leadership style ($\beta = .235$; $p = .000$) enhance employees' quality of work. Based on that, hypothesis 9c (H9c) which reads: 'visionary leadership style enhances employees' quality of work' was supported. Because, the p- value for visionary leadership style was less than the alpha (α) value of 0.05. This denotes that an improvement in visionary leadership style will result in an improvement of employees' quality of work. The present finding improves the leadership literature by establishing that visionary leadership style impact employees' quality of work, as literature reviewed has no any such connections. For the degree of influence, visionary leadership style ($\beta = .235$) had the strongest influence on employees' quality of work.

Relationship between Leadership Styles and Absenteeism

Table 7 describes the leadership styles influences employees' absenteeism.

Table 7: Leadership Styles Influence Absenteeism

Predictor	Beta(β)	t-stats	P - value
(Constant)		4.403	.000
Transactional leadership style	.037	.678	.498
Transformational leadership style	.022	.389	.698
Democratic leadership style	.045	.833	.405
Autocratic leadership style	.128	2.447	.015
Laissez-faire leadership style	.019	.333	.739
Paternalistic leadership style	.018	.342	.732
Charismatic leadership style	.030	.518	.605
Servant leadership style	.063	1.146	.253
Visionary leadership style	.010	.182	.856

$R^2 = .028$; Adjusted R^2

Source: Field Survey, Amegayibor (2017)

The results in Table 7 revealed that transactional leadership style ($\beta = .037$; $P = .498$) did not affect employees' absenteeism. Based on that, hypothesis 1d (H1d) which reads, 'transactional leadership style affects employees' absenteeism' was not supported. Since the p – value for transactional leadership style was more than the alpha (α) value of 0.05. This indicates that an improvement in transactional leadership style will not result in an improvement of employees' absenteeism. The present finding does add to leadership literature by demonstrating that transactional leadership style has no influence on employees' absenteeism.

The result showed that transformational leadership style ($\beta = .022$; $P = .698$) did not affect employees' absenteeism. As a result, hypothesis 2d (H2d) which reads, 'transformational leadership style affects employees'

absenteeism' was not supported. Based on that, the p – value for transformational leadership style was more than the alpha (α) value of 0.05. This denotes that an enhancement in transformational leadership style will not result in an in enhancement of employees' absenteeism. This finding adds to existing leadership literature by demonstrating that transformational leadership style has no influence on employees' absenteeism.

The results indicates that democratic leadership style ($\beta = .045$; $P = .405$) did not affect employees' absenteeism. Based on that, the hypothesis 3d (H3d) which reads, 'democratic leadership style affects employees' absenteeism' was not supported. This is because, the p – value for democratic leadership style was more than the alpha (α) value of 0.05. This signifies that an improvement in democratic leadership style will not result in an in improvement of employees' absenteeism. The present finding adds to existing leadership literature by demonstrating that democratic leadership style has no influence on employees' absenteeism.

The results demonstrated that autocratic leadership style ($\beta = .128$; $P = .015$) affect employees' absenteeism. Based on that, hypothesis 4d (H4d) which reads, 'autocratic leadership style affects employees' absenteeism' was supported, since the p – value for autocratic leadership style was less than the alpha (α) value of 0.05. This implies that an enhancement in autocratic leadership style will result in an enhancement of employees' absenteeism. The present findings adds to leadership literature by establishing that autocratic leadership style influence employees' absenteeism, as literature reviewed has no any such connections.

It was evidenced in the result that laissez-faire leadership style ($\beta = .019$; $P = .739$) did not affect employees' absenteeism. Based on that, hypothesis 5d (H5d) which reads, 'laissez-faire leadership style affects employees' absenteeism' was not supported. Since the p – value for laissez-faire leadership style was more than the alpha (α) value of 0.05. This implies that a boost in laissez-faire leadership style will not result in a boost in reduction of employees' absenteeism. This finding improves existing leadership literature by demonstrating that laissez-faire leadership style has no influence on employees' absenteeism.

The result showed that paternalistic leadership style ($\beta = .018$; $P = .732$) did not affect employees' absenteeism. Based on that, hypothesis 6d (H6d) which reads, 'paternalistic leadership style affects employees' absenteeism' was not supported. Based on that, the p – value for paternalistic leadership style was more than the alpha (α) value of 0.05. This indicates that an enhancement in paternalistic leadership style will not result in an enhancement in reduction of employees' absenteeism. This finding does add to leadership literature by demonstrating that paternalistic leadership style has no influence on employees' absenteeism.

The result demonstrated that charismatic leadership style ($\beta = .030$; $P = .518$) did not affect employees' absenteeism. As a result, the hypothesis 7d (H7d) which reads, 'charismatic leadership style affects employees' absenteeism' was not supported. Since the p – value for charismatic leadership style was more than the alpha (α) value of 0.05. This denotes that an improvement in charismatic leadership style will not result in an improvement in reduction of employees' absenteeism. The present finding

does add to leadership literature by demonstrating that charismatic leadership style has no influence on employees' absenteeism.

The result again demonstrated that servant leadership style ($\beta = .063$; $P = .253$) did not affect employees' absenteeism. Based on that, the hypothesis 8d (H8d) which reads, 'servant leadership style affects employees' absenteeism' was not supported. Since the p – value for servant leadership style was more than the alpha (α) value of 0.05. This indicates that an improvement in servant leadership style will not result in an enhanced reduction of employees' absenteeism. This finding does add to leadership literature by establishing that servant leadership style has no influence on employees' absenteeism.

The results further revealed that visionary leadership style ($\beta = .010$; $P = .856$) did not affect employees' absenteeism. Based on that, the hypothesis 9d (H9d) which reads, 'visionary leadership style affects employees' absenteeism' was not supported. This was because the p – value for visionary leadership style was more than the alpha (α) value of 0.05. This implies that an improvement in a visionary leadership style will not result in an improvement in reduction of employees' absenteeism. The finding add to existing leadership literature by demonstrating that visionary leadership style has no influence on employees' absenteeism, as literature reviewed have no any such connections. Regarding the influence, autocratic leadership style made the strongest contribution of influence ($\beta = .128$).

Demographic Factors and Employees' Performance

This section presents and discusses the results of how demographic factors influence employees' performance as depicted in Table 8 to 12.

