

**IMPACT OF LEADERSHIP STYLES ON EMPLOYEE  
PERFORMANCE; CASE STUDY ON A SERVICE BASE  
COMPANY**

Dasitha Karunajeewa

(169113C)

Degree of Master of Business Administration in Information Technology

Department of Computer Science and Engineering

University of Moratuwa

Sri Lanka

May 2018

# **IMPACT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE; CASE STUDY ON A SERVICE BASE COMPANY**

Dasitha Karunajeewa

(169113C)

The dissertation was submitted to the Department of Computer Science and Engineering of the University of Moratuwa in partial fulfilment of the requirement for the Degree of Master of Business Administration in Information Technology.

Department of Computer Science and Engineering

University of Moratuwa

Sri Lanka

May, 2018

## DECLARATION

I declare that this is my own work and this thesis does not incorporate without acknowledgement any material previously submitted for a Degree or Diploma in any other University or institute of higher learning and to the best of my knowledge and belief it does not contain any material previously published or written by another person except where the acknowledgement is made in the text.

Also, I hereby grant to University of Moratuwa the non-exclusive right to reproduce and distribute my thesis/dissertation, in whole or in part in print, electronic or other medium. I retain the right to use this content in whole or part in future works (such as articles or books).

.....

.....

H.R.D.Karunajeewa

(Signature of the candidate)

Date

The above candidate has carried out research for the Masters thesis under my supervision.

.....

.....

(Dr. Chathura R. De Silva)

Date

Signature of the Supervisor

## **COPYRIGHT STATEMENT**

I hereby grant the University of Moratuwa the right to archive and to make available my thesis or dissertation in whole or part in the University Libraries in all forms of media, subject to the provisions of the current copyright act of Sri Lanka. I retain all proprietary rights, such as patent rights. I also retain the right to use in future works (such as articles or books) all or part of this thesis or dissertation.

-----

Date

## **ABSTRACT**

The topic of the research is impact of leadership styles on employee performance at ABC Company. The main reasons as to why the researcher was guided to conduct a study based on the above problem was low performance of employees, job dissatisfaction among employees, increasing absenteeism and turnover rate and considerable increase of client complaints. As the objectives of this study the below statements can be stated. To understand the current styles of leadership within the organization, to identify the factors affecting employee performance, to identify the most determinant factor for employee performance and to recommend an effective leadership style which can enhance the employee performance of ABC Company.

The sample size of the research was 80 employees where the population was 80 employees which is same as the sample size. Researcher has used two types of data collection methods which are primary and secondary. Furthermore, as the data analysis method the researcher has used qualitative and quantitative methods to analyze the collected data. Finally, the data presentation has done by using linear scales, tables, charts, pie graphs and scatter graphs.

The key findings of the research are as follows. As qualitative findings it proved that the independent variables which are democratic, laissez faire and transformational leadership styles have a positive relationship with the dependent variable which is employee performance and also autocratic and transactional leadership styles have negative relationship with employee performance. As the qualitative analysis also, the findings were proved.

Therefore, in conclusion the researcher was able to find that there is an impact of leadership styles on employee performance at ABC Company.

## **ACKNOWLEDGEMENT**

I would like to express my gratitude to all those who assisted me to complete this research study on “impact of leadership styles on employee performance at ABC company (with special reference to operational staff)”.

My foremost thankfulness is offered to my loving family members who have always backed me up by encouraging and giving support with endless love all the time.

And also, my sincere gratitude and respect goes to my supervisor Dr. Chathura De Silva for his guidance, constant feedbacks and clear and closer supervision which has led me to carry out this research project.

Similarly, I would like to express my gratefulness to the staff members of ABC Company, who have highly supported me by providing information which is essential to carry out this research project.

And I wish to pay my special thanks to all my dearest friends who have always encouraged and uplift my confidence in fulfilling this effort.

Ultimately, I make this an opportunity to appreciate each and every person who gave their assistance in every mean to achieve successful completion of this research report

# TABLE OF CONTENTS

DECLARATION.....	III
COPYRIGHT STATEMENT .....	IV
ABSTRACT.....	V
ACKNOWLEDGEMENT.....	VI
TABLE OF CONTENTS .....	VII
LIST OF FIGURES .....	X
LIST OF TABLES .....	XI
LIST OF ABBREVIATIONS .....	XII
1. INTRODUCTION .....	1
1.1. Background .....	1
1.1.1. Motivation .....	2
1.1.2. Research Scope .....	3
1.2. Problem Statement .....	3
1.2.1. Research Objectives .....	5
1.2.2. Research Significance .....	6
2. LITERATURE REVIEW .....	8
2.1 Introduction to the chapter .....	8
2.2 Dependent Variable .....	8
2.2.1 Employee Performance .....	8
2.3 Independent Variables .....	11
2.3.1 Leadership .....	11
2.3.2 Leadership Styles .....	14
2.3.2.1 Autocratic or authoritarian leadership .....	14
2.3.2.2 Democratic leadership .....	15
2.3.2.3 Laissez faire or free rein .....	16
2.3.2.4 Transformational leadership .....	17
2.3.2.5 Transactional leadership .....	18
2.4 General review on literature .....	19
2.5 Chapter Summary .....	21
3 RESEARCH METHODOLOGY .....	22
3.1 Chapter Introduction.....	22
3.2 Conceptual framework .....	22
3.3 Hypothesis .....	23
3.4 Operationalization of Variables.....	24
3.5 Research process .....	25
3.5.1 Research Philosophy .....	26

3.5.2	Research approach .....	27
3.5.3	Research Strategy .....	27
3.5.4	Choices .....	27
3.5.5	Time Horizon .....	28
3.6	Research Method .....	28
3.6.1	Primary data collection .....	28
3.6.2	Secondary data collection.....	29
3.7	Method of Data Analysis.....	29
3.7.1	Qualitative model .....	30
3.7.2	Quantitative model .....	30
3.8	Population and Sample Selection .....	30
3.8.1	Population .....	31
3.8.2	Sample size and sampling technique .....	31
3.9	Process of Data Collection .....	31
3.10	Method of data presentation .....	32
3.11	Chapter summary .....	32
4	DATA ANALYSIS.....	33
4.1	Introduction for data analysis .....	33
4.2	Overall Measurement of the Entire Data Set.....	33
4.3	Demographic variable Analysis .....	34
4.4	Reliability of the Research Instrument .....	37
4.4.1	Autocratic Leadership .....	37
4.4.2	Democratic Leadership .....	37
4.4.3	Laissez Faire Leadership .....	38
4.4.4	Transformational Leadership .....	38
4.4.5	Transactional Leadership .....	39
4.4.6	Employee performance .....	39
4.5	Correlation & Regression Analysis .....	40
4.5.1	Analysis of autocratic leadership .....	40
4.5.2	Analysis of Democratic Leadership .....	45
4.5.3	Analysis of Laissez Faire leadership .....	51
4.5.4	Analysis of Transformational leadership.....	56
4.5.5	Analysis of Transactional Leadership style.....	61
4.6	Extended correlation analysis (for demographic parameters) .....	66
4.6.1	Correlation analysis for Male and Female responses .....	66
4.6.1.1	Analysis for autocratic leadership style .....	66
4.6.1.2	Analysis for Democratic leadership style .....	67
4.6.1.3	Analysis for Laissez Fair leadership style .....	68
4.6.1.4	Analysis for Transformational leadership style .....	70
4.6.1.5	Analysis for Transactional leadership style .....	71
4.7	Analysis of each independent variable through the closed ended questions.....	72
4.7.1	Autocratic leadership style .....	72



4.7.2	Democratic leadership style .....	73
4.7.3	Laissez Faire leadership style .....	74
4.7.4	Transformational leadership style .....	75
4.7.5	Transactional leadership style .....	75
4.7.6	Employee performance .....	76
4.8	Qualitative Analysis .....	77
4.8.1	Qualitative analysis for the open-ended questions .....	77
4.8.1.1	Autocratic leadership style .....	77
4.8.1.2	Democratic leadership style .....	78
4.8.1.3	Laissez Faire leadership style .....	78
4.8.1.4	Transformational leadership style .....	79
4.8.1.5	Transactional Leadership style .....	79
4.8.1.6	Employee performance .....	80
4.8.2	Qualitative analysis for the interview questions .....	81
4.8.2.1	Autocratic Leadership style .....	81
4.8.2.2	Democratic leadership style .....	81
4.8.2.3	Laissez Fare leadership style .....	82
4.8.2.4	Transformational leadership .....	83
4.8.2.5	Transactional leadership style .....	83
4.8.2.6	Employee Performance .....	84
4.9	Chapter summary .....	84
5	RECOMMENDATIONS AND CONCLUSION .....	85
5.1	Introduction to the Chapter .....	85
5.2	Conclusion .....	85
5.3	Recommendation .....	88
5.4	Scope of the study .....	91
5.4.1	Cultural and other type of bias .....	92
5.4.2	Time .....	92
5.5	Recommendations for future researchers .....	92
5.6	Chapter summary .....	93
	REFERENCES .....	94
	APPENDIX A: QUESTIONNAIRE AND INTERVIEW GUIDE .....	96

## **LIST OF FIGURES**

Figure 2.1 Measurement of Employee Performance Source; (Mullins, 2009) .....	08
Figure 2.2 Leadership diagram Source; (Sadler, 2004).....	11
Figure 3.1 The conceptual framework of the research.....	21
Figure 3.2 Research Onion Source; (Saunders et al, 2011).....	25
Figure 4.1 Measurement of Correlation Source: Market Research, 2017.....	39

## LIST OF TABLES

Table 3.1 The conceptual framework of the research.....	22
Table 3.2. Operationalization of variables.....	23
Table 3.2 Likert scale structure.....	28
Table 4.1 Reliability of autocratic leadership.....	36
Table 4.2 Reliability of democratic leadership.....	36
Table 4.3 Reliability of laissez faire leadership.....	37
Table 4.4 Reliability of transformational leadership.....	37
Table 4.5 Reliability of transactional leadership.....	38
Table 4.6 Reliability of employee performance.....	39
Table 4.7 Correlation Analysis details for Autocratic Leadership.....	42
Table 4.8 Regression model summary; Autocratic leadership style and Employee Performance.....	43
Table 4.9 ANOVA Table; Autocratic leadership style and Employee performance.....	43
Table 4.10 Coefficients table; Autocratic leadership style and Employee performance.....	43
Table 4.11 Correlation Analysis details for Democratic Leadership.....	47
Table 4.12 Regression model summary; Democratic leadership style and Employee Performance....	48
Table 4.13 ANOVA test; Democratic leadership style and Employee Performance.....	48
Table 4.14 Coefficient; Democratic leadership style and Employee Performance .....	48
Table 4.15 Correlation Analysis details for Laissez Faire Leadership.....	52
Table 4.16 Regression model summary; Laissez Faire leadership style and employee performance...	53
Table 4.17 ANOVA Table; Laissez Faire leadership style and employee performance.....	53
Table 4.18 Coefficients table; Laissez Faire leadership style and employee performance.....	53
Table 4.19 Correlation Analysis details for Transformational Leadership.....	57
Table 4.20 regression model summary; Transformational and Employee Performance.....	58
Table 4.21 Transformational and Employee Performance.....	58
Table 4.22 coefficients table; Transformational and Employee Performance.....	58
Table 4.23 regression model summary; Transactional Leadership style and Employee Performance...	63
Table 4.24 ANOVA Table; Transactional Leadership style and Employee Performance.....	63
Table 4.25 coefficients table; Transactional Leadership style and Employee Performance.....	63
Table 4.26 coefficients table; Autocratic Leadership style and Employee Performance (Male).....	65
Table 4.27 coefficients table; Autocratic Leadership style and Employee Performance (Female).....	66
Table 4.28 coefficients table; Democratic Leadership style and Employee Performance (Male).....	66
Table 4.29 coefficients table; Democratic Leadership style and Employee Performance (Female).....	67
Table 4.30 coefficients table; Laissez Fair Leadership style and Employee Performance (Male).....	67
Table 4.31 coefficients table; Laissez Fair Leadership style and Employee Performance (Female)....	68
Table 4.32 coefficients table; Transformational Leadership style and Employee Performance (Male).....	69
Table 4.33 coefficients table; Transformational Leadership style and Employee Performance (Female).....	69
Table 4.34 coefficients table; Transactional Leadership style and Employee Performance (Male) ....	70
Table 4.35 coefficients table; Transactional Leadership style and Employee Performance (Female) ...	70

## **LIST OF ABBREVIATIONS**

IT - Information Technology

HR – Human Resource

SPSS - Statistical Package for the Social Sciences

HOD - Head of department

# 1. INTRODUCTION

## 1.1. Background

The selected service based Company is a service based IT company and its main business is to provide products and consultation support to their clients around the world. It is one of the leading service based software companies with more than 300 employees.

There are mainly ten departments such as Development Center, Quality assurance, Research and development, Post sales, application and systems support, Finance, HR, Marketing & Pre-Sales, Administration and Consultation, which are divided in to two categories as operational departments and back offices. Operational departments include departments, which are directly dealing with clients like Marketing & Pre-Sales, Post Sales, Application and systems support and Consultation. Other departments are classified under back offices category. The vision of the ABC Company is ‘is to help entrepreneurs, Organizations and investors launch innovative ideas and successful global business, by taking advantage of our knowledge and experience’

Employee performance is an important aspect in every organization. Especially in current business world to compete with other competitors there should be a satisfied employee performance in organizations. Employee performance is an individual level variable or something a single person does. This differentiates it from more encompassing constructs organizational performance or national performance, which are higher-level variables.

Human being joins organizations voluntarily under normal circumstances because of personal needs and aspiration, not necessarily because of organizational goal. Therefore, a leader tries to motivate the worker to work higher in an organization while helping to realize their personal aspirations.

Considering the above statement, it reflects how important a leader’s role to the performance of employees. Leadership can be defined as the ability to persuade others

willingly to behave differently. It is the process of influencing people, getting them to do their best to achieve desired result.

In fact, well-performed employees are asset to the organizations and it helps to enhance the productivity of the organization. However, if the leader is not supporting and guiding the employee towards the best performance level there can be a gap of employee performance. Therefore, leadership effectiveness is important in the attainment of organizational goals and targets through employee performance.

### **1.1.1. Motivation**

Taking the above mentioned problem statement into consideration, it's practical relevancy and the importance of conducting this particular study on a problematic situation as such is addressed in this context.

This study will be helpful for other researchers who may be focusing on understanding the concept of effective leadership. The notable motivation of this study is the possibility that other researchers may be able to use the findings in this study for future studies that will create a huge impact on employee performance at ABC Company.

This study finding can be used to introduce new changes to the organization such as introducing an effective leadership style to the goodwill of the organization. This study will help to improve the leadership qualities of the HOD's in ABC Company because they can identify their level of behavior and they can get an idea about the attitude their team members hold about them. Another motivation factor of this study is to increase the performance level of the employees at ABC Company. From that, they can minimize customer complaints also. On the other hand, it helps employees to develop themselves with in the company. It will help them to develop their leadership skills and make future leaders.

At the end there is a financial beneficial to the company from this study finding, because when the leaders' guidance help to enhance the performance of the organization their productivity also gradually increases. Therefore, the company can expect satisfied revenue at the end of the day.

Now a day's IT industry is the rapidly developing industry in Sri Lanka. This study finding helps to enhance the performance of employees, which means it helps to develop service based IT industry's standard, in other hand it is a contribution to the development of our whole nation.

### **1.1.2. Research Scope**

The limitations of the study are those characteristics of design or methodology that impacted or influenced the interpretation of the findings from the research. This study also should be viewed with several general limitations in mind as follows.

Even though there are three hundred employees in the company, this study is only concentrate on the operational staff of the company. When comparing to the whole operational staff, the selected sample size which is 80, is a small number.

Bias is when a person, place, or thing is viewed or shown in a consistently inaccurate way. The researcher will distribute a questionnaire to team members to gather information and identify the leadership styles of selected team leaders. However, team members may have favoritism on their team leaders. Therefore, the information they provide about their leaders may not 100% accurate. If team members have provided inaccurate information, it may lead to a wrong conclusion in achieving research objectives.

The limited time that is there for the completion of the whole research may not adequate. Therefore, the researcher has decided to collect relevant information only from 80 employees.

## **1.2. Problem Statement**

Today's business world is developing rapidly. So, the survival of the organizations are mainly based on efficiency and effectiveness of its employees. To compete with other organizations, employee performance should be in a satisfied level. But due to several reasons it can be reduced.

The main reasons as to why the researcher was guided to conduct a study based on the above problem were as follow. One of the reasons was increasing low performance of employees in operational departments. It was observed from clients that especially the service providing by post sales, Application and systems support departments are not up to the standard. And also with this issue, there was a considerable increase of negative feedbacks from clients in consecutive months. So, it was clear that there should be a reason for this nature of behavior by operational staff. Another problem which was observed is job dissatisfaction among employees. When attending to some observations with employees, it was found that some employees are not satisfied with their jobs. Dissatisfied employees do not provide a quality service or performance. So, with that their performance level also has reduced. Increasing absenteeism and turnover rate of operational departments was another problem that was highlighted when noticing company records. Other problem that was found was negative feedbacks about leaders through exit interviews. Each of these problems should have a reason and this study will help to find those reasons.