Table 8: Demographic Factors Influence Employees' Performance (composite)

Predictor	Beta(β)	t-stats	P – value
(Constant)		12.248	.000
Sex	.002	.042	.966
Age	.316	4.803	.000
Education	.115	2.237	.026
Department	.065	1.278	.202
Tenure of Service	.023	.349	.728

$R^2 = .094$; Adjusted $R^2 = .083$

Source: Field Survey, Amegayibor (2017)

Table 8 showed that sex (male, female) ($\beta = .002$; $P = .966$) did not influence employees' performance. Based on that, hypothesis 10 (H10) which reads, 'sex (male, female) influences employees' performance' was not supported, with an implication that sex does not increase their level of work performance. This finding confirms some previous studies (Gyanti, 2015; Njau, 2015; Mayel, Meemarpour, Kandi, & Porreza, 2013) that sex significantly influence employees' performance.

The result again showed that age (Youth, middle age, aged) ($\beta = .316$; $p = .000$) had influence on employees' performance. This was because the p – value for age (youth, middle age, aged) was less than the alpha (α) value 0.05. The hypothesis 11(H11) which states, 'Age (youth, middle age, aged) influence employees' performance was supported. This suggests that as employees advance in age will increase their performance. The finding of this present study confirms some earlier studies (Gyanti, 2015; Mayel,

Meemarpour, Kandi, & Porreza, 2013) that age significantly influence employees' performance. But, it is contrary to (Njau, 2015) that age does not affect employees' performance.

The results revealed that education (Primary/JHS, Secondary/Technical, Tertiary) ($\beta = 115$; $p = .026$) had influence on employees' performance. Since the p – value for education was less than the alpha (α) value 0. 05. The hypothesis 12(H12) which reads, 'Education (Primary/JHS, Secondary/Technical, and Tertiary) influence employees' performance' was supported with inference that improvement in the level of Education (Primary/JHS, Secondary/Technical, and Tertiary) will result in an improvement in employees' performance. The finding supported some previous studies (Gyanti, 2015; Mayel, Meemarpour, Kandi, & Porreza, 2013) that education significantly influences employees' performance.

The results indicated that department ($\beta = .065$; $P = .202$) did not influence employees' performance. Based on that, hypothesis 13 (H13) which reads, 'Department (Human resource, marketing/sale, production, security, oil refinery, palm kernel and section) influences employees' performance' was not supported. This implies that a change in employees' Department (Human resource, marketing/sale, production, security, oil refinery, palm kernel and section) will not affect level of employees' performance. The finding does not concur with earlier studies (Senel & Senel, 2013; Mayel, Meemarpour, Kandi, & Porreza, 2013) that department significantly influences employees' performance.

The result illustrated that tenure of service ($\beta = 023$; $P = .728$) did not influence employees' performance. Since the p – value for tenure of service

was more than the alpha (α) value 0 .05, hypothesis 14(H14) which reads, 'Tenure of service influences employees' performance was not supported. The implication is that an increase in Tenure of service will not lead to an increase in employees' performance. This findings is inconsistent with previous studies (Gyanti, 2015; Mayel, Meemarpour, Kandi, & Porreza, 2013 ;) that tenure of service significantly influence employees' performance. However, it is consistent with (Njau, 2015) that work experience does not affect employees' performance. The degree of influence, age (Youth, middle age, aged) ($\beta = .316$) was the strongest predictor.

Demographic Factors and Employees' output

Table 9 describes how demographic factors influence employees' output as dependent variable.

Table 9: Demographic Factors Influence Employees' Output

Predictor	Beta(β)	t-stats	P – value
(Constant)		8.502	.000
Sex	.062	1.227	.221
Age	.332	4.977	.000
Education	.138	2.648	.008
Department	.047	.910	.364
Tenure of Service	.166	2.489	.013

$R^2 = .070$; Adjusted $R^2 = .058$

Source: Field Survey, Amegayibor (2017).

The results in Table 9 shows that sex (male, female) ($\beta = .062$; $P = .221$) did not increase output. Since the p – value for Sex (male and female) was greater than the alpha (α) value 0.05. Hypothesis10a (10a) which read, 'sex (male, female) increases output of employees' work' was not supported. The implication is that sex (male, female) differences will not lead to an

improvement in output. The finding therefore adds to leadership literature by establishing sex (male, female) has no influence on employees' output.

The results showed that age (Youth, middle age, aged) ($\beta = 332$; $P = .000$) increase employees' output. Since the p – value for age (youth, middle age, aged) was less than the alpha (α) value 0. 05. Hypothesis 11a (H11a) which reads, 'Age (youth, middle age, aged) increase employees' output was supported. This implies that an enhancement in age (youth, middle age, and aged) will lead to an enhancement in employees' output. The finding enhances leadership literature by establishing that age (youth, middle age, aged) has impact on employees' output of work.

The results indicated that education (Primary/JHS, Secondary/Technical, Tertiary) ($\beta = 138$; $P = .008$) increases employees' output of work. Since the p – value for Education (Primary/JHS, Secondary/Technical, and Tertiary) was less than the alpha (α) value 0.05. The hypothesis 12a (H12a) which reads 'Education (Primary/JHS, Secondary/Technical, and Tertiary) increases employees' output' was supported. This suggests that an improvement in Education (Primary/JHS, Secondary/Technical, and Tertiary) will result in an improvement in employees' output of work. The finding therefore adds to the leadership literature by establishing that Education (Primary/JHS, Secondary/Technical, and Tertiary) has influence on employees' output of work.

The results explained that department (Human resource, marketing/sale, production, security, oil refinery, palm kernel and section) ($\beta = .047$; $P = .364$) did not increase employees' output of work. Based on that, hypothesis 13a (H13a) which read, 'Department (Human resource,

marketing/sale, production, security, oil refinery, palm kernel and section) increases employees' output of work' was not supported. This was because the p – value for Department (Human resource, marketing/sale, production, security, oil refinery, palm kernel and section) was greater than the alpha (α) value of 0.05.

This implies that a change in employees' Department (Human resource, marketing/sale, production, security, oil refinery, palm kernel and section) will not lead to an enhancement in employees' output of work. This finding therefore adds to the leadership literature by establishing that a change in employees' Department (Human resource, marketing/sale, production, security, oil refinery, palm kernel and section) has no influence on employees' output of work. It was evidenced in the results that tenure of service ($\beta = 166$; $P = .013$) increase employees' output of work. Since the p – value for tenure of service was less than the alpha (α) value 0.05. Based on that, hypothesis14a (H14a) which reads, 'Tenure of service' increases employees' output of work' was supported. This implies that an increase in number of years of work will lead to an increase in employees' output of work. The finding adds to leadership literature by establishing that tenure of service has impact on employees' output of work. The degree of influence, age emerged as the strongest predictor ($\beta = .332$).