Employee performance at work is best enhanced when employees feel they are supported, recognized and developed by their leaders. Leaders have many leadership styles and it comes from their behaviors and attitudes. These leadership styles play an important role in enhancing employee performance.

Preliminary discussion reveals that there is an issue of Operational staff's performance at ABC Company. The higher management also concerns about leadership styles of department heads of operational departments. Hence, the researcher intends to find out through this study the relationship between leadership styles and employee performance among operational staff at ABC Company.

Accordingly, the following research questions could be developed which in turn would help determine objectives for the study as well.

- What are the current styles of leadership within the organization?
- What are the factors affecting employee performance?
- What is the most determinant factor for employee performance?



What is the effective leadership style, which can enhance the employee performance of ABC Company.

### 1.2.1. Research Objectives

#### 1.2.1.1 General Objectives

To identify the impact of leadership styles on Employee performance at ABC Company with special reference to operational staff.

#### 1.2.1.2 Specific Objectives

- To understand the current styles of leadership within the organization.
- To identify the factors affecting employee performance.
- To identify the most determinant factor for employee performance.
- To recommend an effective leadership style which can enhance the employee performance of ABC Company.

➤ To understand the current styles of leadership within the organization.
Questionnaires will be distributed and interviews will be conducted to the selected sample to identify the current leadership styles within the organization.
➤ To identify the factors affecting employee performance.
Questionnaires will be conducted with the selected sample to identify the factors affecting employee performance.
➤ To identify the most determinant factor for employee performance.
Data which will be collected from the Questionnaire & interviews will be used to recognize the most determinant factor for employee performance.

➤ To recommend an effective leadership style which can enhance the employee performance of ABC Company

The ultimate objective of the research is to recommend an effective leadership style which can enhance the employee performance of ABC Company. This objective will be fulfilled by the data gathered by questionnaires and interviews.

### 1.2.2. Research Significance

Taking the above-mentioned problem statement into consideration, it's practical relevancy and the importance of conducting this particular study on a problematic situation as such is addressed in this context.

This study will be helpful for other researchers who may be focusing on understanding the concept of effective leadership. The notable significance of this study is the possibility that other researchers may be able to use the findings in this study for future studies that will create a huge impact on employee performance at ABC Company. By this, study the researcher gets and ability to convert the theoretical knowledge in to the practical aspect in a genuine problematic situation.

This study finding can be used to introduce new changes to the organization such as introducing an effective leadership style to the goodwill of the organization. This study will help to improve the leadership qualities of the HOD's in ABC Company because they can identify their level of behavior and they can get an idea about the attitude their team members hold about them. Another significance of study is to increase the performance level of the employees at ABC Company. From that, they can minimize customer/client complaints also. And on the other hand, it helps employees to develop themselves with in the company. It will help them to develop their leadership skills and make future leaders.

At the end there is a financial beneficial to the company from this study finding, because when the leaders' guidance helps to enhance the performance of the organization their productivity also gradually increases. So, the company can expect satisfied revenue at the end of the day.

Now a day's service based IT industry is the rapidly developing industry in Sri Lanka. This study finding helps to enhance the performance of employees, which means it helps to develop IT industry's standard, in other hand it is a contribution to the development of our whole nation.

## **2. LITERATURE REVIEW**

### **2.1 Introduction to the chapter**

This particular study provides a detailed analysis of theory regarding the dependent variable which is employee performance and subsequently independent variables which are autocratic leadership, democratic leadership, laissez faire leadership, transformational leadership and transactional leadership. At the same time the relationship between leadership styles and employee performance will also be discussed.

### **2.2 Dependent Variable**

#### **2.2.1 Employee Performance**

In every organization, employee performance takes a main role, which helps to maintain the profit level of the organization. Nowadays the business world is so competitive and trying to achieve something new to be a challenge to others. For every organization it is difficult to start, survive, stabilize and excel in the business. The firm that gets the advantage over other competitors through their talented and dedicated manpower can take the lead in the market. The contribution of employees on job is the most important factor for development and excellence in business. The performance of employees on different jobs in close coordination is needed for success of the unit. According to Campbell (1990) 'Performance is behavior and should be distinguished from the outcomes because they can be contaminated by systems factors'.

There are many advantages of higher performance to the individuals, organization, society and nation as a whole:

- a) The productivity of individual on job increases.
- b) Employee gets job satisfaction at job.
- c) Psychological problems of employees come to low level.
- d) Involvement of employees in their jobs increases.

- e) A sense of commitment and loyalty among employees develop.
- f) Employees get higher salaries and incentives on production/service basis.
- g) Quality and quantity of the total production/service increase.
- h) Sales and market shares of the company in the market improves.
- i) Profit improves and that leads to progress of the business.
- j) Good will of the organization goes high.

All these contribute in the development of national economy and living standard of the society as a whole.

Bates and Holton (1995) define performance as, 'it is a multi-dimensional construct, the measurement of which varies, depending on a variety of factors. There are two types of performance, which are,

1. Individual performance.
2. Group performance

Individual performance refers to evaluating achievements against set targets of an individual and group performance refers to a group of people with specific roles and complementary talents and skills, aligned with and committed to a common purpose, who consistently show high levels of collaboration and innovation, that produce superior results

Furthermore, employee performance can be measured in three categories as follows. Each employee is falling in to one of these categories.

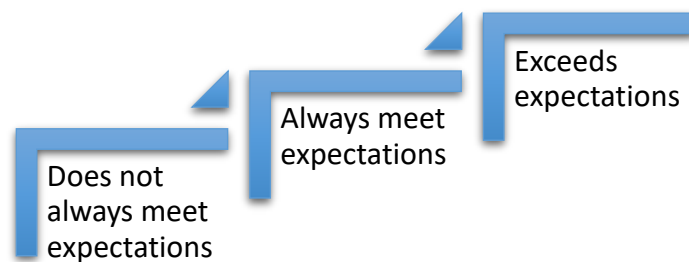


Figure 2.1 Measurement of Employee Performance

Source; (Mullins, 2009)

According to Mullins, 2009 there are some employees who are underperformers and who works according to their job descriptions but they meet their expectations and also in the same time there are employees who exceeds their job role and perform exceptionally beyond their jobs.

The main goal of any organization is to enhance the employee performance of its employees so that it could survive in this highly competitive environment. Performance is a multidimensional construct and an extremely vital criterion that determines organizational successes or failures. Prasetya and Kato (2011) define performance as the attained outcomes of actions with skills of employees who perform in some situation. According to Pattanayak (2005), the performance of an employee is his/her resultant behavior on a task which can be observed and evaluated. To Pattanayak, employee performance is the contribution made by an individual in the accomplishment of organizational goals. Thus, employee performance can be introduced as patterns of action carried out to satisfy an objective according to some standards. This defines employee performance is a behavior which consists of directly noticeable actions of an employee, and also mental activities or products such as answers or decisions, which result in organizational outcomes in the form of accomplishment of goals.

Ibrahim (2004) defined job performance as an important activity that provides both the goals and methods to achieve the organizational goals and also provide the achievement level in term of out-put. El-Saghier (2002) considered it as an effort of an employee to achieve some specific goal, the researcher will adopt this definition.

According to Carter and McMahon (2006) employee performance is driven by these indicators, clear expectations of individual employees, the competence and confidence of employees to perform their work, a happy and safe work environment, job satisfaction and the recognition and rewards given.

However as per each and every definition mentioned by the researcher in the above explanation, employee performance is a vital factor in every organization which mainly directing the survival of the organization.

## **2.3 Independent Variables**

### **2.3.1 Leadership**

Leadership is an influence relationship among leaders and follower who intend real changes and outcomes that reflect their shared purposes. (Daft, 2014, p.5) Some leadership researchers have focused on the personality, physical traits or behaviors of the leader; others have studied the relationship between leaders and followers; still others have studied how aspects of the situation affect the ways leaders act. Roddick (2000) says that ‘the leader has to have a moral agenda. If the leader is only saying we want to be the biggest or the most profitable company in the world, forget it. When you do that, there’s no leadership. There’s nothing more to aspire to. But if your aspirations come from the values of your culture, you have something beyond your own livelihood creation.’

In other hand leadership can be introduced as a social guidance process in which the leader seeks the deliberate participation of subordinates in an effort to reach organization goals. And also another view of the society about leader is, a person who delegates or influencing others to act so as to carry out specified objectives. Today’s organizations need effective leaders who understand the complexities of the rapidly changing global environment. If the task is well organized and the leader has good relationship with the employees, definitely effectiveness will be high on the part of the employees.

There are a plenty of definitions for leadership. Clark (1999) says ‘leadership is an activity or set of activities, observable to others that occur in a group, organization or institution involving a leader and followers who willingly subscribe to common purposes and work together to achieve them.’ But Gardner contains another definition.

He says, ‘the process of persuasion or example by which an individual (or a leadership team) induces a group to pursue objectives held by the leader and his or her followers.’

According to Jong and Hartog (2007), leadership can be defined as ‘a process of influencing people to get the desired outcomes.’ Andersen (2016) stated that ‘leaders are the ones who stimulate, motivate, and recognize their employees in order to get work done and achieve the desired results.’ Leaders adopt various leadership styles in order to motivate and stimulate the employees. Lok and Crawford (2004) claimed that leadership can better foresee the success or failure of an organization. Gary Yukes says Leadership involves influencing task objectives and strategies, influencing commitment and compliance in task behavior to achieve these objectives, influencing group maintenance and identification and influencing the culture of an organization. Sadler (2004) According to Hughes, et al. (2008) leadership is a process, not a position. They define the leadership as a complex phenomenon involving the leader, the followers, and the situation. It expresses by below diagram.

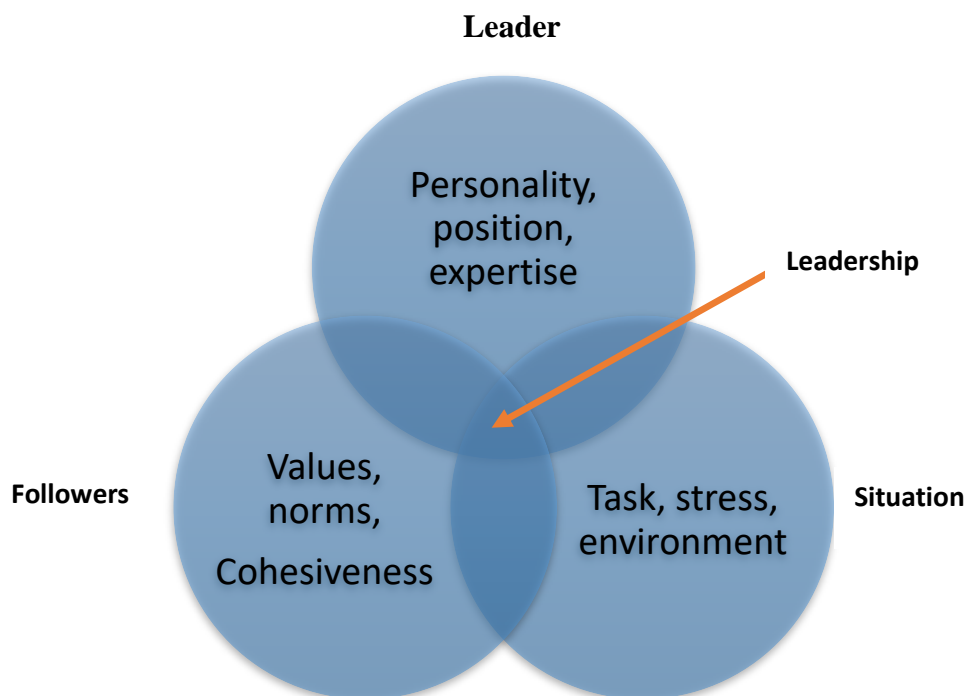


Figure 2.2 Leadership diagram  
Source; (Sadler, 2004)



These definitions differ in many ways and these differences have resulted in various researchers exploring very different aspects of leadership. The various definitions can help appreciate the multitude of factors that affect leadership, as well as different perspective from which to view it.

According to Bennis and Nanus (1985), all leaders share three things in common.

- Resistance to change is one of overcoming challenges which all leaders may face. While some try to face this by the simple exercise of power and control, but effective leaders learn that there are better ways to overcome resistance to change. This comprises the achievement of a voluntary commitment to shared values.
- A leader often must deal the needs of communities both within and outside the organization. The brokering or dealing function requires sensitivity to the needs of many stakeholders and a clear sense of the organization's position.
- It is the responsibility of the leader to maintain the standard of the set of ethics or norms that govern the behavior of the people in the organization. Leaders can create a set of ethics in several ways. One is to determine by their own behavior to their commitment to the set of ethics that they are trying to institutionalize.

According to Bennis (1999), research points to seven attributes essential to leadership:

1. Technical competence: business literacy and grasp of one's field;
2. Conceptual skill: a facility to abstract or strategic thinking;
3. Track record: a history of achieving results;
4. People skills: an ability to communicate, motivate and delegate;
5. Taste: an ability to identify and cultivate talent;
6. Judgment: making difficult decisions in a short time frame with imperfect data;
7. Character: the qualities that define who we are

### **2.3.2 Leadership Styles**

Leadership style differs from one another and as per this research, researcher is going to address mainly about leadership styles. An effective leader influences followers in a desired manner to achieve desired goals. Different leadership styles may affect organizational effectiveness or performance. Organizational Culture is influenced by leadership style and consequently, leadership style affects employee performance.

Further to add leadership style is the, relatively consistent pattern of behavior that characterizes a leader. Today's organizations need effective leaders who understand the complexities of the rapidly changing global environment. Different leadership styles may affect organizational effectiveness or performance. According to the Oladipo et al, the success or failure of proper organizations, nations and other social units has been largely credited to the nature of their leadership style. (Advances in Management, 2014).

Below mentioned are leadership styles which is discussing in this research.

#### **2.3.2.1 Autocratic or authoritarian leadership**

A leader who tends to centralize authority and derive power from position, control of rewards and coercion can be introduced as an Autocratic leader. (Daft, 2014, P.40) These kind of leaders give definite instructions, demand compliance, emphasize task performance, exercise close supervision, permit very little or no subordinate influence on decisions and do not welcome suggestions from them. Autocratic leaders make decisions independently with little or no input from the rest of the group. Researchers found that decision-making was less creative under authoritarian leadership. In situations when employees are dissatisfied with their job, they may exhibit issues like absenteeism, low performance and violence (Mount et al., 2006). When leaders implement their followers with an authoritarian approach, subordinates are demanded to comply with leaders' requests without dissent and subordinates may experience negative emotions towards leaders (Farh et al., 2006). Authoritarian leadership is best applied to situations where there is little time for group decision making or where the leader is the most knowledgeable member of the group.

The benefit of autocratic leadership is that it is exceptionally efficient. Decisions can be made quickly, and implementation of those decisions can begin immediately. Autocratic leadership is often best used in crises situation, when decisions must be made quickly and without dissent. (Public Policy and Administration Research, 2015)

### **2.3.2.2 Democratic leadership**

A leader who delegates authority to others, encourage participation, relies on subordinates' knowledge for completion of tasks, and depends on subordinate respect for influence, (Daft, 2014, P.40) This type of leader welcomes the participation group in the formulation of policies and decision making. He is prepared to listen to his subordinates and is ready to implement suggestions after evaluating them in an objective manner.

A Democratic leader makes the final decision in most of times, but he/she invites other team members to contribute the decision making process. It increases job satisfaction by involving employees or team members in what's going on, while helping to develop people's skills.

This leadership style encourages creativity, and in situations when special projects are assigned for team members they often highly engaged in completing those projects. There are many advantages of democratic leadership. Democratic leader always delegate authority, because of that team members tend to have high job satisfaction and are productive because they feel like they are more involved in work. In other hand this style helps develop employees' skills. Team members feel a part of something larger and meaningful and they are motivated by recognizing more than just a financial reward. As well as the positive side of democratic leadership, there are some dangers of democratic leadership. It can falter in situations where speed or efficiency is essential. During a crisis, for instance, a team can waste valuable time gathering input. Another potential danger is team members without the knowledge or expertise to provide high quality input (International Business Research, 2012).

### **2.3.2.3 Laissez faire or free rein**

Robbins (2007) explained the laissez-fair style as “Abdicates responsibilities avoid making decisions” (p. 475). The concept of laissez was also given by Osborn (2008, p.258) as “Abdicates responsibilities and avoiding decisions”. Author defines that in this style the Leaders normally do not want their interference in decision making process. They normally allowed to their subordinates that they have power to get their personal decisions about the work. They are free to do work in their own way and they are also responsible for their decision. Normally Leaders avoids to making decision and do not involve in working units because the leaders gives to subordinates to completely freedom to do decisions. Sometimes the leaders provide them to important material and they just involve the answer & question but avoiding feedback. (International Journal of Business and Social Science, 2012).

The laissez-faire leadership style involves non-interference policy, allows complete freedom to all workers and has no particular way of attaining goals.

Robbins (2007) explained the laissez-fair style as “Abdicates responsibilities avoid making decisions” (p. 475). Similar Luthans (2005), defined laissez- fair style as “Abdicates responsibilities avoids making decisions” (p.562). Laissez- Fair is uninvolved in the work of the unit. Dealing with this leadership style is not easy unless the leader’s subordinates are expert and well-motivated specialists, such as Scientists. “Leaders let group members make all decision”(Mondy & Premeaux, 1995, p.347). “Behavioral style of leaders who generally five the group complete freedom, Provide necessary materials, participate only to answer questions, and avoided giving feedback” (Bartol & Martin, 1994, p.412).The concept of laissez was also given by Osborn as “Abdicates responsibilities and avoiding decisions” (Osborn, 2008, p.258). Above Authors define the Laissez – Fair Leadership with their own words according to their given definitions the idea of this type of leadership is same. One thing that Authors have mentioned about this leadership style is, the Leaders normally do not want their interference in decision making process. They normally allowed their subordinates to take decisions by their own. They have freedom to work as they wish but they are also responsible for their decision. Normally Leaders avoids to making

decision and do not involve in working units because the leaders gives to subordinates to completely freedom to do decisions. Sometimes the leaders provide them to important material and they just involve the answer & question but avoiding feedback. However in the other hand this leadership style encourages creativity among people because laissez faire leader does not play a passive role in social participation. So, always he allows others to come up with their own ideas and it helps to perform their hidden talents.

#### **2.3.2.4 Transformational leadership**

Simola et al (2012) define transformational leadership as a type of leadership in which interactions among interested parties are organized “around a collective purpose” in such a way that “transform, motivate and enhance the actions and ethical aspirations of followers.” Another definition for transformational leadership is, it is a process of engaging the commitment of employees in the context of shared values and the shared vision. It is practically relevant in the context of managing change. It involves relationship of mutual trust between leaders and led. Transformational leadership has four components.

This particular leadership style focuses on the development of followers as well as their needs. Leaders with transformational leadership style concentrate on the growth and development of employees, their inspirational level and moralities with the preamble of their abilities & skills. According to Bass, the aim of transformational leadership would be to transform people and organizations inside a literal sense - to alter them in the mind and heart enlarge vision, insight and understanding clarify reasons make behavior compatible with values, concepts and brings about changes which are permanent, self-perpetuating and momentum building. (Advances in Management, 2014)

Transformational leadership is a leadership style that seeks positive transformations “in those who follows” and that achieves desired changes through the “strategy and structure” of the organization (Geib and Swenson, 2013).

Wang and Howell (2010) argue that transformational leadership can be focused on the 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.” The influence of the leaders is strengthened by their interest in the followers as individuals. Transformational leaders strive to understand employees’ abilities, skills, and needs, and offer them coaching and mentoring to overcome any weaknesses. At the group level, transformational leadership develops common values and beliefs, and inspires unity in order to reach group goals. In this situation, leaders behave equally toward all members of the organization, and the latter have a common perception about the leader’s behavior. (Cossin & Caballero, 2013)

#### **2.3.2.5 Transactional leadership**

Transactional leadership focuses on the exchanges that occur between leaders and followers (Bass, 2008). These exchanges allow leaders to accomplish their performance objectives, complete required tasks, maintain the current organizational situation, motivate followers through contractual agreement, direct behavior of followers toward achievement of established goals, emphasize extrinsic rewards, avoid unnecessary risks, and focus on improve organizational efficiency.

This is a leadership style which is not only has a clear structure. It also has strict policies and rules. Despite the rewards members of organizations can expect and the kind of autonomy or independence they have in doing their tasks, they have to work within the rules of the management. Not adhering to these policies or instructions from superiors can lead to negative implications like suspension and even termination. This is because a transactional leader is in no way accepting complaints or insubordination of any kind and tells his or her subordinates what to do. This inflexibility caused to a situation which is, the leader will find it difficult to adjust to certain situations and somehow confines creativity.

Since transactional leaders operate within rules that cannot be changed, managers with this style of leadership do not really put the emotions of employees in consideration so long as tasks are done. Clear and detailed instructions are given to employees but they are also expected to perform these tasks efficiently and on time. The relationships

which transactional managers have with their subordinates are more of transitory working relationships than emotional ones. As a result of this leadership style, employees also become insensitive to demonstrating concern for the company but few performers who are motivated by rewards. (Future of working, 2016)

Bass (2008) explained that ‘transactional leadership depends on contingent reinforcement, either positive contingent reward or the more negative active or passive forms of management-by-exception’. Transactional leaders motivate followers through exchange; for example, accomplishing work in exchange for rewards or preferences. Kahai et al found group efficacy was higher under the transactional leadership condition. According to Burns (2011), transactional leader inclines to focus on task completion and employee compliance and these leaders depend on quite heavily on organizational rewards and punishments to influence employee performance.

#### **2.4 General review on literature**

Various organizations need strong leadership styles that stimulate the employee performance. Different leadership styles bring about different consequences, which have direct or indirect impact on the attitude and behaviors of the employees. The employees also perceived that there is a need of a leader who should not only have to lead people but also be effective. It is evident in literature that group performance and achievement of goals is related to the leadership style employed by the leader, as it directly affects employee behavior. It leads them to exert extra effort on their jobs and perceive their leaders as effective.

Leadership styles play a major role in employee performance. The driving force behind the success is the establishment of clear expectations about below criteria.

- The tasks that are to be performed
- How they are to be performed (process/system)
- The standards of the output (results)
- The behavior with the customer / conduct in the workplace.

Most of leaders have their own leadership style and are reasonably well aware of what it is. Guidance and coaching will be required if managers are to handle successfully the potential dilemma of inconsistency between their normal behaviors and how they are expected to behave when conducting performance reviews. (Carter and McMahon, 2006)

In the recent past years, leadership has engaged as a new effective approach for managing the employees and organization at large. The traditional concept of personnel administration has gradually replaced with the human resource management. This give importance to the strategic integration of new leadership styles into effective management of employees and to improve the employee performance. Kenneth and Heresy assert that; “The effective leader must be a good diagnostician and adopt style to meet the demands of the situation in which they operates. Different leadership styles are used that fit to employees on the basis of amount of directions, empowerment, and decision making power. An administrative phenomenon reflects the contingency of leadership, and style, situation and performance criteria have been left to suffocate on their own. As a result, employee performance was affected due to lack of proper direction and application of strategic style in managing daily duties. (Arabian Journal of Business and Management Review, 2015)

It has been widely accepted that effective organizations require effective leadership and that organizational performance will suffer in direct proportion to the neglect of this (Fiedler and House, 1988). Furthermore, it is generally accepted that the effectiveness of any set of people is largely dependent on the quality of its leadership – effective leader behavior facilitates the attainment of the follower’s desires, which then results in effective performance (Fiedler and House, 1988; Maritz, 1995; Ristow, et al., 1999). Leadership is perhaps the most investigated organizational variable that has a potential impact on employee performance (Cummings and Schwab, 1973). Thus the research findings of Kuchinke (1998) indicated that different leadership styles, when adopted by leaders result in different levels of employee readiness for extra efforts.



Previous studies reveal that leadership style affects employee performance in many ways. Vries, Roe, and Taillieu (1998) explained that leadership style, which is more human oriented, tends to increase the job satisfaction among employees. Likewise, the research findings of Packard and Kauppi (1999), Yahya and Ebrahim (2016) and Spano-Szekely (2016) indicated that different leadership styles, when adopted by leaders result in different levels of job satisfaction. For instance, leaders' support and recognition bring higher level of job satisfaction among employees. However, everything is not same across cultures (Bhagat & Steers, 2009). Performance effectiveness derives from human aspirations and human values that are invisible roots of organizational values, they determine the rationale for which organizations exist. The task of a leader in the organization in this case will be to nurture the roots of organizational values, which consists of nothing but a basic human aspiration, that is the will to give Maurik (2001).

As a final point, this explanation reviews that the organizational performance and growth objectives are achieved is mostly determined by the type of leadership style used in the organization which accounts for its efficiency and effectiveness. So, employees need an effective leader who can lead the people toward the changes and performance improvement. Therefore, it shows that there is a link between leadership styles and employee performance.

## **2.5 Chapter Summary**

The researcher has included overall literature on the dependent variable and independent variables which are employee performance, autocratic leadership, democratic leadership, laissez faire leadership, transformational leadership and transactional leadership. At the end of the chapter there is a brief description about the link between employee performance and leadership styles.

### 3 RESEARCH METHODOLOGY

#### 3.1 Chapter Introduction

This chapter will be discussed about the operational strategy to have a review on the research problem. The concept of research onion which is introduced by Saunders et al, 2011 will provide an overall idea about the research methods to conduct the research. Accordingly this chapter outlines the frame work of the study, hypothesis that are being evaluated, the research process, research philosophy, research approach, research strategy, choices, time horizon, and the methods of sampling, methods of data collection and analysis is described.

#### 3.2 Conceptual framework

The conceptual framework is a diagram that describes the variables to be analyzed by the researcher. In this research proposal two variables have been considered by the researcher such as leadership style and employee performance.

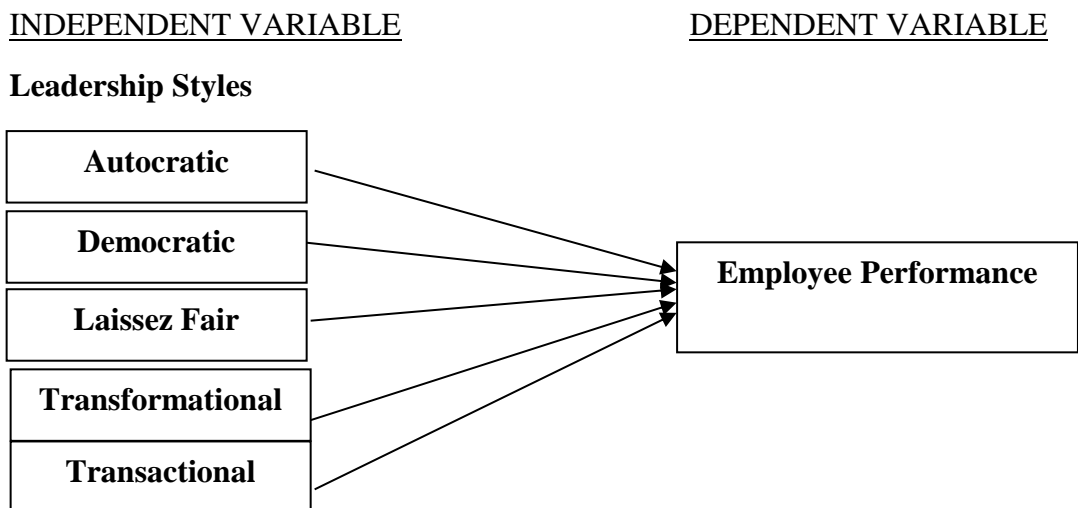


Figure 3.1 The conceptual framework of the research

### 3.3 Hypothesis

A hypothesis statement can be defined as a proposed answer to a question or a problem that can be verified or rejected through testing. As per the study under consideration, the following hypothesis could be generated for the identified problem statement.

Ho – Negative Hypothesis

Ha - Positive Hypothesis

Table 3.1 The conceptual framework of the research

H01	There is a negative relationship between Autocratic leadership style and Employee Performance.
Ha1	There is a positive relationship between Autocratic leadership style and Employee Performance.
H02	There is a negative relationship between Democratic leadership style and Employee Performance.
Ha2	There is a positive relationship between Democratic leadership style and Employee Performance
H03	There is a negative relationship between Laissez Faire leadership style and Employee Performance
Ha3	There is a positive relationship between Laissez Faire leadership style and Employee Performance
H04	There is a negative relationship between Transformational leadership style and Employee Performance
Ha4	There is a positive relationship between Transformational leadership style and Employee Performance
H05	There is a negative relationship between Transactional leadership style and Employee Performance
Ha5	There is a positive relationship between Transactional leadership style and Employee Performance

### 3.4 Operationalization of Variables

Table 3.2. Operationalization of variables

Concept	Variables	Indicators	Measurement	Question No.	
<b>Identification of impact of Leadership styles on employee performance</b>	Autocratic leadership	Strict instructions	Likert Scale	06	
		Inflexible	questions/	07	
		Exercise close supervision	Closed ended	08	
		Individual decision making	questions/	09	
		Grievances	open ended	10	
			Source: (Daft, 2014), (Public Policy and Administration Research, 2015)		
	Democratic leadership	Understanding each other's opinions	Likert Scale	11	
		Welcome others' suggestions	questions/	12	
		Enthusiastic employees	Closed ended	13	
		Low rate of absenteeism	questions/	14	
		Distribute decision making	open ended	15	
			Source: (Daft, 2014)		
	Laissez faire leadership	Complete freedom in decision making	Likert Scale	16	
		Supervision	questions/	17	
		Self-motivation	Closed ended	18	
		Passive role in social participation	questions/	19	
Open door policy		open ended	20		
		Source: (Osborn, 2008)			
Transformational leadership	Empowerment	Likert Scale	21		
	Gain commitment through inspiration	questions/	22		
	Visionary and long term oriented	Closed ended	23		
	Change oriented	questions/	24		
	Take holistic view of problems	open ended	25		
		Source: (Cossin & Caballero, 2013)			

	Transactional leadership	Efficiency oriented Gain commitment through formal authority Delegate authority Take fragmented view of problems Works with in a framework Source: (Spahr, 2014)	Likert Scale questions/ Closed ended questions/ open ended questions	26 27 28 29 30
	Employee Performance	Guest complaints Job dissatisfaction & motivation Customer service Communication Employee efficiency Source: (Armstrong, 2009)	Likert Scale questions/ Closed ended questions/ open ended questions	31 32 33 34 35

### 3.5 Research process

The below mentioned theory of “Research Onion” demonstrates the process of research. The research onion includes six layers. The outer most layer represents the research philosophy, then the research approach, and in third layer it comes the research strategy, after research strategy the next layer is the choice, then comes the time horizons for the research and to move forward with the collection of data and analysis which is the inner most layer of the research onion.

## BUSINESS RESEARCH “ONION”

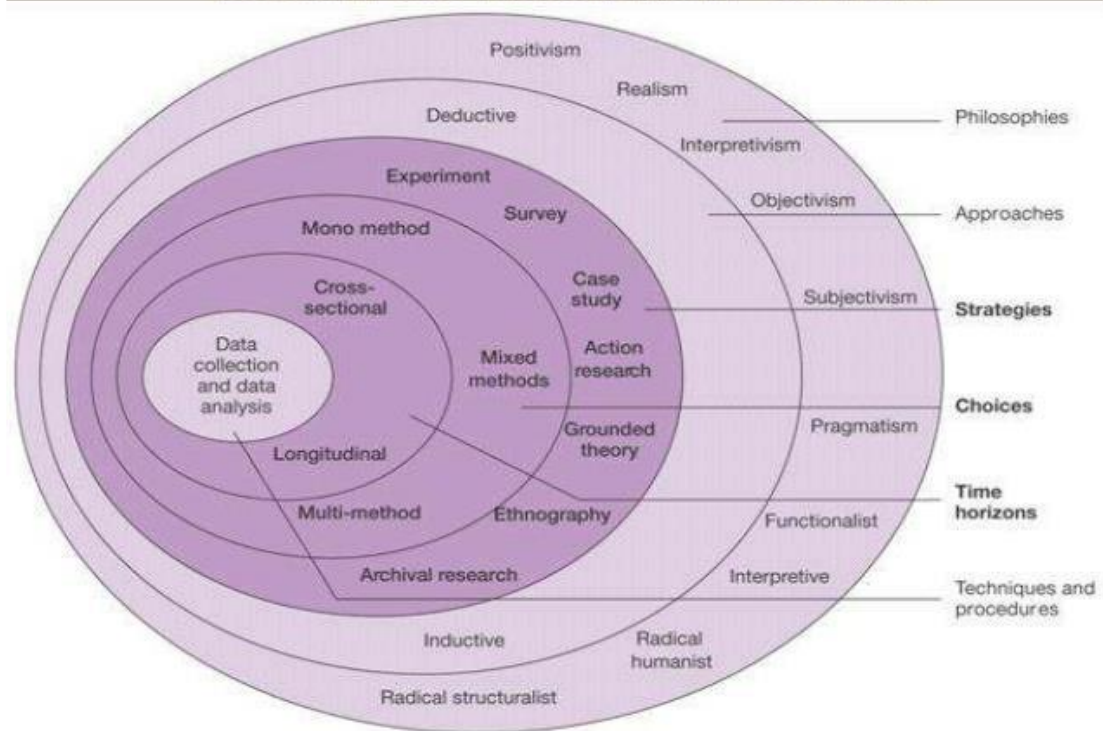


Figure 3.2 Research Onion  
Source; (Saunders et al, 2011)

### 3.5.1 Research Philosophy

The research philosophy includes how a researcher views the research problem, her or his assumptions about the research. There are various research philosophies such as positivism, interpretivism, realism and pragmatism. The researcher adopts the philosophy of pragmatism where that philosophy emphasized with the practical consequences that are experienced by the people and are to be dealt directly. This philosophy considers that no single viewpoint can ever give the entire picture and that there may be multiple realities. This is based on both subjective and observable facts where qualitative and quantitative methods will be utilized for the analysis of data.