Demographic Factors and Reduction in Error

Table 10 explains the manifestation of how demographic factors influences reduction in error of employees' work as dependent variable.

Table 10: Demographic Factors Reduces Employees' Error of work

Predictor	Beta(β)	t-stats	P - value
(Constant)		7.382	.000
Sex	.070	1.392	.165
Age	.155	2.312	.021
Education	.124	2.380	.018
Department	.083	1.586	.113
Service of Tenure	.072	1.080	.281

$R^2 = .063$; Adjusted $R^2 = .051$

Source: Filed Survey, Amegayibor (2017).

The results in Table 10 revealed that sex (male, female) ($\beta = .070$; $P = .165$) did not reduce error of employees' during work, since the p – value for sex (male and female) was greater than the alpha (α) value 0.05. The hypothesis 10b (10b) which read 'sex (male, female) reduces error of employees' during work' was not supported. This implies that sex (male, female) does not lead to reduction in error of employees' during work. This finding adds to leadership literature by establishing that sex has no influence on reduction in error of employees' during work.

The results showed that age (youth, middle age, aged) ($\beta = .155$; $P = .021$) reduces error of employees' during work. Since the p – value for Age (youth, middle age, aged) was less than the alpha (α) value 0.05. As a result, hypothesis 11b (11b) which reads 'Age (youth, middle age, aged) reduces error of employees' during work' was supported. The implication is that the advancement in age (youth, middle age, aged) will lead to an enhancement in reduction in error of employees' during work. This finding adds to leadership literature by establishing that age (youth, middle age, aged) has impact on reduction in error of employees' during work.

The results also revealed that education (Primary/JHS, Secondary/Technical, Tertiary) ($\beta = 124$; $P = .018$) reduce error of employees' during work, because, the p – value for education (Primary/JHS, Secondary/Technical, and Tertiary) was less than the alpha (α) value 0.05. Hypothesis 12b (H12b) which reads 'Education (Primary/JHS, Secondary/Technical, and Tertiary) reduces error of employees' during work' was supported. This implies that an improvement in a level of education (Primary/JHS, Secondary/Technical, and Tertiary) will result in an improvement in reduction in error of employees' during work. This finding improves the leadership literature by establishing that upgrade in level of education (Primary/JHS, Secondary/Technical, and Tertiary) has an influence on reduction in error of employees' during work.

The results again revealed that department (Human resource, marketing/sale, production, security, oil refinery, palm kernel and section) ($\beta = .083$; $P = .113$) did not reduces error employees' during work. Based on that, the hypothesis 12b (H12b) which reads, 'Department (Human resource, marketing/sale, production, security, oil refinery, palm kernel and section) reduces error of employees' during work' was not supported. Since the p – value for Department (Human resource, marketing/sale, production, security, oil refinery, palm kernel and section) was greater than the alpha (α) value of 0.05. This implies that a change in Department (Human resource, marketing/sale, production, security, oil refinery, palm kernel and section) will not lead to an enhancement in reduction in error of employees' during work. This finding adds to leadership literature by establishing that department has no influence on reduction in error of employees' during work.

The result further explained that tenure of service ($\beta = 0.072$; $P = .281$) did not reduce error of employees' during work. Since the p – value for tenure of service was more than the alpha (α) value 0.05. Hypothesis 14b (H14b) which reads 'Tenure of service reduces error employees' during work' was not supported. This implies that an increase in tenure of service will not lead to an increase in reduction of error of employees' during work. This finding does add to the leadership literature by establishing that tenure of service has no impact on reduction in error of employees' during work. For the degree of influence, age emerged as the strongest predictor ($\beta = .155$).

Demographic Factors and Quality

The Table 11 clarifies the presence of how demographic factors influences employees' quality of work as dependent variable.

Table 11: Demographic Factors Enhance Employees' Quality of Work

Predictors	Beta(β)	t-stats	P – value
(Constant)		8.452	.000
Sex	.040	.775	.439
Age	.144	2.144	.035
Education	.030	.558	.577
Department	.098	1.841	.066
Service of Tenure	.063	.918	.359

$R^2 = .021$; Adjusted $R^2 = .009$

Source: Field Survey, Amegayibor (2017).

The results in Table 11 illustrate that sex (male, female) ($\beta = .040$; $P = .439$) did not enhance quality of employees' work. Since the p – value for Sex was greater than the alpha (α) value 0.05, hypothesis 10c (10) which reads, 'sex (male, female) enhances quality of employees' work' was not supported. This implies that sex (male, female) of employees will not enhance their

quality of work. The finding therefore adds to existing literature on leadership by establishing that sex (male, female) has no influence on quality of employees' work.

The results showed that age (youth, middle age, aged) ($\beta = .144$; $P = .035$) enhance quality of employees' work. This was because, the p – value for age was less than the alpha (α) value 0.05. Hypotheses 11c (11c) which reads 'Age (youth, middle age, aged) enhances quality of employees' work' was supported. The implication is that the progression image (youth, middle age, and aged) will lead to an enhancement in quality of employees' work. This finding therefore adds to leadership literature by establishing that age has influence on employees' quality of work.

The results revealed that education (Primary/JHS, Secondary/Technical, Tertiary) ($\beta = .030$; $P = .577$) did not enhance employees' quality of work. Since the p – value for Education was greater than the alpha (α) value 0.05. Hypothesis 12c (H12c) which reads 'Education (Primary/JHS, Secondary/Technical, and Tertiary) enhances employees' quality of work' was not supported. This implies that an improvement in level of education (Primary/JHS, secondary/technical, and tertiary) will not result in an improvement in employees' quality of work. The finding therefore enhances the leadership literature by establishing that Education has no impact on employees' quality of work.

The result showed that department (Human resource, marketing/sale, production, security, oil refinery, palm kernel and section) ($\beta = .098$; $P = .066$) did not enhance employees' quality of work. Based on that, the hypothesis 13c (H13c) which states that 'Department (Human resource, marketing/sale,

production, security, oil refinery, palm kernel and section) enhances employees' quality of work' was not supported. This is because the p – value for department (Human resource, marketing/sale, production, security, oil refinery, palm kernel and section) was more than the alpha (α) value of 0.05.

This implies that changes Department (Human resource, marketing/sale, production, security, oil refinery, palm kernel and section) will not lead to an enhancement in employees' quality of work. This finding therefore breaks new grounds in the leadership literature by establishing that Department (Human resource, marketing/sale, production, security, oil refinery, palm kernel and section) has no influence employees' quality of work.

The results explained that tenure of service ($\beta = 063$; $P = .359$) did not enhance employees' quality of work. This was because p – value for tenure of service was more than the alpha (α) value 0.05. Hypotheses14c (H14c) which reads 'Tenure of service employees' quality of work' was not supported. This denotes that an increase in the tenure of service will not lead to an increase in employees' quality of work. This finding adds to the literature on leadership by establishing that tenure of service has no impact on employees' quality of work. Regarding the degree of influence, age emerged as the strongest predictor ($\beta = 144$)

Demographic Factors and Absenteeism

The Table 12 explains the how demographic factors influences employees' absenteeism.

Table 12: The Influence of Demographic Factors on Employees' Absenteeism

Predictor	Beta(β)	t-stats	P – value
(Constant)		5.818	.000
Sex	.023	.446	.655
Age	.160	2.389	.017
Education	.042	.804	.422
Department	.105	2.015	.045
Service of Tenure	.074	1.108	.269

$R^2 = .063$; Adjusted $R^2 = .051$

Source: Field Survey, Amegayibor (2017).

The results in Table 12 demonstrate that sex (male, female) ($\beta = .023$; $P = .655$) did not affect employees' absenteeism, since the p – value for Sex (male and female) was greater than the alpha (α) value 0.05. As a result, hypothesis 10d (H10d) which reads, 'sex (male, female) affects employees' absenteeism' was not supported. This suggests that sex (male, female) of employees will not enhance employees' absence from work. This finding therefore adds to literature on leadership by establishing that sex (male, female) has no influence on employees' absenteeism.

The results showed that age (youth, middle age, aged) ($\beta = .160$; $P = .017$) affects employees' absenteeism. This was because, the p – value for Age (youth, middle age, aged) was less than the alpha (α) value 0.05, the hypothesis 11d (11d) which reads, 'Age (youth, middle age, aged) affects employees' absenteeism' was supported. The implication is that the advancement in age (youth, middle age, and aged) will lead to employees' absenteeism. This finding has not supported earlier studies that age (Senel & Senel, 2013) has no influence on absenteeism. This finding therefore improves

literature on leadership by demonstrating that age has impact on employees' absenteeism.

The result revealed that education (Primary/JHS, Secondary/Technical, Tertiary) ($\beta = 0.042$; $P = .422$) did not affect employees' absenteeism, since the p – value for Education was greater than the alpha (α) value 0.05. As a result, the hypotheses 12d (H12) which read 'Education (Primary/JHS, Secondary/Technical, and Tertiary) affects employees' absenteeism' was not supported. This infers that an improvement in level of Education (Primary/JHS, Secondary/Technical, and Tertiary) will not result in an improvement in employees' absenteeism. The finding of this study is consistent with previous studies that education (Senel & Senel, 2013) has no influence on absenteeism.

The result demonstrated that department (Human resource, marketing/sale, production, security, oil refinery, palm kernel and section) ($\beta = .105$; $P = .045$) affects employees' absenteeism. Based on that, the hypothesis 13d (H13d) which reads, 'Department (Human resource, marketing/sale, production, security, oil refinery, palm kernel and section) affects employees' absenteeism' was supported, because, the p – value for Department was less than the alpha (α) value of 0.05. This suggests that a change in employees' department (Human resource, marketing/sale, production, security, oil refinery, palm kernel and section) will lead to reduction in employees' absenteeism. The finding of this study is consistent with some earlier study that department (Senel & Senel, 2013) has an influence on absenteeism. The finding adds to leadership literature by establishing that department (Human resource, marketing/sale, production,

security, oil refinery, palm kernel and section) has influence employees' absenteeism.

The results illustrates that tenure of service ($\beta = 0.063$; $P = .359$) did not affect employees' absenteeism. Since the p – value for tenure of service was more than the alpha (α) value 0.05. As a result, hypothesis 14d (H14d) which reads, 'Tenure of service affects employees' absenteeism' was not supported. The implication is that work experience and the number of worked will not result in employees' absenteeism. The finding of this study confirms that tenure of service (Senel & Senel, 2013) has no influence employees' absenteeism. For the degree of influence, age emerged as the strongest predictor ($\beta = 160$).

Chapter Summary

This chapter has provided a summary of results and findings as per the data collected from the respondents. Analysis on the background information, the influences of leadership styles on employees' performance as composite output, reduction in error of employees' work employees' quality of work, and absenteeism. Further analysis was done on the influence of demographic factors on employees' performance, influence of demographic factors on output, demographic factors that influence reduction in error, influence of demographic factors on work quality and influence of demographic factors on absenteeism. The investigation revealed that transactional leadership style was not relevant in the organisation. The impact is the transactional leadership style does not have influence on employees' performance. It was found that transformational leadership style was of no importance to employees' in the

organisation. This indicates that transformational leadership style had no influence on employees' performance.

It was disclosed that democratic leadership style does not enhance employees' performance. The implication is that managers and supervisors of the organisation do not practice democratic leadership style. It was further disclosed that the autocratic characteristic demonstrated by managers and supervisors of the organisation improves employees' performance. It was found that the level of laissez-faire leadership style demonstrated by manager and supervisors in the organisation was of no importance to employees' because it did not have any influence on their performance.

It revealed that the kind of paternalistic leadership characteristic exhibited by managers and supervisors enhance employee' performance. It found also that the charismatic leadership traits demonstrated in the organization influences employees' performance. Servant leadership style did not influence employees' performance. Visionary leadership style did not influence employees' performance. The findings showed that transactional leadership style did not increase employees' output. Transformational leadership style did not increase employees' output. Democratic leadership style did not increase employees' output. Autocratic leadership style did not increase employees' output. However, laissez-faire leadership style significantly increased employees' output. Paternalistic leadership did not increase employees' output. Charismatic leadership did not enhance employees' output. Servant leadership style significantly increased employees' output. Visionary leadership style significantly improves employees' output.

It was discovered that transactional leadership style did not improve employees' reduction in error during work. Transformational leadership style did not enhance error of employees' during work. Democratic leadership style did not enhance reduction in error of employees' during work. Nevertheless, autocratic leadership exhibited brings about significant reduction in error during work. It was also disclosed that laissez-faire leadership style did not enhance reduction in error of employee's during work. Paternalistic leadership style did not improve employees' of work. It was found that charismatic leadership style demonstrated in the organization significantly enhances error of employees' work. Servant leadership style did not bring reduction in error of employees' during work. It was further discovered that visionary leadership style significantly boosts reduction in error of employees' during work.