### **3.5.2 Research approach**

(Saunders et al, 2011) has introduced two research approaches and they are deductive approach and the inductive approach.

In the inductive approach, data will be collected and the theory will be developed as a result of data analysis.

In the deductive approach, the hypothesis will be developed based on the existing theories and then the research strategy will be developed in order to test these hypotheses.

The researcher adopts the Inductive approach. Inductive approach starts with the observations and collection of data and theories are formulated towards the end of the research as a result. It involves with the search for pattern from the data collected and the development of explanations or theories for those patterns through series of hypotheses. At the beginning of the research no theories would apply and the theories may evolve as a result of the research.

### **3.5.3 Research Strategy**

The third layer of Research Onion reveals as research strategy. There are seven research strategies which are experiments, surveys, case studies, action research, grounded theory, ethnography and archival research are these main strategies (Saunders et al, 2011).

The survey strategy will be used in this research and that is associated with the collection of data from a selected sample of the research population. Questionnaires and structured interviews will be used to collect the data.

### **3.5.4 Choices**

This layer of the research onion highlights a basic but important choice all researchers face when designing their research: whether to use a quantitative method or methods, a qualitative method or methods, or a mixture of both.

Mono method, multi method and mixed method are the choices that present in the fourth layer of the research onion (Saunders et al, 2011).

Mixed method will be adopted in conducting of this research where it will be utilized both quantitative and qualitative data collection and analytical procedures.

### **3.5.5 Time Horizon**

This is the final layer of the research onion. There are two time horizons presents in this layer described by Saunders et al, 2011. They are cross sectional and longitudinal time horizons.

The cross sectional time horizon will be adopted in the conducting of this research as the research is to be completed over particular time duration.

## **3.6 Research Method**

It is important to gather relevant data from different sources, in order to carry out this particular study effectively. Relevant data will be collected from the selected sample of employees from the operational staff. The researcher will focus on providing quantitative and qualitative results.

### **3.6.1 Primary data collection**

Primary data will be obtained by a structured and pre- tested questionnaires and an interview guide. By including interview guide to the research, the researcher expects to recognize all the leadership styles which are practicing at ABC Company and to get a thorough understanding about the attitudes which employees have towards leaders. Likewise, other main purpose is to identify whether the independent variables and its indicators are aligned properly to the company environment simultaneously. This will give and clear idea and the approach for prepared the questionnaire with the correct understanding of the service base company which is the ABC company here in the



case study. Also by using open ended questions in the questionnaire researcher tries to understand employees' performance level and their expectations from their leaders. In the questionnaire there will be five general questions initially. After that the other whole questionnaire is includes some scaled questions where the responses are graded on continuum by using the 5 point Likert scale and also there will be some closed ended questions where Yes or No answers are expected to generate statistics and at the end open ended questions will be used to generate qualitative data for qualitative analysis.

5 point Likert scale structure used in scaled questions.

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	2	3	4	5

Table 3.2 Likert scale structure

The standardized interviews will be held in open ended manner to generate qualitative data. The expectation of the interview guide is to generate qualitative results on this particular study.

### 3.6.2 Secondary data collection

The researcher will also refer the books and other publications including the articles with respect to the research context.

### 3.7 Method of Data Analysis

Data analysis and interpretation could be identified as the most significant chapter in any given research study, as it paves the way to come up with sound solutions and recommendations for the identified issue. The following statistical tools will be used to analyze the data collected.

### **3.7.1 Qualitative model**

Qualitative method will be used for the generation of data. The qualitative method is adopted to identify the key factors which affect employee performance at the ABC Company. Data for the qualitative method will be collected through open ended questions in the questionnaire and from interviews. The main purpose of using qualitative model is to identify the employees of the company and to prepare quantitative model. Also By including interview guide to the research, the researcher expects to recognize all the leadership styles which are practicing at ABC Company and to get a thorough understanding about the attitudes which employees have towards leaders. And also by using open ended questions in the questionnaire researcher tries to understand employees' performance level and their expectations from their leaders. As an extra use of the qualitative model arrived for recommendations and develop findings through the narrative analysis where needed.

This approach would help the researcher to arrive at the conclusion of the study and to find solution insight to the research problem.

### **3.7.2 Quantitative model**

Likert scale type Questions will be placed in the questionnaire for the generation of statistics. Data collected using a questionnaire to test the hypothesis and according to the results conclusions will be drawn to solve the research questions.

Analytical tools – Correlation, reliability and regression analysis by using excel or SPSS.

## **3.8 Population and Sample Selection**

According to (Saunders et al, 2011) sampling techniques are essential to reduce the number of data that should be collected from the taken population.

### **3.8.1 Population**

A population is defined as the total of all the individuals who have certain common characteristics which is the main interest to any given researcher. As per this particular study, ABC Company includes a total of 250 employees holding different types of designations. ABC Company's cadre can be divided in to mostly for ten departments. This study would be mainly conducted on the operational departments in the organization, which are Marketing & Pre-Sales, Post Sales, Application and systems support and Consultation. These departments can be identified as operational departments. The employees who work in these departments are directly dealing with clients/customers and they can be introduced as operational staff as well. In order to effectively carry out this study, employees who are in the operational staff category would be selected as the population. The company employs a total of 80 operational staff.

### **3.8.2 Sample size and sampling technique**

As mentioned above the employees who are working in the Marketing & Pre-Sales, Post Sales, Application and systems support and Consultation (operational staff) have been taken as the population of the study. Since we are mainly focusing on the ABC company which is a service based company and also a case study approach, researcher has decided to get the entire population for the data gathering and for analysis as well. In simple sample size and population will be set to 80 Employees.

### **3.9 Process of Data Collection**

It is important to gather relevant data from different sources, in order to carry out this particular study effectively. Relevant data will be collected from the selected sample (which is the exact population) of employees from the operational staff. The researcher will focus on providing quantitative and qualitative results.

### **3.10 Method of data presentation**

After the data has been collected they will be presented by using the linear scales, tables, charts, pie graphs and scatter diagrams.

### **3.11 Chapter summary**

In this chapter the researcher discussed the frame work to the research methodology in order to conduct the research. The concept of research onion also has been discussed in a descriptive manner in this chapter. Thus sampling, method of data collection, and other important facts discussed within this chapter.

## 4 DATA ANALYSIS

### 4.1 Introduction for data analysis

The previous chapters have effectively supported this particular study through the available literature, identification of variables, data gathering and etc. The analysis being the most important chapter of a research, tends to syndicate all such significant elements of previous chapters, and thereby argues upon the objectives and hypothesis identified. This chapter therefore, would initially identify the impact of leadership styles on employee performance, and thereby proceeding with the relationship between leadership style and employee performance. This chapter mainly focuses on statistical approach of analyzing the data collected through the questioner. Initially the reliability of the research instrument has tested using Cronbach's alpha, then a descriptive statistical analysis is demonstrated on the response collection, then demographic analysis have done, the frequency distribution of the responses then analyzed, finally, Pearson correlation and linear regression analysis have used to measure relationships between the variables. All the analysis was done with aid SPSS software.

### 4.2 Overall Measurement of the Entire Data Set

The statistical data will be analyzed by using 5 point Likert scale questions' responses which has used in the questionnaire.

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	2	3	4	5

The questionnaire is based on 5 point likert scale questions to collect responses from employees. These responses, will be evaluated to analyze the behavior of each independent variable with the dependent variable. Autocratic, democratic, laissez faire, transformational and transactional leadership styles are the independent variables

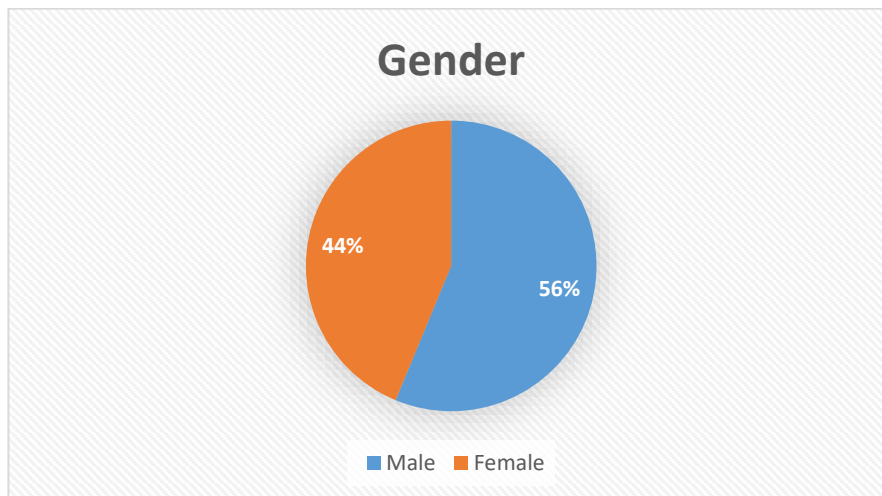
and employee performance can be used as the dependent variable in order to analyze the data that is collected.

### 4.3 Demographic variable Analysis

The first section of the questionnaire focused on demographic factors such as gender, age, service period, marital status and educational level of respondents.

#### ❖ Gender of the respondents

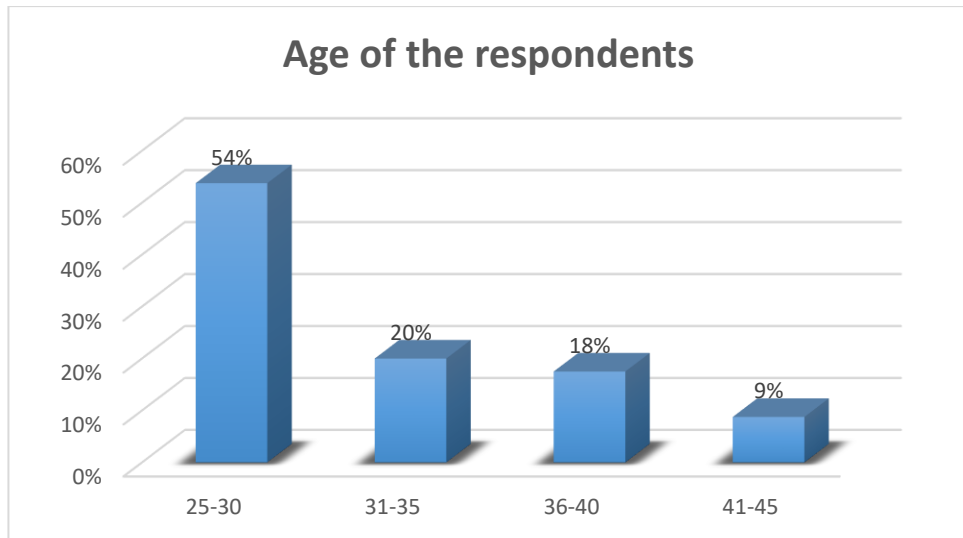
The sample selected for the study has consisted of male respondents as well as female respondents. However male population is slightly higher at 56% compared to the female population of 44%. This Also indicates that there are equal opportunities available to identify the relationships with employee performance against the leadership style which is a good sign to start off the data analysis section.



Graph 4.1 The Gender distribution of the respondents

#### ❖ Age of the respondents

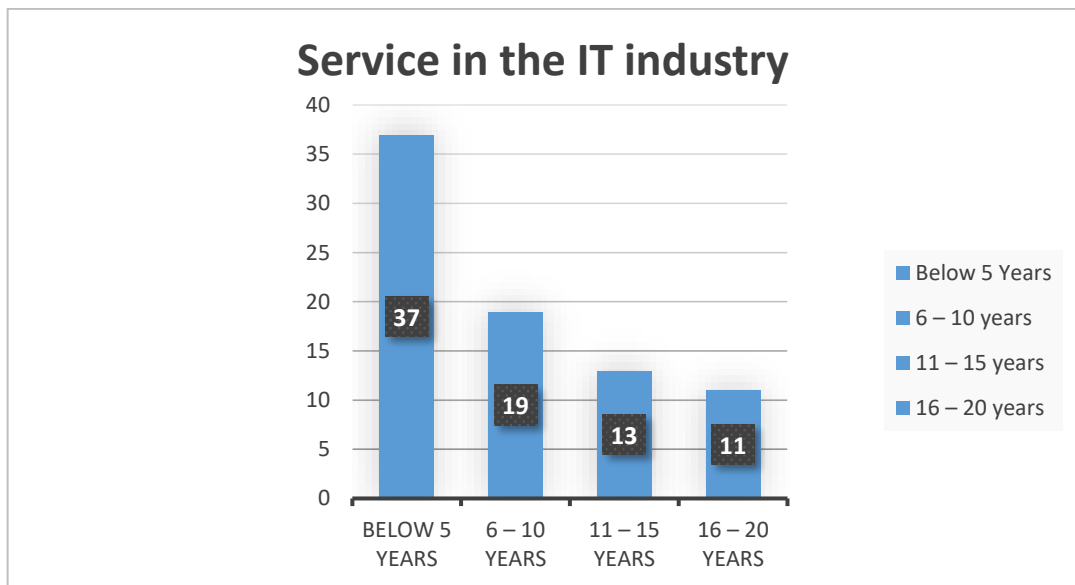
Age of the respondents has categorized under five categories such as, 25-30, 31-35, 36-40 and 41-45. Figure 4.2 below shows where more than 54% of the respondents are below the age of 30. Which means company has more young employees to face directly with clients through the operational departments and its related services.



Graph 4.2 The Age Distribution of the Respondents

❖ **Service in the IT industry**

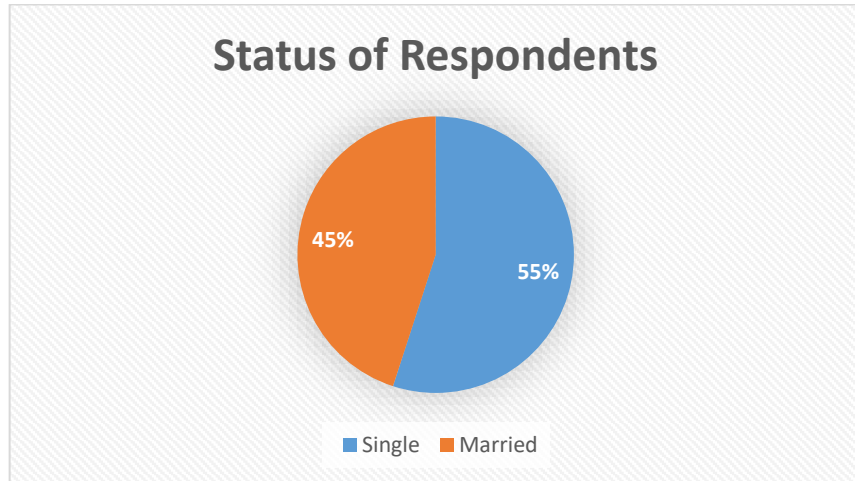
According to the questionnaire service in the industry of selected departments has categorized under 4 categories as below. This shows less than 5 years experienced employees are working in the operational departments which has high amount of efficiency but in other way with less experienced.



Graph 4.3 Service in the IT industry

- **Status of Respondents**

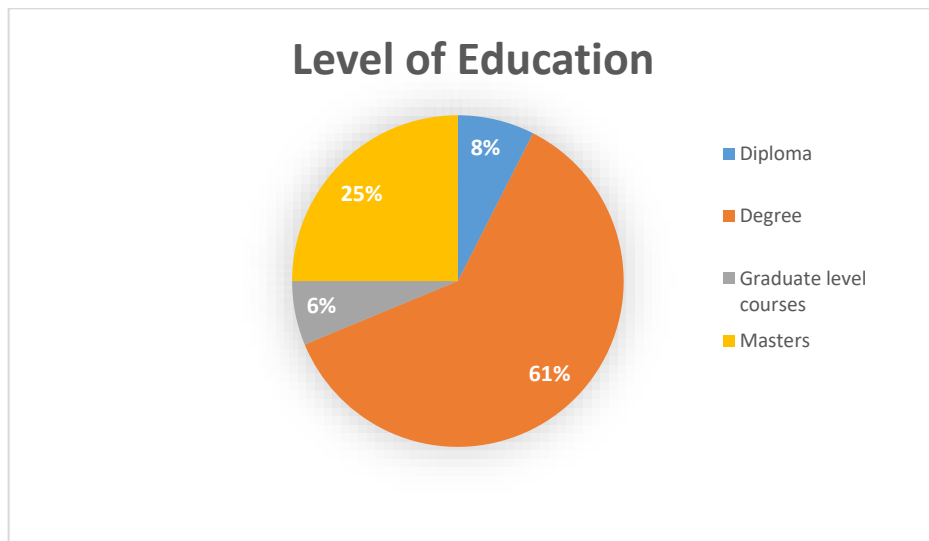
The status of the respondents in the sample has categorized under three groups and they are single and married. As per the below chart we can see there is only a slight difference between statuses of the employees who has attached to the operational departments.