The finding showed that transactional leadership style did not enhance employees' quality of work. Transformational leadership style did not enhance employees' quality of work. It was also found that democratic leadership style did not enhance employees' quality of work. Autocratic leadership was found not to have enhanced employees' quality of work. It came to light that laissez-faire did not improve employees' quality of work. However, paternalistic leadership style demonstrated enhanced employees' quality of work. Charismatic leadership style was discovered not to have enhanced employees' quality of work. Servant leadership style did not improve employees' quality of work. Visionary leadership style exhibited enhanced employees' quality of work.

The findings revealed that transactional leadership style demonstrated had no effect on employees' absenteeism. Transformational leadership style

did not affect employees' absenteeism. It was found that democratic leadership style did not improve employees' absenteeism. Autocratic leadership style applied has significantly enhanced employees' absenteeism. Laissez-faire leadership style did not improve employees' absenteeism. Paternalistic leadership style has no effect on employees' absenteeism. It was indicated in the findings that charismatic leadership style did not improve employees' absenteeism. Servant leadership did not affect employees' absenteeism. Visionary leadership style did not influence employees' absenteeism.

It was found that sex (male & female) has no influence on employees' performance. Age (youth, middle age, aged) had significant impact on employees' performance. Education (Primary/JHS, Secondary/Technical & Tertiary) significantly improve employees' performance. Department (Human Resource, Marketing/Sales, Production, Security, Oil refinery, Palm Kernel, & Section) did not affect employees' performance. Service of tenure has no influence on employees' performance. The results showed that sex (Male & Female) did not improve employees' work output. Age (Youth, Middle age, Aged) does increase employees' work output. Education (Primary/JHS, Secondary/Technical & Tertiary) was found to have significant impact on employees' output of work. Department (Human Resource, Marketing/Sales, Production, Security, Oil refinery, Palm Kernel, & Section) does not influence work output. Tenure of service significantly increased employees' output of work.

It was also disclosed that sex (male & female) has no effect on error of employees' work. Age (Youth, middle age & aged) significantly reduces error

of employees' work. Education (Primary/JHS, Secondary/Technical & Tertiary) significantly reduces error of employees' work. Department (Human Resource, Marketing/Sales, Production, Security, Oil refinery, Palm Kernel, & Section) has no impact on employees' error of work. Service of tenure did not affect error of employees' work.

The results further disclosed that sex (male & female) has no impact on employees' quality of work. Age (youth, middle age & aged) had significant enhancement in employees' quality of work. Education (primary/JHS, secondary/technical& tertiary) has no influence on employees' quality of work. Department (Human Resource, Marketing/Sales, Production, Security, Oil refinery, Palm Kernel, & Section) does not influence employees' quality of work. Service of tenure has no effect of employees' quality of work.

It was also discovered that Sex (male & female) has no influence on employees' absenteeism. Age (Youth, middle age & aged) has significant relationship with absenteeism. Education (Primary/JHS, Secondary/Technical & Tertiary) did not affect employees' absenteeism. Department (Human Resource, Marketing/Sales, Production, Security, Oil refinery, Palm Kernel, & Section) has significant relationship with employees' absenteeism. Service of tenure has no influence on employees' absenteeism.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

Overview

The main objective of this study was to the relationship between leadership styles and employees' performance in Ameen Saagari Company Ltd. The goal was to investigate the relationship between leadership styles and employees' performance. Main hypotheses and sub hypotheses were formulated to drive the study. The research was guided by quantitative approach and correlational study design. The Population was made up of 400 employees of Ameen Saagari Company Limited Cape Coast. A census sampling method was used. The data collection instrument employed was interview guide using Likert scale. Validity and reliability was considered as the instrument was designed and properly scrutinized by experts and my supervisor before it was administered. Data was then analyzed using inferential statistics which included multiple regression.

Thereafter, Statistical Package for Social Science (SPSS) was used in the analysis. The previous chapter was concerned with analyzing, presenting and interpreting data got from employees of Ameen Sangari Company Limited, Cape Coast. This chapter therefore is concerned with the summary, conclusions and recommendations. Fourteen hypotheses arose from two research objectives.

Summary of the Results

From the supported material and results of the study, it was observed that there is a significant impact or relationship between some leadership styles and employees' performance. It was also recognized that some

demographic factors had an influence on employees' performance. The key findings of each hypothesis are summarized as follows:

The multiple linear regressions examined the influence of transactional leadership style and employees' performance. The result established that transactional leadership style had no significant influence on employees' performance ($\beta = .027, p > .615$). As a result, the first hypothesis was not supported. The multiple regression test examined the influence of transformational leadership style and employees' performance. The results indicated that transformational leadership had no significant influence on employees' performance ($\beta = .017, P > .758$), based on this, the study hypothesis 2 was not supported.

The multiple regression test examined the influence of democratic leadership style on employees' performance. The results demonstrated that democratic leadership style had no significant influence on employees' performance ($\beta = .086, p > .105$). Consequently, hypothesis 3 was not supported. The multiple regression test examined the influence of autocratic leadership style and employees' performance. The results illustrated that autocratic leadership style had significant influence on employees' performance ($\beta = .135, p < .008$), based on this, the hypothesis 4 was supported.

The multiple regression tested the influence of laissez-faire leadership style and employees' performance. The results established that laissez-faire leadership style had no influence on employees' performance ($\beta = .076, p > .177$). As a result, the hypothesis 5 was not supported. The multiple regression tested the influence of paternalistic leadership style and employees'

performance. The results indicated that Paternalistic leadership style had significant influence on employees' performance ($\beta = .120$, $P < .023$), based on this, the hypothesis 6 was supported.

The multiple linear regression tested the influence of charismatic leadership style and employees' performance. The result established that charismatic leadership style had significant influence on employees' performance ($\beta = .127$, $p < .027$), as a result, hypothesis 7 was supported. The multiple regression tested the influence of servant leadership style and employees' performance. The result regression showed that servant leadership style had no significant employees' performance ($\beta = .050$, $p > .358$).Based on this, hypothesis 8 was not supported.

The multiple regression examined the influence of visionary leadership style and employees' performance. The result indicated that visionary leadership style had no influence on employees' performance ($\beta = .048$, $p > .379$), as a result, hypothesis 9 was not supported. Regarding the degree of influence, autocratic leadership style emerged as the strongest predictor with beta value ($\beta = .135$).The multiple regression tested the influence of transactional leadership style and employees' output. The results showed that transactional leadership style did not increase employees' output ($\beta = .027$, $p > .619$), based on this, hypothesis 1a was not supported.

The multiple regression tested the influence of transformational leadership style and employees' output. The result indicated that transformational leadership style did not increase employees' output ($\beta = .086$, $p > .124$). As a result, hypothesis 2a was not supported. The multiple regression tested the influence of democratic leadership style and employees'

output. The results showed that democratic leadership style did not increase employees' output ($\beta = .067$, $p > .203$), therefore, hypothesis 3a was not supported. The multiple regression examined the influence of autocratic leadership style and employees' output. The result established that autocratic leadership style did not increase employees' output ($\beta = .003$, $p > .947$). Based on this, hypothesis 4a was not supported.

The multiple regression tested the influence of laissez-faire leadership style and employees' output. The result demonstrated that laissez-faire leadership style increase employees' output ($\beta = .130$, $p < .020$), based on this, hypothesis 5a was supported. The multiple regression tested the influence of paternalistic leadership style and employees' output. The result revealed that paternalistic leadership style did not increase employees' output ($\beta = .098$, $p > .062$), based on this, hypotheses 6a was not supported. The multiple regression examined the influence of autocratic leadership style and employees' output. The result illustrated that charismatic leadership style did not increase employees' output ($\beta = .076$, $p > .184$). As a result, hypotheses 7a was not supported. The multiple regression examined the influence of servant leadership style and employees' output. The result illustrated that servant leadership style increase employees' output ($\beta = .176$, $p < .001$), as a result, hypothesis 8a was supported.

The multiple regression examined the influence of autocratic leadership style and employees' output. The result illustrated that visionary leadership style increase employees' output ($\beta = .156$, $p < .001$), as a result, hypothesis 9a was supported. For the degree of influence, servant leadership style occurred as the strongest predictor with beta value ($\beta = .176$). The

multiple regression tested the influence of transactional leadership style and employees' error of work. The results showed that transactional leadership style did not reduction in error of employees' work ($\beta = .016, p > .749$). Based on this, hypothesis 1b was not supported.

The multiple regression tested the influence of transformational leadership style and error of employees' work. The result indicted that transformational leadership style did not reduce error of employees' work ($\beta = .055, p > .279$).As a result, hypotheses 2b was not supported. The multiple regression tested the influence of democratic leadership style and reduction in error of employees' work. The results showed that democratic leadership style did not reduce error of employees' work ($\beta = .042, p > .412$).Therefore, hypothesis 3b was not supported.

The multiple regression examined the influence of autocratic leadership style and reduction in error of employees' work. The result established that autocratic leadership style reduces error of employees' work ($\beta = .235, p < .000$), based on this, hypothesis 4b was not supported. The multiple regression tested the influence of laissez-faire leadership style and reduction in error of employees' work. The result demonstrated that laissez-faire leadership style did not employees' output ($\beta = .063, p > .242$).Based on this, hypothesis 5b was not supported.

The multiple regression tested the influence of paternalistic leadership style and reduction in error of employees' work. The result revealed that paternalistic leadership style did not increase employees' output ($\beta = .081, p > .106$), based on this, hypothesis 6b was not supported. The multiple regression examined the influence of charismatic leadership style and reduction in error

of employees' work. The result illustrated that charismatic leadership style reduces error of employees' work ($\beta = .167, p < .002$). As a result, hypothesis 7b was supported.

The multiple regression examined the influence of servant leadership style and reduction in error of employees' work. The result illustrated that servant leadership style did not reduce error of employees' work ($\beta = .018, P > .733$). As a result, hypotheses 8b was not supported. The multiple regression examined the influence of visionary leadership style and reduction in error of employees' work. The result illustrated that visionary leadership style increase employees' output ($\beta = .210, p < .000$). As a result, hypothesis 9b was supported. For the degree of influence, autocratic leadership style occurred as the strongest predictor with beta value ($\beta = .235$).

The multiple regression tested the influence of transactional leadership style and employees' quality of work. The results showed that transactional leadership style did not enhance employees' quality of work ($\beta = .040, p > .452$). Based on this, hypothesis 1c was not supported. The multiple regression tested the influence of transformational leadership style and employees' quality of work. The result indicted that transformational leadership style did not enhance employees' quality of work ($\beta = .050, p > .366$), as a result, hypotheses 2c was not supported.

The multiple regression tested the influence of democratic leadership style and employees' quality of work. The results showed that democratic leadership style did not enhance employees' quality of work ($\beta = .064, p > .223$). Therefore, hypothesis 3c was not supported. The multiple regression examined the influence of autocratic leadership style and employees' quality

of work. The result established that autocratic leadership style did not enhance employees' quality of work ($\beta = .058, p > .251$). Based on this, hypothesis 4c was not supported.

The multiple regression tested the influence of laissez-faire leadership style and employees' quality work. The result demonstrated that laissez-faire leadership style did not enhance employees' quality of work ($\beta = .029, p > .606$). Based on this, hypotheses 5c was not supported. The multiple regression tested the influence of paternalistic leadership style and employees' quality of work. The result revealed that paternalistic leadership style enhances employees' quality of work. ($\beta = .112, p < .032$). Based on this, hypothesis 6c was supported.

The multiple regression examined the influence of charismatic leadership style and employees' quality of work. The result illustrated that charismatic leadership style did not employees' quality work ($\beta = .036, p > .520$). As a result, hypothesis 7c was supported. The multiple regression examined the influence of servant leadership style and employees' quality of work. The result illustrated that servant style did not enhance employees' quality work ($\beta = .008, p > .886$), as a result, hypothesis 8c was not supported. The multiple regression examined the influence of visionary leadership style and employees' quality of work. The result illustrated that visionary leadership style enhance employees' quality of work ($\beta = .235, p < .000$), as a result, hypothesis 9c was supported. For the degree of influence, visionary leadership style occurred as the strongest predictor with beta value ($\beta = .235$).

The multiple regression tested the influence of transactional leadership style and employees' absenteeism. The results showed that transactional

leadership style did not affect employees' absenteeism ($\beta = .037, p > .498$). Based on this, hypothesis 1d was not supported. The multiple regression examined the influence of transformational leadership style and employees' quality of work. The result indicated that transformational leadership style did not affect employees' absenteeism ($\beta = .022, p > .698$). As a result, hypothesis 2d was not supported.

The multiple regression tested the influence of democratic leadership style and employees' absenteeism. The results showed that democratic leadership style did not affect employees' absenteeism ($\beta = .045, p > .405$). Therefore, hypothesis 3d was not supported. The multiple regression examined the influence of autocratic leadership style and employees' absenteeism. The result established that autocratic leadership style affects employees' absenteeism ($\beta = .128, p < .015$). Based on this, hypothesis 4d was supported.