Graph 4.4 The Status Distribution of the Respondents

- **Level of Education**

The education level of selected population has categorized under four categories which are diploma, degree, graduate level courses and masters.



Graph 4.5 Level of education



#### 4.4 Reliability of the Research Instrument

Reliability means consistency. It is the degree to which an instrument will give similar results for the same individuals at different times. Further in general reliability is refers to the consistency, stability and repeatability of results i.e. the result of a researcher is considered reliable if consistent results have been obtained in identical situations but different circumstances. Reliability can take on values of 0 to 1.0, inclusive.

##### 4.4.1 Autocratic Leadership

The Cronbach's alpha of Monetary rewards is  $0.698 > 0.7$  and indicates an almost acceptable level of reliability.

Table 4.1 Reliability of autocratic leadership

Case Processing Summary			
		N	%
Cases	Valid	80	100.0
	Excluded <sup>a</sup>	0	.0
	Total	80	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.698	3

##### 4.4.2 Democratic Leadership

The Cronbach's alpha of Monetary rewards is  $0.879 > 0.7$  and indicates a high level of reliability.

Table 4.2 Reliability of democratic leadership

Case Processing Summary			
		N	%
Cases	Valid	80	100.0
	Excluded <sup>a</sup>	0	.0
	Total	80	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.879	3

### 4.4.3 Laissez Faire Leadership

The Cronbach's alpha of Monetary rewards is  $0.759 > 0.7$  and indicates an acceptable level of reliability.

Table 4.3 Reliability of laissez faire leadership

Case Processing Summary			
		N	%
Cases	Valid	80	100.0
	Excluded <sup>a</sup>	0	.0
	Total	80	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.759	3

### 4.4.4 Transformational Leadership

The Cronbach's alpha of Monetary rewards is  $0.803 > 0.7$  and indicates an high level of reliability.

Table 4.4 Reliability of transformational leadership

Case Processing Summary			
		N	%
Cases	Valid	80	100.0
	Excluded <sup>a</sup>	0	.0
	Total	80	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.803	3

#### 4.4.5 Transactional Leadership

The Cronbach's alpha of Monetary rewards is  $0.776 > 0.7$  and indicates an acceptable level of reliability.

Table 4.5 Reliability of transactional leadership

Case Processing Summary			
		N	%
Cases	Valid	80	100.0
	Excluded <sup>a</sup>	0	.0
	Total	80	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.707	3

#### 4.4.6 Employee performance

The Cronbach's alpha of Monetary rewards is  $0.876 > 0.7$  and indicates an high level of reliability.

Table 4.6 Reliability of employee performance

Case Processing Summary			
		N	%
Cases	Valid	80	100.0
	Excluded <sup>a</sup>	0	.0
	Total	80	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.876	3

## 4.5 Correlation & Regression Analysis

Correlation analysis is a method of statistical evaluation used to study the strength of the relationship between the dependent variable and each independent variable. This particular type of analysis is useful when a researcher wants to establish if there are possible connections between variables. The relationship between these two variables can be either positive or negative. The correlation coefficient ranges should be between +1 and -1. +1 indicates the strongest positive correlation possible, and -1 indicates the strongest negative correlation possible.

Therefore the closer the coefficient to either of these numbers the stronger the correlation of the data it represents. On this scale 0 indicates no correlation, hence values closer to zero highlight weaker/poorer correlation than those closer to +1/-1.

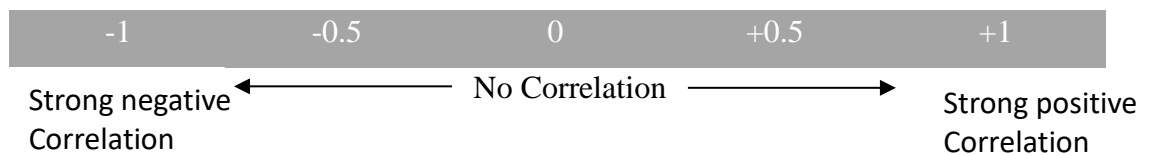
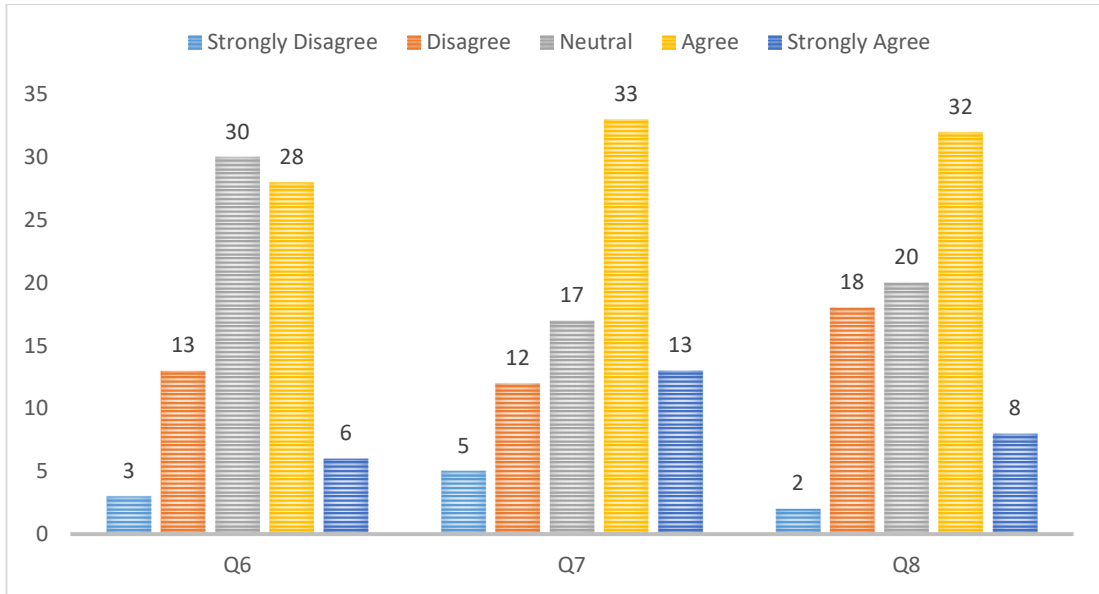


Figure 4.1 Measurement of Correlation

Source : *Market Research, 2017*

### 4.5.1 Analysis of autocratic leadership

There are 3 likert scale questions about this variable in the questionnaire which was distributed among operational staff of ABC Company. A summary of collected information can be tabulated as below.



Graph 4.6 analysis of the variable, autocratic leadership style

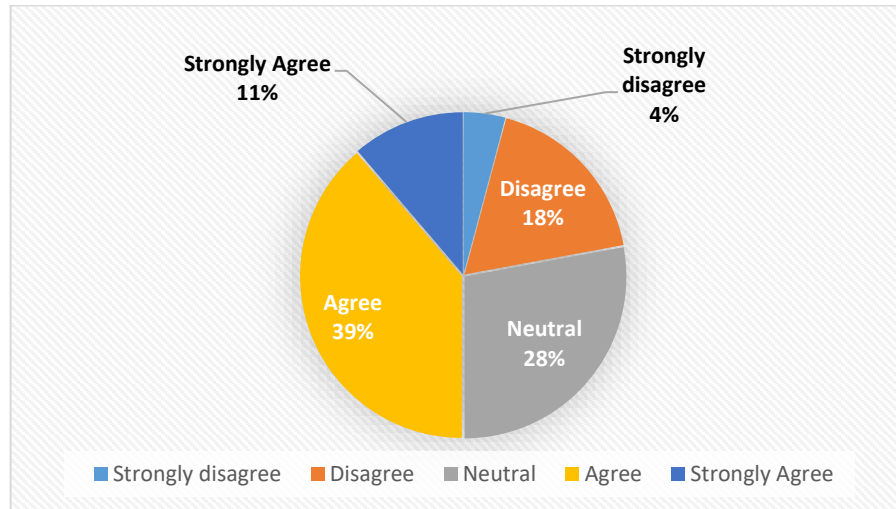
The questionnaire was distributed among 80 different employees and for the Question number 6, 06 employees strongly agreed with the fact that they find difficult to work with their leader because of strict instructions. 28 employees were agreed with the above fact while 30 employees were neutral about their satisfaction about the working arrangements in the factory. 13 employees disagreed with the fact that they find difficult to work with their leader because of strict instructions while 03 employees disagreed with that fact at the same.

In the question number 07, 13 employees are strongly agreeing with the fact that their leader is inflexible when it is come to job related tasks while 33 employees agree to this fact. 17 employees have given respond as neutral to the fact their leader is inflexible when it is come to job related tasks. 12 employees disagree with this statement while 5 employees stated as strongly disagree.

For the Question number 08, 08 employees strongly agreed with the fact that I am not comfortable with my leaders close supervision. 32 employees were agreed with the above fact while 20 employees were neutral about this fact, I am not comfortable with my leaders close supervision. 18 employees disagreed with the above fact while 02 employees disagreed with that fact at the same.

In order to analyze the collected data as a percentage the researcher has identified 5 levels such as; strongly disagreed, disagreed, neutral, agreed and strongly disagreed.

By taking the above into consideration, following data has been analyzed.



Graph 4.7 analysis of the variable, autocratic leadership style (as a percentage)

The above pie chart shows the percentage analysis of the collected questionnaires from the employees. According to the above chart, 11 % of the employees strongly agreed that there is Autocratic Leadership style been practicing at ABC Company while 39% of the employees agreed with that fact. 28% of the employees are neutral about the working environment. 18% and 4% of the employees has disagreed and strongly disagreed with the fact respectively.

The researcher has done a correlation analysis to identify the relationship between the two variables.

Following is the table which shows the correlation between Autocratic Leadership Style and Employee Performance.

Table 4.7 Correlation Analysis details for Autocratic Leadership

<b>Correlations</b>			
		AUTOCRATIC_LEADERSHIP	EMPLOYEE_PERFORMANCE
AUTOCRATIC_LEADERSHIP	Pearson Correlation	1	-.441**
	Sig. (2-tailed)		.000
	N	80	80
EMPLOYEE_PERFORMANCE	Pearson Correlation	-.441**	1
	Sig. (2-tailed)	.000	
	N	80	80

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

According to the above table obtained by SPSS analysis, it demonstrates that the correlation between Autocratic leadership style (independent variable) and Employee Performance (dependent variable) is -0.441.

The correlation coefficient value in the coefficients table (-0.441) indicates a strong negative correlation between the two variables.

Also the researcher has done a regression analysis to identify the relationship between the two variables.

Here, Correlation coefficient is an index; by means it tries to measure the strength of the relationship between an independent variables and the dependent variable.

$$-1 \leq r \leq +1$$

R. Square ( $R^2$ ) shows the percentage of regression between independent variable and dependent variable.

Following are the tables which show the regression between the Autocratic leadership style and employee performance.

Table 4.8 Regression model summary; Autocratic leadership style and Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.441 <sup>a</sup>	.194	.184	.61536
a. Predictors: (Constant), AUTOCRATIC_LEADERSHIP				

Table 4.9 ANOVA Table; Autocratic leadership style and Employee performance

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.125	1	7.125	18.816	.000 <sup>b</sup>
	Residual	29.536	78	.379		
	Total	36.661	79			
a. Dependent Variable: EMPLOYEE_PERFORMANCE						
b. Predictors: (Constant), AUTOCRATIC_LEADERSHIP						

Table 4.10 Coefficients table; Autocratic leadership style and Employee performance

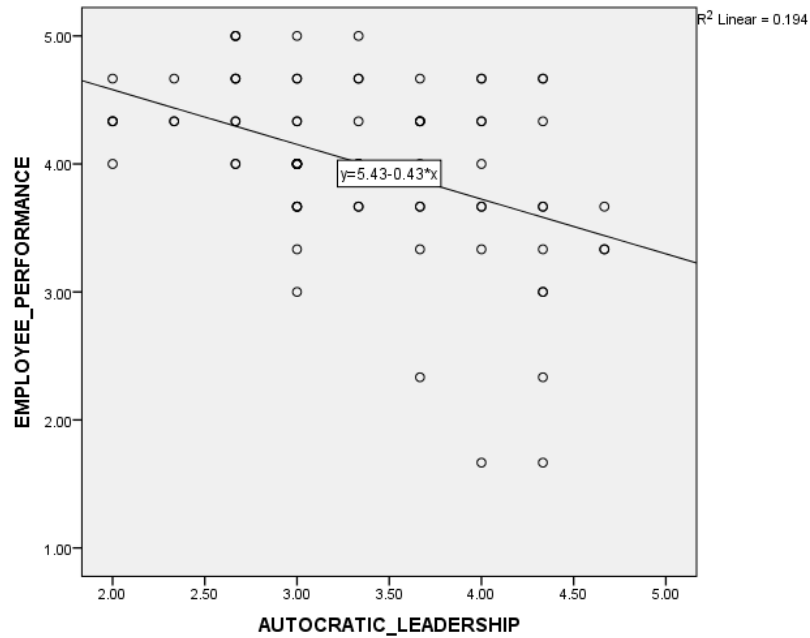
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.435	.336		16.176	.000
	AUTOCRATIC_LEADERSHIP	-.427	.099	-.441	-4.338	.000
a. Dependent Variable: EMPLOYEE_PERFORMANCE						

According to the table 4.7, the coefficient of correlation (r) was -0.441 which implied a strong negative correlation, and was confirmed by its coefficient of determination ( $r^2$ ) 0.168 explained a 16.8% variation.

According to the tables 4.9 and 4.10, it is identified that the relationship between autocratic leadership style and employee performance was significant at 0.000.

Below scatter graph also represents the negative behavior between Autocratic leadership and Employee Performance.





Graph 4.8 Scatter Diagram – Autocratic leadership

Accordingly, the hypothesis can be stated as below.

*H01*

- There is a negative relationship between Autocratic leadership style and Employee Performance.

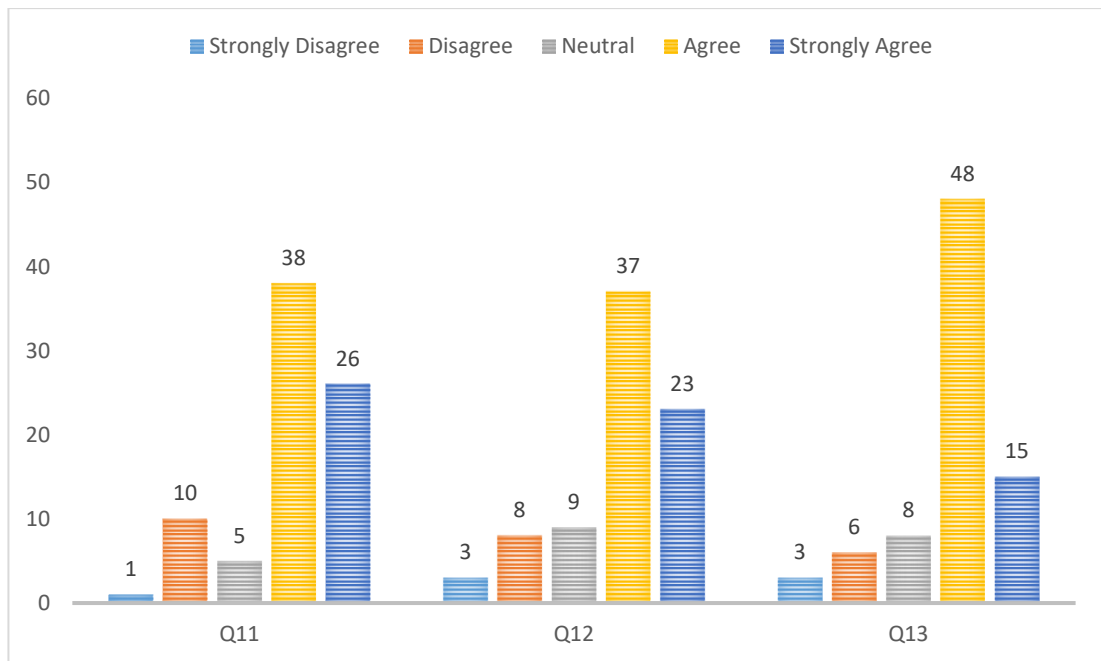
*Ha1*

- There is a positive relationship between Autocratic leadership style and Employee Performance.