The multiple regression tested the influence of laissez-faire leadership style and employees' absenteeism. The result demonstrated that laissez-faire leadership style did not affect employees' absenteeism ($\beta = .019, p > .739$). Based on this, hypothesis 5d was not supported. The multiple regression tested the influence of paternalistic leadership style and employees' absenteeism. The result revealed that paternalistic leadership style did not affect employees' absenteeism. ($\beta = .018, p > .732$). Based on this, hypothesis 6d was not supported.

The multiple regression examined the influence of charismatic leadership style and employees' absenteeism. The result illustrated that charismatic leadership style did not affect employees' absenteeism ($\beta = .030,$

$p > .605$). As a result, hypothesis 7d was not supported. The multiple regression examined the influence of servant leadership style and employees' absenteeism. The result illustrated that servant style did not affect employees' absenteeism ($\beta = .063$, $p > .253$). As a result, hypothesis 8d was not supported. The multiple regression examined the influence of visionary leadership style and employees' absenteeism. The result illustrated that visionary leadership style did not affect employees' absenteeism ($\beta = .010$, $p > .856$). As a result, hypothesis 9b was not supported. For the degree of influence, autocratic leadership style occurred as the strongest predictor with beta value ($\beta = .128$).

This section summarizes the results of the study on the influences of demographic factors on employees' performance, by the hypotheses as follows: The results of the multiple regression established that sex (male & female) did not influence employees' performance ($\beta = .022$, $p > .966$), as a result hypothesis 10 was not supported. The results of the multiple regression indicated that age (youth, middle age, aged) influence employees' performance ($\beta = .316$, $p < .000$), based on this, the hypothesis 11 was supported.

The results of the regression test demonstrated that education (primary /JHS, Secondary/Technical & Tertiary) influence employees' performance ($\beta = .115$, $p < .026$). As a result, hypothesis 12 was supported.

The multiple regression examined the influence of employees' department (Human Resource, Marketing/Sales, Production, Security, Oil refinery, Palm Kernel, & Section) on employees' performance. The regression test results showed that department (Human Resource, Marketing/Sales, Production, Security, Oil refinery, Palm Kernel, & Section) did not influence employees'

performance ($\beta = .065$, $p > .202$). Based on this, hypothesis 13 was not supported.

The multiple regression tested the influence service of tenure on employees' performance. The result revealed tenure of service did not influence employees' performance ($\beta = .023$, $p > .728$). Based on this, the hypothesis 14 was not supported. For the degree of influence, age emerged as the strongest predictor ($\beta = .316$). The multiple regression examined the influence of sex (male & female) on employees' output. The result indicated sex (male & female) did not increase employees' output ($\beta = .062$, $p > .221$), based on this, the hypothesis 11a was not supported. The multiple regression test result demonstrated that age (youth, middle age, aged) increase employees' output ($\beta = .332$, $p < .000$). As a result, the hypothesis 12a was supported.

The results of the regression test demonstrated that Education (Primary/JHS, Secondary/Technical & Tertiary) increase employees' output ($\beta = .138$, $p < .008$). As a result, the hypothesis 13a was supported. The results of the regression indicated that Department (Human Resource, Marketing/Sales, Production, Security, Oil refinery, Palm Kernel, & Section) did not increase employees' output ($\beta = .047$, $p > .364$). Based on this, hypothesis 13a was not supported. The results of the regression test indicated that Service of tenure did not influence employees' output ($\beta = .166$, $p < .013$). Therefore, hypothesis 14a was supported. Regarding the degree of influence, age occurred as the strongest predictor ($\beta = .332$).

The regression results showed that sex (male & female) did not reduce error of employees' work ($\beta = .070$, $p > .165$). Based on this, the hypothesis

11b was not supported. The results of the multiple regression test indicated that age (youth, middle age, aged) reduce error of employees' work ($\beta = .155$, $p < .021$). As a result, hypothesis 12b was supported. The multiple regression results demonstrated that education (primary/JHS, secondary/technical & tertiary) reduce error of employees' work ($\beta = .124$, $p < .018$). As a result, hypothesis 13b was supported.

The results of the regression showed that Department (Human Resource, Marketing/Sales, Production, Security, Oil refinery, Palm Kernel, & Section) did not reduce error of employees' work ($\beta = .047$, $p > .364$). Based on this, hypothesis 13b was not supported. The results of the regression illustrated that tenure of service did not reduce of employees' work ($\beta = .072$, $p > .281$). As a result, hypothesis 14b was not supported. For the degree of influence, age emerged as the strongest predictor ($\beta = .155$). The regression test results indicated that sex (male & female) did not enhance employees' quality of work ($\beta = .040$, $p > .439$). Based on this, hypothesis 11c was not supported. The results of the multiple regression indicated that age (youth, middle age, aged) enhance of employees' quality of work ($\beta = .144$, $p < .035$). As a result, hypothesis 12c was supported.

The regression results demonstrated that education (primary/JHS, secondary/technical & tertiary) did not enhance employees' quality of work ($\beta = .030$, $p > .577$). As a result, hypothesis 13c was not supported. The results of the regression test demonstrated that department (Human Resource, Marketing/Sales, Production, Security, Oil refinery, Palm Kernel, & Section) did not enhance employees' quality of work ($\beta = .098$, $p > .066$). Based on this, hypothesis 13c was not supported. The results of the regression test showed

that 'service of tenure did not enhance employees' quality of work ($\beta = .063$, $p > .359$). As a result, hypothesis 14c was not supported. For the degree of influence, age occurred as the strongest predictor ($\beta = .144$). The regression results showed that sex (male & female) did not influence employees' absenteeism ($\beta = .023$, $p > .655$). Based on this, hypothesis 10d was not supported. The results of the multiple regression indicated that age (youth, middle age, aged) influence of employees' absenteeism ($\beta = .160$, $p < .017$). As a result, the hypothesis 11d was supported.

The regression results demonstrated that education (primary/JHS, secondary/technical & tertiary) did not affect employees' absenteeism ($\beta = .042$, $p > .422$). As a result, the hypothesis 12d was not supported. The results of the regression test revealed that department (Human Resource, Marketing/Sales, Production, Security, Oil refinery, Palm Kernel, & Section) affects employees' absenteeism ($\beta = .105$, $p < .045$). Based on this, the hypotheses 13d was supported. The results of the regression tests show that Service of tenure did not affect employees' absenteeism ($\beta = .074$, $p > .269$). As a result, the hypothesis 14d was not supported. For the degree of influence, age occurred as the strongest predictor ($\beta = .160$).

Conclusion

The importance of leadership styles and employees' performance in business and corporate world has been highlighted in previous literature. Thus, it is essential to examine and establish any issue related to leadership styles and employees' performance in the manufacturing sector. The purpose of this study is to investigate the relationships between leadership styles and employees' performance within the manufacturing sector in Ghana.

Additionally, specific objectives were also set to facilitate a clear attainment of the purpose of the study.

These include (1) to investigate the relationship between leadership styles and employees' performance. (2) To explore the extent to which demographic factors perceive how leadership styles influence employees' performance. The sample was based on one organisation in Cape Coast in the Central Region of Ghana. The findings reported in this study suggest that leadership styles have an impact or influence on employees' performance. It also stated that demographic factors influence employees' performance. Even though, much has been speculated about the reality of influence of leadership styles on employees' performance (Khademfar & Amiri, 2013), little has been conducted in that manner (Conrad, 2013) and nothing on the relationship leadership styles influence output, reduction in error, quality and absenteeism and how demographic factors influence employees' performance.

The current study does it and adds to literature on leadership by concluding that leadership styles such as autocratic, paternalistic and charismatic had a significantly stronger influence on employees' performance as composite. It was also concluded that laissez-faire, servant and visionary leadership styles significantly increased output. The study further concluded autocratic, charismatic and visionary leadership styles significantly reduced employees' error of work. Visionary and paternalistic leadership styles enhanced quality of employees' work. Autocratic leadership style significantly affected absenteeism. Additionally, it was concluded demographic factors such as age and education significantly influenced employees' performance as composite. It was concluded that age and tenure of service significantly

increased output. Age and education significantly reduced employees' error of work. Age significantly enhanced employees' quality of work. Age and department significantly affected employees' absenteeism.

Therefore, a primary contribution of this study is to promote leadership styles with stronger prediction in the organization noticed at all the organizational levels, department, unit and sections. Another important contribution of this study is that employees' demographic factors play commonly thought important roles in managing and leading employees in their work places with the purpose of achieving employees' performance. For this reason, managers/supervisors exhibit the leadership styles which may be needed in a greater extent to make a difference in employees' performance.

Recommendations

It is recommended that managers and supervisors who are driven by the desire to achieve high performance from their employees' should exhibit more of autocratic, paternalistic and charismatic leadership styles. To increase output, managers and supervisors should apply more of laissez-faire, servant and visionary leadership styles and less of the other leadership styles. Regarding reduction in error, autocratic, visionary, and charismatic leadership styles should be demonstrated more by managers and supervisors since these leadership styles have the chances to reduce employees' error of work. In order for managers and supervisors to energize their employees' to enhance quality of work, visionary and paternalistic leadership styles are more appropriate to be used in encouraging employees' to enhance quality of work.

The study findings also recommend that autocratic leadership style is of importance in the situation where managers and supervisors in the

organisations are faced with unnecessary employees' absenteeism. The study further recommends that managers and supervisors should know that age and tenure of service of employees' are very important in delivering organisational goals and objectives and it influences employees' performance. Therefore, it is recommended that managers and supervisors who want the best out of their employees should pay more attention to differences in employees' age groups and the number of years they have spent or being in the organisation.

It has also been found that age and service of tenure and education of employees' increases output, age and tenure of service reduces employees' error of work, hence managers and supervisor should manage, relate and assign important responsibility to employees based on their age differences and the level of experience they had acquired. In considering age and department, the study clearly shows that these demographic factors has an impact on employees' absenteeism, therefore, organisations' leadership should be critical about the age differences, the number of years employees have being in the organisation since this can determine how frequent they can absent themselves from work and what goes on in the department level should be monitored with keen interest.

Recommendation for Further Research

This study looks at the relationships between leadership styles and employees' performance in Ameen Sangari Company Limited between 2015 and 2017. This study recommends that further research be carried out on the effect of leadership styles on the employees' performance in the public organisations rendering services. Secondly, the study also recommends that future research should investigate the comparison of the influence of

demographic factors on employee's performance in public and private organisation.

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APPENDIX A
UNIVERSITY OF CAPE COAST
SCHOOL OF BUSINESS/HUMANITIES AND LEGAL STUDIES
HUMAN RESOURCE DEPARTMENT
SURVEY INSTRUMENT ON THE TOPIC LEADERSHIP AND
EMPLOYEES' PERFORMANCE

I will like to invite you to participate in a study with the topic impact of leadership styles on employees' performance, which will add to the knowledge related leadership management and enhance employees' performance. My name is Godson A. Kwame and the data collected will help fulfil the requirements of a Masters of Commerce in Human Resource Management at University of Cape Coast. I am under the supervision of Dr. Aborampah-Mensah of Department of Human Resource Management, University of Cape Coast. Your participation in this study and your responses will be kept confidential. Any reference to you will be by pseudonym, including any direct quotes from your responses. This document and any notes that might personally identify you as a participant in this study will be kept in safe place.

APPENDIX B

Personal Information (Demographic)

Please tick the box that is applicable to you.

1. Sex: Male [] Female []

2. Age: 18– 25 [] 25 – 35 [] 35 – 45 [] 45 – more []

3. Education:

Primary/JHS []

Secondary/Technical []

Tertiary []

4. Please tick your department: []

Human resource department []

Marketing/Sales department []

Production department []

Security department []

Oil refinery department []

Palm kernel department []

Section []

5. Please indicate the number of years you have been with the company.....

APPENDIX C

LEADERSHIP STYLES

Please tick from 1 to 5 the extent to which you attach importance to the leadership style adopted by your supervisor/manager.

1= Least Important

2= Less Important

3= Important

4= Much Important

5=Most Important

Statement	Least Important 1	Less Important 2	Important 3	Much Important 4	Most Important 5
Transformational					
Transactional					
Democratic					
Autocratic					
Laissez-Faire					
Paternalistic					
Charismatic					
Servant					
Visionary					

APPENDIX D

EMPLOYEES' PERFORMANCE

Please tick from 1 to 5 the extent to which the leadership style of your supervisor/ manager have impact on your performance.

1= Little impact

2= Less impact

3= Impact

4= Much impact

5= Most impact

	Little Impact 1	Less Impact 2	Impact 3	Much Impact 4	Most Impact 5
Statement					
Output					
Reduction in Error					
Quality					
Absenteeism					

|