Reference to the above results of correlation analysis, it proves that there is a negative relationship between Autocratic leadership style and employee performance. Therefore, the negative hypothesis (H01) is accepted while the alternative hypothesis is rejected.

#### 4.5.2 Analysis of Democratic Leadership

There are mainly 3 likert scale questions about this variable in the questionnaire which was distribute among operational staff of ABC Company. A summary of collected information can be tabulate as below.



Graph 4.9 analysis of the variable, Democratic Leadership Style

With reference to the above graph it is proving that most of the employees in the ABC Company are agree with the fact that there is democratic leadership style practicing within the Company.

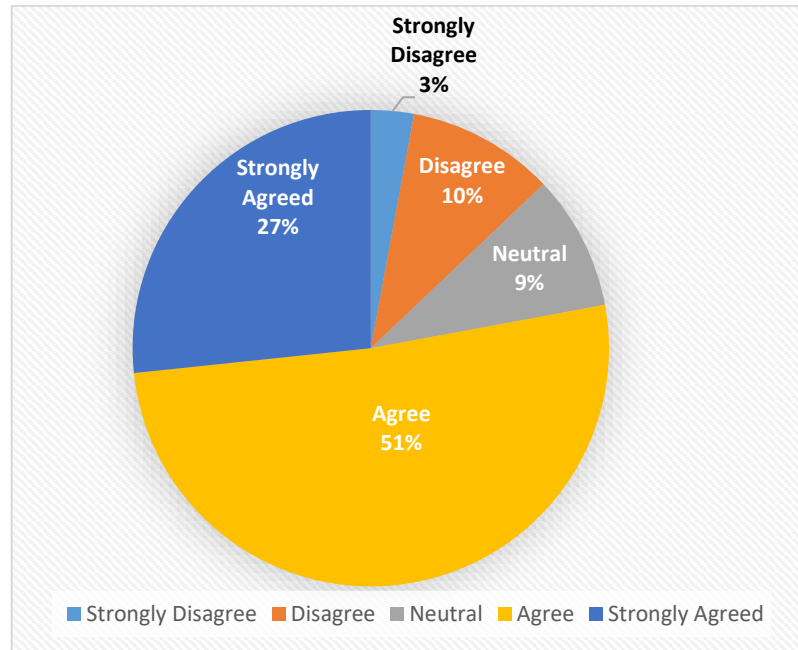
This particular questionnaire was distributed among selected sample which is 80. In the question 11, 26 employees have strongly agreed to the fact that their leader understand and respect to each other's opinion and 38 employees are agreed with the above statement. There are only 5 employees who have responded as neutral to the fact that their leader understand and respect to each other's opinion. 10 employees have responded as they are agreed with this statement while only one employee has disagreed with the above statement.

For question number 12, 23 employees strongly agreed with the fact their leader welcome others suggestions when it is come to decision making. 37 employees agreed that their leader welcome others suggestions when it is come to decision making while 9 employees were neutral about the above statement. 8 employees disagreed with the fact that they don't find their leader welcome others suggestions when it is come to decision making and only 3 employees strongly disagreed with this fact.

In the question number 13, 15 employees are strongly agreeing with the fact that employees feel enthusiastic to work with their leader while 48 employees agree to this

fact. 8 employees have given respond as neutral to the fact employees feel enthusiastic to work with their leader. 6 employees disagree with this statement while 3 employees stated as strongly disagree.

In order to analyze the collected data as a percentage the researcher has identified 5 levels such as; strongly disagreed, disagreed, neutral, agreed and strongly disagreed.



Graph 4.10 Analysis of the variable, Democratic Leadership style

The above pie chart shows the percentage analysis of the collected questionnaires from the employees. According to the above chart, 27% of the employees strongly agreed that there is democratic leadership style being practicing at ABC Company while 51% of the employees agreed that there is democratic leadership style being practicing at ABC Company. 9% of the employees are neutral practice of democratic leadership style. 10% and 3% of the employees has disagreed and strongly disagreed with the fact respectively.

The researcher has done a correlation analysis to identify the relationship between the two variables.

Following is the table which shows the correlation between democratic leadership style and employee performance.

Table 4.11 Correlation Analysis details for Democratic Leadership

<b>Correlations</b>			
		EMPLOYEE_ PERFORMA NCE	DEMOCRATI C_LEADERS HIP
EMPLOYEE_PERFORMA NCE	Pearson Correlation	1	.631**
	Sig. (2-tailed)		.000
	N	80	80
DEMOCRATIC_LEADER SHIP	Pearson Correlation	.631**	1
	Sig. (2-tailed)	.000	
	N	80	80

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

According to the table 4.11 the correlation between democratic leadership style and employee performance gives a positive value. Therefore there is a positive relationship between democratic leadership style and employee performance which means democratic leadership style correlates with the changes in employee performance.

The correlation coefficient value in the coefficients table (0.631) indicates a strong positive correlation between the two variables.

Also the researcher has done a regression analysis to identify the relationship between the two variables.

Here, Correlation coefficient is an index; by means it tries to measure the strength of the relationship between an independent variables and the dependent variable.

$$-1 \leq r \leq +1$$

R. Square ( $R^2$ ) shows the percentage of regression between independent variable and dependent variable.

Following are the tables which show the regression between the Democratic leadership style and employee performance.

Table 4.12 Regression model summary; Democratic leadership style and Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.631 <sup>a</sup>	.398	.391	.53175
a. Predictors: (Constant), DEMOCRATIC_LEADERSHIP				

Table 4.13 ANOVA test; Democratic leadership style and Employee Performance

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.606	1	14.606	51.657	.000 <sup>b</sup>
	Residual	22.055	78	.283		
	Total	36.661	79			
a. Dependent Variable: EMPLOYEE_PERFORMANCE						
b. Predictors: (Constant), DEMOCRATIC_LEADERSHIP						

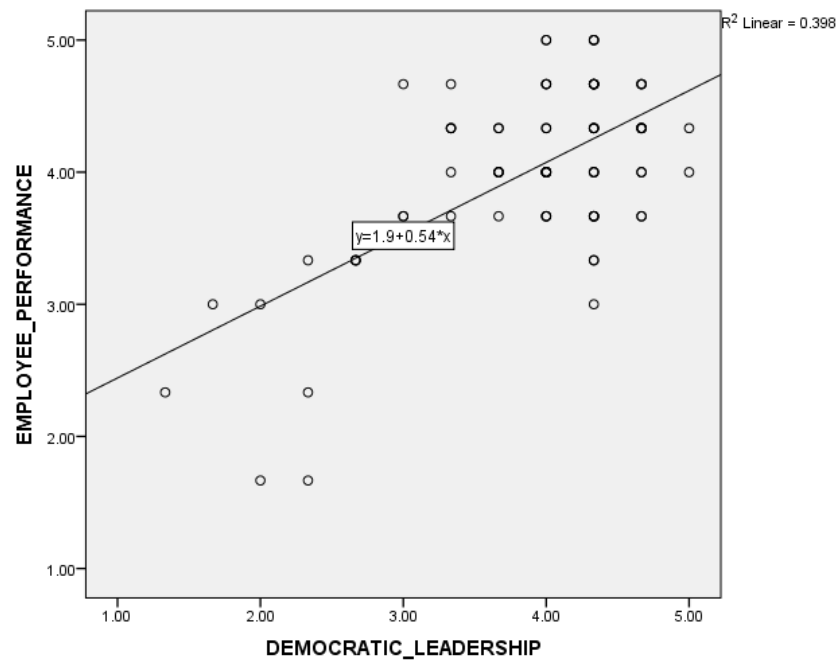
Table 4.14 Coefficient; Democratic leadership style and Employee Performance

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.899	.299		6.340	.000
	DEMOCRATIC_LEADERSHIP	.544	.076	.631	7.187	.000
a. Dependent Variable: EMPLOYEE_PERFORMANCE						

According to the table 4.12, the coefficient of correlation (r) was 0.631 which implied a strong positive linear relationship, and was confirmed by its coefficient of determination ( $r^2$ ) 0.391 explained a 39.1% variation.

According to the tables 4.13 and 4.14, it is identified that the relationship between democratic leadership style and employee performance was significant at 0.000.

Below scatter graph also represents the positive behavior between Democratic leadership and Employee Performance.



Graph 4.11 Scatter Diagram – Democratic leadership

Accordingly, the hypothesis can be stated as below.

H02

- There is a negative relationship between Democratic leadership style and Employee Performance.

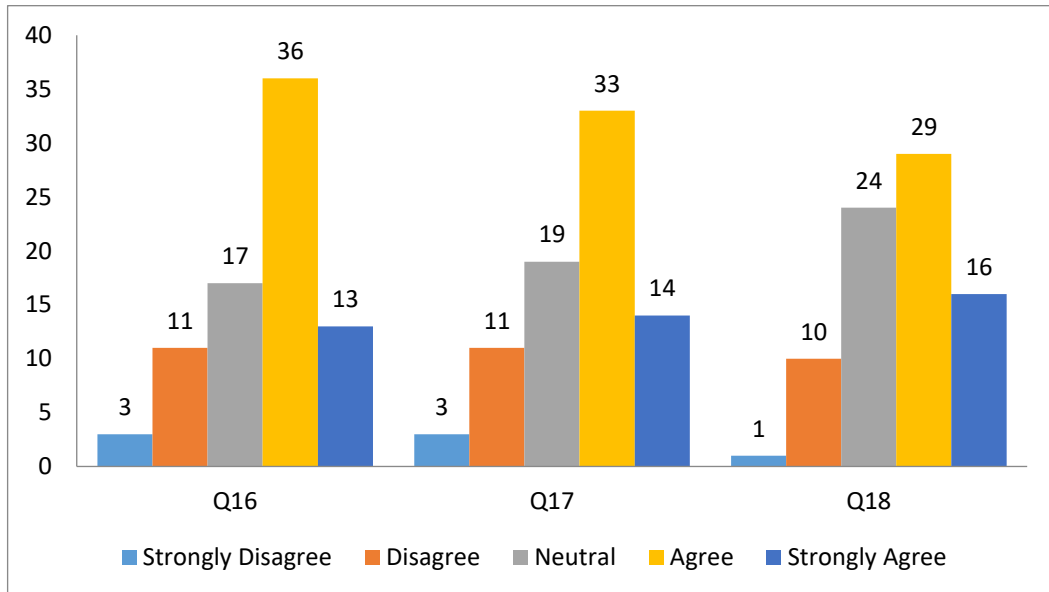
Ha2

- There is a positive relationship between Democratic leadership style and Employee Performance.

Reference to the above results of correlation analysis, it proves that there is a positive relationship between Democratic leadership style and employee performance, which is when democratic leadership style increased, employee performance also increases. Therefore, the alternative hypothesis (Ha2) is accepted while the negative hypothesis (H02) is rejected.

### 4.5.3 Analysis of Laissez Faire leadership

Based on the above independent variable 3 questions were asked from the operational staff of ABC company. And the collected responds were analyzed as follows.



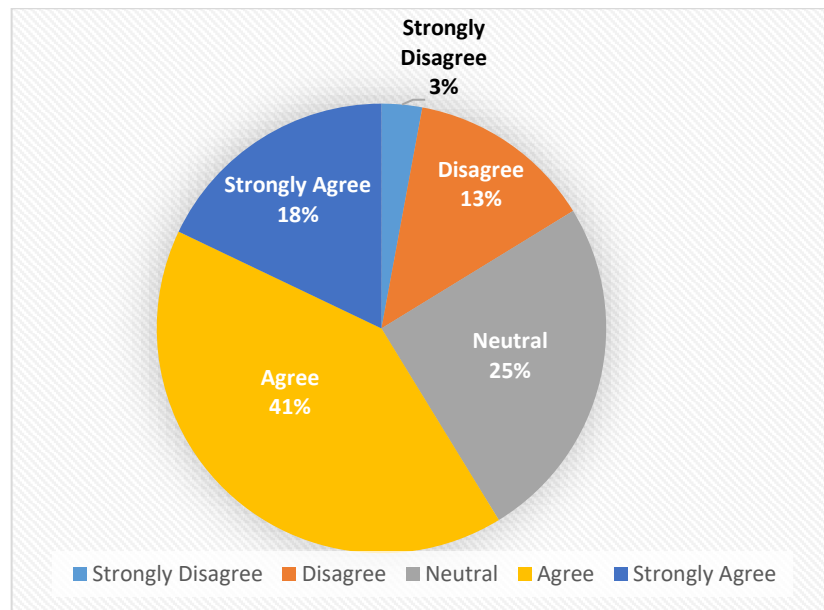
Graph 4.12 analysis of the variable, Laissez Faire Leadership Style

The questionnaire was distributed among 80 different employees and for the question number 16, 13 employees have strongly agreed with the fact that their leader gives complete freedom in decision making. 36 employees have agreed to the fact sometimes the resources can be wasted because of supervision style of the leader while 17 employees have stated neutral, to the above fact. 11 and 03 employees has disagreed and strongly disagreed with the fact respectively.

In the analysis of the question number 17, 14 employees have responded as strongly agree to the fact that sometimes resources can be wasted because of supervision style of the leader while 33 employees have agreed to the above fact. There were 19 employees who have stated as neutral to the fact that sometimes resources can be wasted because of supervision style of the leader. Subsequently 11 employees stated as disagree and 3 employees stated as strongly disagree to the above fact.

Responses to the question number 18 can be summarized as this. 16 employees have strongly agreed with the fact that the employees in the department have to be self-

motivated since their leader is not participating in motivating employees. 29 employees have agreed to the above while 24 employees have stated neutral, to the above fact. 10 and 01 employees have disagreed and strongly disagreed with the fact respectively.



Graph 4.13 analysis of the variable, Laissez Faire leadership style as a percentage

The above pie chart demonstrates the percentage analysis of the collected questionnaires from the employees. According to the above chart, 18% of the employees have strongly agreed to the fact that Laissez Faire leadership style is practicing in ABC Company and 41% of the employees have agreed with the above fact. 25% employees are neutral about this leadership style while 13. % has disagreed with the above fact. 3% employees have strongly disagreed with the above fact.

The researcher has done a correlation analysis to identify the relationship between the two variables.

Following is the table which shows the correlation between Laissez Faire leadership style and employee performance.



Table 4.15 Correlation Analysis details for Laissez Faire Leadership

<b>Correlations</b>			
		EMPLOYEE_ PERFORMA NCE	LAISSSEZ_FAI RE_LEADER SHIP
EMPLOYEE_PERFORMA NCE	Pearson Correlation	1	.334**
	Sig. (2-tailed)		.002
	N	80	80
LAISSSEZ_FAI RE_LEADE RSHIP	Pearson Correlation	.334**	1
	Sig. (2-tailed)	.002	
	N	80	80

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

As per the above table obtained by SPSS analysis, it shows that the correlation between Laissez Faire leadership style (independent variable) and Employee Performance (dependent variable) is 0.381. Since the acquired value is positive, it ascertained that there is a relationship between independent variable and dependent variable.

The correlation coefficient value in the coefficients table (0.381) indicates a weak positive correlation between the two variables.

Also the researcher has done a regression analysis to identify the relationship between the two variables.

As mentioned on above two variable analysis here also we can state that the, Correlation coefficient is an index; by means it tries to measure the strength of the relationship between an independent variables and the dependent variable. Which gives strong push to identify the inspiration of the collected data to proceed with the analysis of the data which has been collected through the quantitative approach.

As state previously R. Square ( $R^2$ ) shows the percentage of regression between independent variable and dependent variable. The following are the result of the tested hypothesis.

Table 4.16 Regression model summary; Laissez Faire leadership style and employee performance

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.334 <sup>a</sup>	.111	.100	.64627
a. Predictors: (Constant), LAISSEZ_FAIRE_LEADERSHIP				

Table 4.17 ANOVA Table; Laissez Faire leadership style and employee performance

<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.083	1	4.083	9.777	.000 <sup>b</sup>
	Residual	32.578	78	.418		
	Total	36.661	79			
a. Dependent Variable: EMPLOYEE_PERFORMANCE						
b. Predictors: (Constant), LAISSEZ_FAIRE_LEADERSHIP						

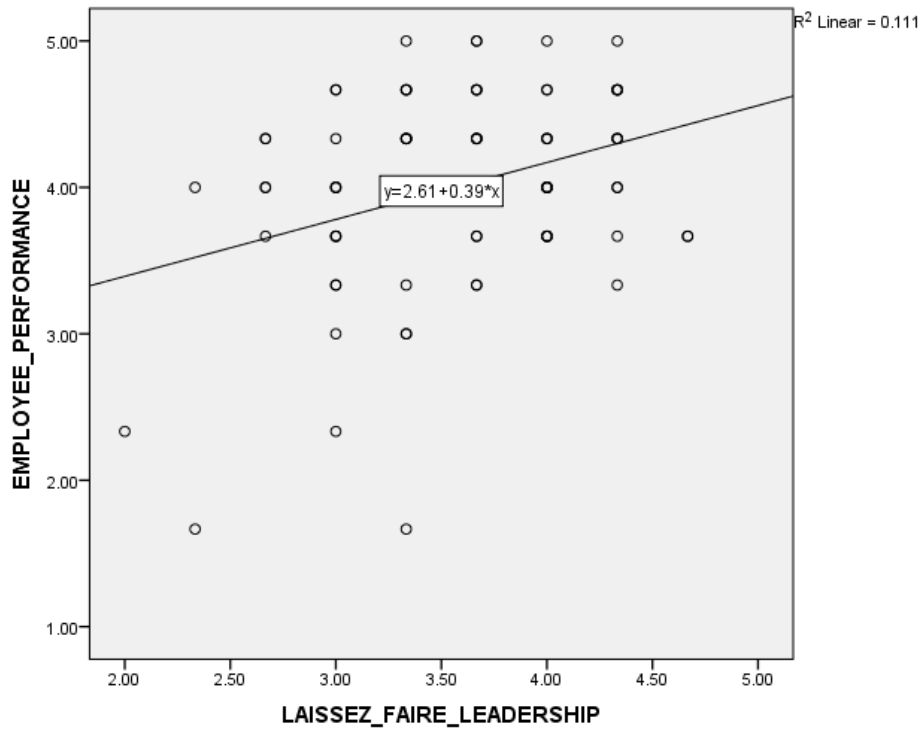
Table 4.18 Coefficients table; Laissez Faire leadership style and employee performance

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.615	.451		5.791	.000
	LAISSEZ_FAIRE_LEADERSHIP	.389	.124	.334	3.127	.000
a. Dependent Variable: EMPLOYEE_PERFORMANCE						

According to the table 4.16, the coefficient of correlation (r) was 0.334 which implied a weak positive linear relationship, and was confirmed by its coefficient of determination ( $r^2$ ) 0.100 explained a 100.00 % variation.

According to the tables 4.17 and 4.18, it is identified that the relationship between Laissez Faire leadership style and employee performance was significant at 0.000.

Below scatter graph also represents the positive behavior between Laissez Faire leadership and Employee Performance.



Graph 4.14 Scatter Diagram – Laissez Faire leadership

Accordingly, the hypothesis can be stated as below.

H02

- There is a negative relationship between Laissez Faire leadership style and Employee Performance.

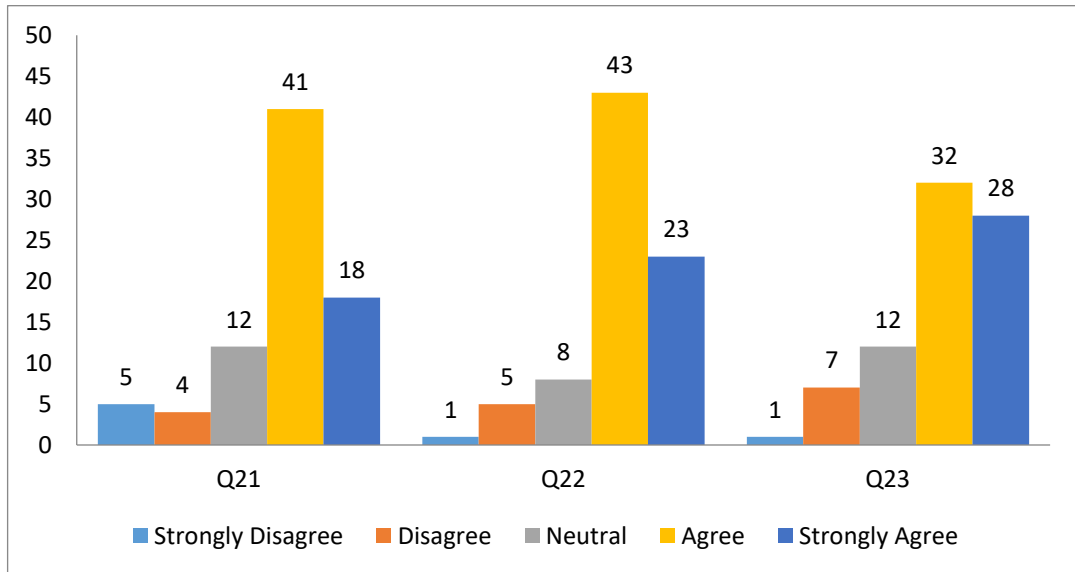
Ha2

- There is a positive relationship between Laissez Faire leadership style and Employee Performance.

As per the above results of correlation analysis, it proves that there is a positive relationship between Laissez Faire leadership style and employee performance, which is when Laissez Faire leadership style increased, employee performance also increases. Therefore, the alternative hypothesis (Ha2) is accepted while the negative hypothesis (H02) is rejected.

#### 4.5.4 Analysis of Transformational leadership

Based on the above independent variable 3 questions were asked from the Operational staff of the ABC company. And the collected responds were analyzed as follows.



Graph 4.15 analyses of the variable, Transformational Leadership Style

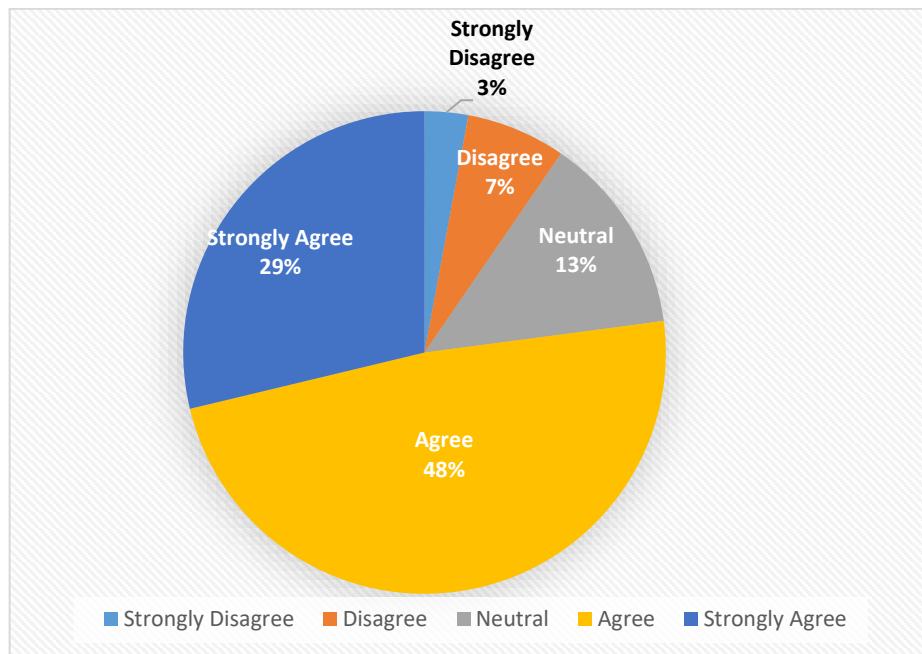
The questionnaires were distributed among 80 different employees and for the question number 21, 18 employees have strongly agreed with the fact that their leader is always empowering employees towards effective results while 41 employees responded as agree to that fact. 12 employees have responded as neutral to the above fact. Only 4 employees stated their respond as disagreed to the fact that their leader is always empowering employees towards effective results while 5 employees responded as strongly disagreed.

For the question number 22, 23 employees strongly agreed with the fact that employees are effective and have a passion to their jobs because my leader gains commitment through inspiration while 43 employees gave their statement as agreed to the above fact. 08 employees were neutral about the above fact while another 05 employees disagreed with the fact. 1 employee was strongly disagreed with the fact that employees are effective and have a passion to their jobs because my leader gains commitment through inspiration.

In the question number 23, 28 employees strongly agreed with the fact that their leader is visionary and long term oriented while 32 employees gave their statement as agreed to the above fact. 12 employees were neutral about the above fact while another 07 employees disagreed with the fact. 1 employee was strongly disagreed with the fact that their leader is visionary and long term oriented.

In order to analyze the collected data as a percentage the researcher has identified 5 levels such as; strongly disagreed, disagreed, neutral, agreed and strongly agreed.

By taking the above into consideration, following data has been analyzed.



Graph 4.16 Analysis of the variable, transformational leadership style as a percentage

The above pie chart shows the percentage analysis of the collected questionnaires from the employees. According to the above chart, 29% of the employees strongly agreed with the fact that transformational leadership style is practicing at ABC Company. 48% of the employees agreed with the fact while 13% of the employees were neutral about it. 7% of the employees and 3% of the employees have disagreed and strongly disagreed respectively for the fact that transformational leadership style is practicing at ABC Company.

The researcher has done a correlation analysis to identify the relationship between the two variables.

Following is the table which shows the correlation between transformational leadership style and employee performance.

Table 4.19 Correlation Analysis details for Transformational Leadership

<b>Correlations</b>			
		EMPLOYEE_ PERFORMA NCE	TRANSFOR MATIONAL
EMPLOYEE_ PERFORMA NCE	Pearson Correlation	1	.486**
	Sig. (2-tailed)		.000
	N	80	80
TRANSFORMATIONAL	Pearson Correlation	.486**	1
	Sig. (2-tailed)	.000	
	N	80	80
**. Correlation is significant at the 0.01 level (2-tailed).			

According to the above table obtained by SPSS analysis, it shows that the correlation between Transformational leadership style (independent variable) and Employee Performance (dependent variable) is 0.486. Since the acquired value is positive, it ascertained that there is a relationship between independent variable and dependent variable.

The correlation coefficient value in the coefficients table 0.486 indicates a moderate positive correlation between the two variables.

Also, the researcher has done a regression analysis to identify the relationship between the two variables.

Here, Correlation coefficient is an index; by means it tries to measure the strength of the relationship between an independent variable and the dependent variable.

R. Square ( $R^2$ ) shows the percentage of regression between independent variable and dependent variable.

Following are the tables which show the regression between transformational leadership style and employee performance. The following are the results from SPSS analysis.

Table 4.20 regression model summary; Transformational and Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.486 <sup>a</sup>	.236	.227	.59906
a. Predictors: (Constant), TRANSFORMATIONAL				

Table 4.21 Transformational and Employee Performance

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.669	1	8.669	24.157	.000 <sup>b</sup>
	Residual	27.992	78	.359		
	Total	36.661	79			
a. Dependent Variable: EMPLOYEE_PERFORMANCE						
b. Predictors: (Constant), TRANSFORMATIONAL						

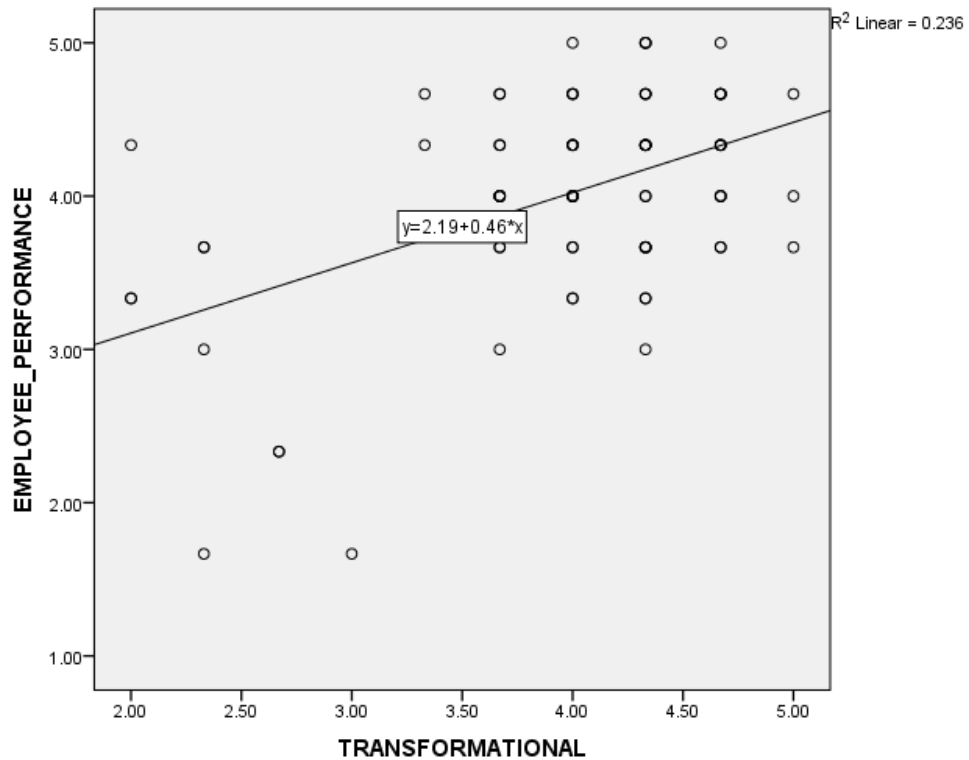
Table 4.22 coefficients table; Transformational and Employee Performance

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.190	.376		5.827	.000
	TRANSFORMATIONAL	.458	.093	.486	4.915	.000
a. Dependent Variable: EMPLOYEE_PERFORMANCE						

According to the table 4.20, the coefficient of correlation (r) was 0.486 which implied a strong positive linear relationship, and was confirmed by its coefficient of determination ( $r^2$ ) 0.227 explained a 22.7 % variation.

According to the tables 4.21 and 4.22, it is identified that the relationship between Transformational leadership style and employee performance was significant at 0.000.

Below scatter graph also represents the positive behavior between Transformational leadership and Employee Performance.



Graph 4.17 Scatter Diagram – Transformational leadership

H02

- There is a negative relationship between Transformational leadership style and Employee Performance.

Ha2

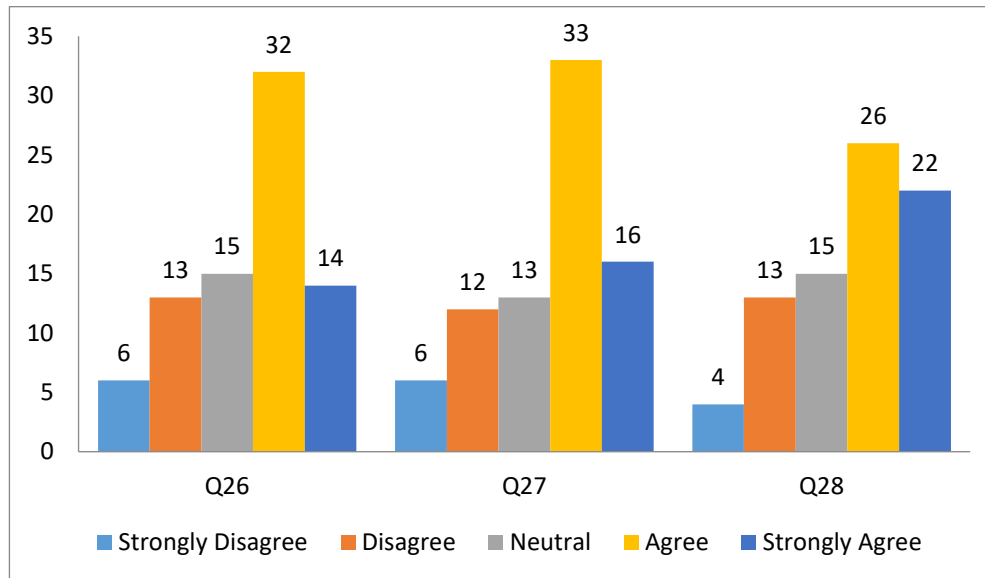
- There is a positive relationship between Transformational leadership style and Employee Performance.

As per the above results of correlation analysis, it proves that there is a positive relationship between Transformational leadership style and employee performance, which is when Transformational leadership style increased, employee performance also increases. Therefore, the Ha2 positive hypothesis is accepted while the negative (H02) hypothesis is rejected.



#### 4.5.5 Analysis of Transactional Leadership style

Based on the above independent variable 3 questions were asked from the operational staff of the ABC company. And the collected responds were analyzed as follows.



Graph 4.18 analyses of the variable, Transactional Leadership Style

Below is the description of the graph 4.16 which elaborate the responses that collected for the transactional leadership style.

The questionnaire was distributed among 80 different employees and for the question number 26, 14 employees have strongly agreed with the fact that their leader is always efficiency oriented. 32 employees have agreed with the above fact while 15 employees are neutral about it. 13 employees disagreed with the fact that their leader is always efficiency oriented while 6 employees strongly disagreed with the above fact.

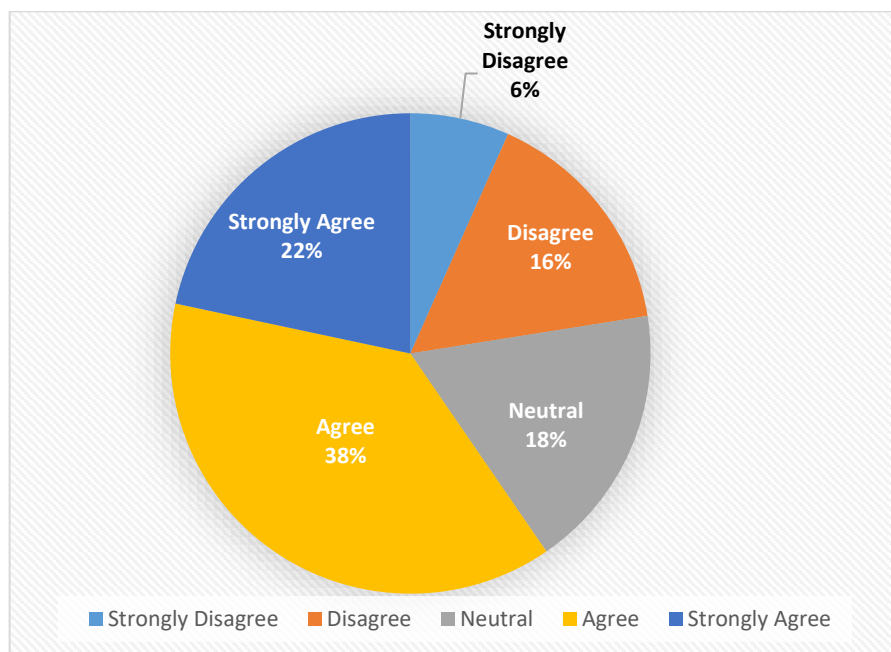
For the question number 27, 16 employees strongly agreed with the fact that they are not satisfied to work with their leader, because their leader gains commitment through formal authority. 33 employees agreed with the above statement while 13 employees were neutral about it. 12 employees disagreed with that fact while 6 employees

strongly disagreed with the fact that they are not satisfied to work with their leader, because their leader gains commitment through formal authority.

For the question number 28, 22 employees strongly agreed with the fact that their leader delegates authority among employees. 26 employees agreed with the above fact while 15 employees were neutral about the fact. 13 employees and 04 employees disagreed and strongly disagreed with the above fact respectively.

To analyze the collected data as a percentage the researcher has identified 5 levels such as; strongly disagreed, disagreed, neutral, agreed and strongly disagreed.

By taking the above into consideration, following data has been analyzed.



Graph 4.20 analyses of the variable, Transactional Leadership Style

The above pie chart shows the percentage analysis of the collected questionnaires from the employees. According to the above chart, 22% of the employees strongly agreed that there is transactional leadership is being practicing at ABC Company. 38% of the employees agreed with the above s while 18% of the employees were neutral about it. 16% of the employees and 6% of the employees stated disagreed and strongly disagreed for the above fact respectively.

The researcher has done a correlation analysis to identify the relationship between the two variables.

Following is the table which shows the correlation between Transactional Leadership Style and Employee Performance.

Table 4.22 coefficients table; Transactional and Employee Performance

<b>Correlations</b>			
		EMPLOYEE_ PERFORMA NCE	TRANSACTIONAL
EMPLOYEE_PERFORMA NCE	Pearson Correlation	1	-.297**
	Sig. (2-tailed)		.007
	N	80	80
TRANSACTIONAL	Pearson Correlation	-.297**	1
	Sig. (2-tailed)	.007	
	N	80	80
**. Correlation is significant at the 0.01 level (2-tailed).			

According to the above table obtained by SPSS analysis, it shows that the correlation between Transactional leadership style (independent variable) and Employee Performance (dependent variable) is -0.297. It indicates a weak negative correlation between the two variables.

Also the researcher has done a regression analysis to identify the relationship between the two variables.

Here, Correlation coefficient is an index; by means it tries to measure the strength of the relationship between an independent variables and the dependent variable.

Following are the tables which show the regression between the Transactional Leadership Style and Employee Performance.

Table 4.23 regression model summary; Transactional Leadership style and Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.297 <sup>a</sup>	.088	.076	.65465
a. Predictors: (Constant), TRANSACTIONAL				

Table 4.24 ANOVA Table; Transactional Leadership style and Employee Performance

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.233	1	3.233	7.543	.007 <sup>b</sup>
	Residual	33.428	78	.429		
	Total	36.661	79			
a. Dependent Variable: EMPLOYEE_PERFORMANCE						
b. Predictors: (Constant), TRANSACTIONAL						

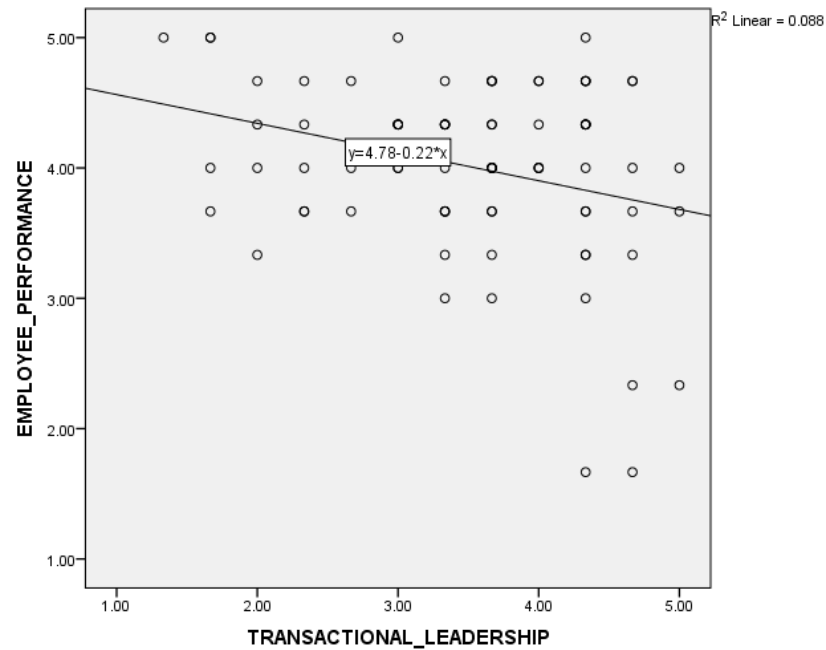
Table 4.25 coefficients table; Transactional Leadership style and Employee Performance

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.783	.291		16.416	.000
	TRANSACTIONAL	-.220	.080	-.297	-2.746	.007
a. Dependent Variable: EMPLOYEE_PERFORMANCE						

According to the table 4.22, the coefficient of correlation (r) was -0.297 which implied a weak negative correlation, and was confirmed by its coefficient of determination (r<sup>2</sup>) 0.076 explained a 7.6% variation.

According to the tables 4.24 and 4.25, it is identified that the relationship between personal factors and employee absenteeism was significant at 0.007.

Below scatter graph also represents the negative behavior between Transactional leadership and Employee Performance.



Graph 4.21 Scatter Diagram – Transactional leadership

Accordingly, the hypothesis can be stated as below.

- H02**
  - There is a negative relationship between Transactional leadership style and Employee Performance.
- Ha2**
  - There is a positive relationship between Transactional leadership style and Employee Performance.

As per the above results of correlation analysis, it proves that there is negative relationship between Transactional leadership style and employee performance. Therefore, the negative hypothesis which means H02 is accepted while the alternative hypothesis which is positive Ha2 is rejected.

## 4.6 Extended correlation analysis (for demographic parameters)

In above correlation analysis we have focus on the entire data sets which we gathered by distributing among the population. To dig into the research more researcher has decided to analysis correlation by dividing the responses by main demographic parameter called gender. Therefore, from the rest of the analysis is reserved for correlation analysis subject to Gender.

### 4.6.1 Correlation analysis for Male and Female responses

#### 4.6.1.1 Analysis for autocratic leadership style

Table 4.26 coefficients table; Autocratic Leadership style and Employee Performance (Male)

<b>Correlations (Male)</b>			
		AUTOCRATIC_LEADERSHIP	EMPLOYEE_PERFORMANCE
AUTOCRATIC_LEADERSHIP	Pearson Correlation	1	-.400**
	Sig. (2-tailed)		.007
	N	45	45
EMPLOYEE_PERFORMANCE	Pearson Correlation	-.400**	1
	Sig. (2-tailed)	.007	
	N	45	45

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

As per the above table 4.26 the Pearson's r for the correlation between Autocratic leadership style and Employee performance (with reference to male employees) is -0.400. Since the Pearson's r value is close to 0, it shows that there is a weak relationship between these two variables. This means male employees' performance level has a negative correlation with Autocratic leadership style.

Table 4.27 coefficients table; Autocratic Leadership style and Employee Performance (Female)

<b>Correlations (Female)</b>			
		AUTOCRATIC_LEADERSHIP	EMPLOYEE_PERFORMANCE
AUTOCRATIC_LEADERSHIP	Pearson Correlation	1	-.489**
	Sig. (2-tailed)		.003
	N	35	35
EMPLOYEE_PERFORMANCE	Pearson Correlation	-.489**	1
	Sig. (2-tailed)	.003	
	N	35	35

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

The table 4.27 contains the Pearson’s correlation value of Autocratic leadership style and performance of male employees. It is – 0.489 which means a negative correlation. According to the findings it shows that when Autocratic leadership style increases the performance level of female employees’ will generally decrease.

#### 4.6.1.2 Analysis for Democratic leadership style

Table 4.28 coefficients table; Democratic Leadership style and Employee Performance (Male)

<b>Correlations (Male)</b>			
		EMPLOYEE_PERFORMANCE	DEMOCRATIC_LEADERSHIP
EMPLOYEE_PERFORMANCE	Pearson Correlation	1	.385**
	Sig. (2-tailed)		.009
	N	45	45
DEMOCRATIC_LEADERSHIP	Pearson Correlation	.385**	1
	Sig. (2-tailed)	.009	
	N	45	45

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

4.28 Table indicates the relationship of democratic leaders and performance of male employees is carrying a positive level. The value 0.385 demonstrates that when

democratic leadership style increases performance of male employees also increases accordingly which can be recognized as a positive correlation.

Table 4.29 coefficients table; Democratic Leadership style and Employee Performance (Female)

<b>Correlations (Female)</b>			
		EMPLOYEE_ PERFORMA NCE	DEMOCRATI C_LEADERS HIP
EMPLOYEE_PERFORMA NCE	Pearson Correlation	1	.805**
	Sig. (2-tailed)		.000
	N	35	35
DEMOCRATIC_LEADER SHIP	Pearson Correlation	.805**	1
	Sig. (2-tailed)	.000	
	N	35	35

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

This is an analysis of two variables which are democratic leadership style and performance of female employees at ABC Company. The Pearson correlation value  $r$  is 0.805 which indicates a strong positive relationship with two variables.

#### 4.6.1.3 Analysis for Laissez Fair leadership style

Table 4.30 coefficients table; Laissez Fair Leadership style and Employee Performance (Male)

<b>Correlations (Male)</b>			
		EMPLOYEE_ PERFORMA NCE	LAISSEZ_FAI RE_LEADER SHIP
EMPLOYEE_PERFORMA NCE	Pearson Correlation	1	.020
	Sig. (2-tailed)		.894
	N	45	45
LAISSEZ_FAIRE_LEADE RSHIP	Pearson Correlation	.020	1
	Sig. (2-tailed)	.894	
	N	45	45



The Pearson's correlation value between laissez faire leadership style and performance of male employees in ABC Company is 0.20. This value indicates a weak positive relationship between these two variables. Which means when laissez faire leadership style increases there is not a vast considerable change in performance level of male employees at ABC Company. Referring to table 4.30 will give you more details about the analysis which done in order to calculation correlation values.

Table 4.31 coefficients table; Laissez Fair Leadership style and Employee Performance (Female)

<b>Correlations (Female)</b>			
		EMPLOYEE_ PERFORMA NCE	LAISSEZ_FAI RE_LEADER SHIP
EMPLOYEE_PERFORMA NCE	Pearson Correlation	1	.595**
	Sig. (2-tailed)		.000
	N	35	35
LAISSEZ_FAIRE_LEADE RSHIP	Pearson Correlation	.595**	1
	Sig. (2-tailed)	.000	
	N	35	35
**. Correlation is significant at the 0.01 level (2-tailed).			

Above table 4.31 demonstrate the pearson' s correlation value of Laissez faire leadership style and performance of female employees. The r value 0.595 shows that there is a strong positive relationship between these two variables which means there is considerable positive impact on this leadership style to performance of female employees at ABC Company.

#### 4.6.1.4 Analysis for Transformational leadership style

Table 4.32 coefficients table; Transformational Leadership style and Employee Performance (Male)

<b>Correlations (Male)</b>			
		EMPLOYEE_ PERFORMA NCE	TRANSFOR MATIONAL_L EADERSHIP
EMPLOYEE_PERFORMA NCE	Pearson Correlation	1	.241
	Sig. (2-tailed)		.110
	N	45	45
TRANSFORMATIONAL_L EADERSHIP	Pearson Correlation	.241	1
	Sig. (2-tailed)	.110	
	N	45	45

According to the findings of the above table 4.32, it shows that there is a weak positive relationship between transformational leadership style and performance of male employees at ABC Company. Since the Pearson correlation value is closer to 0 therefore we can conclude that these two variables are not strongly correlated.

Table 4.33 coefficients table; Transformational Leadership style and Employee Performance (Female)

<b>Correlations (Female)</b>			
		EMPLOYEE_ PERFORMA NCE	TRANSFOR MATIONAL_L EADERSHIP
EMPLOYEE_PERFORMA NCE	Pearson Correlation	1	.776**
	Sig. (2-tailed)		.000
	N	35	35
TRANSFORMATIONAL_L EADERSHIP	Pearson Correlation	.776**	1
	Sig. (2-tailed)	.000	
	N	35	35

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

As per the above table 4.33 elaborate the Pearson's r for the correlation between Transformational leadership style and Employee performance (with reference to female employees) is 0.776. Since the Pearson's r value is close to 1, it shows that there is a strong relationship between these two variables. This means female

employees' performance level has a strong positive correlation with Transformational leadership style.

#### 4.6.1.5 Analysis for Transactional leadership style

Table 4.34 coefficients table; Transactional Leadership style and Employee Performance (Male)

<b>Correlations (Male)</b>			
		EMPLOYEE_ PERFORMA NCE	TRANSACTIONAL_ LEAD ERSHIP
EMPLOYEE_PERFORMA NCE	Pearson Correlation	1	-.340*
	Sig. (2-tailed)		.022
	N	45	45
TRANSACTIONAL_LEAD ERSHIP	Pearson Correlation	-.340*	1
	Sig. (2-tailed)	.022	
	N	45	45
*. Correlation is significant at the 0.05 level (2-tailed).			

4.34 is the table that contains the Pearson's correlation value of Transactional leadership style and performance of male employees at ABC Company. It is – 0.340 which means a negative correlation. According to the findings it shows that when Transactional leadership style increases the performance level of male employees' will generally decrease.

Table 4.35 coefficients table; Transactional Leadership style and Employee Performance (Female)

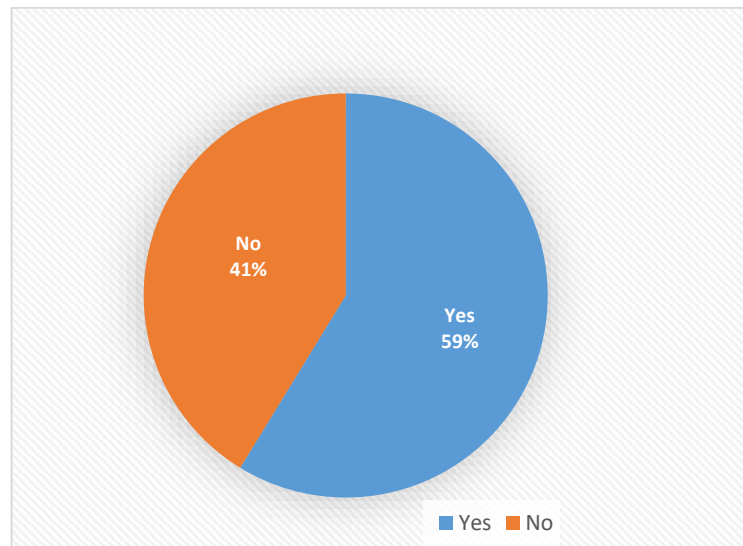
<b>Correlations (Female)</b>			
		EMPLOYEE_ PERFORMA NCE	TRANSACTIONAL_ LEAD ERSHIP
EMPLOYEE_PERFORMA NCE	Pearson Correlation	1	-.340*
	Sig. (2-tailed)		.046
	N	35	35
TRANSACTIONAL_LEAD ERSHIP	Pearson Correlation	-.340*	1
	Sig. (2-tailed)	.046	
	N	35	35
*. Correlation is significant at the 0.05 level (2-tailed).			

The analysis of Transactional leadership style and performance of female employees is containing the same value which obtained for the correlation of this leadership style and performance of male employees at ABC Company which is -0.340. This finding shows that the reaction for Transactional leadership style of male and female both employees is in a negative approach.

#### 4.7 Analysis of each independent variable through the closed ended questions

Under each independent variable one closed ended question has asked which focuses on Yes or No answers. Below analysis is totally based on those closed ended questions subject to each leaderships style.

##### 4.7.1 Autocratic leadership style



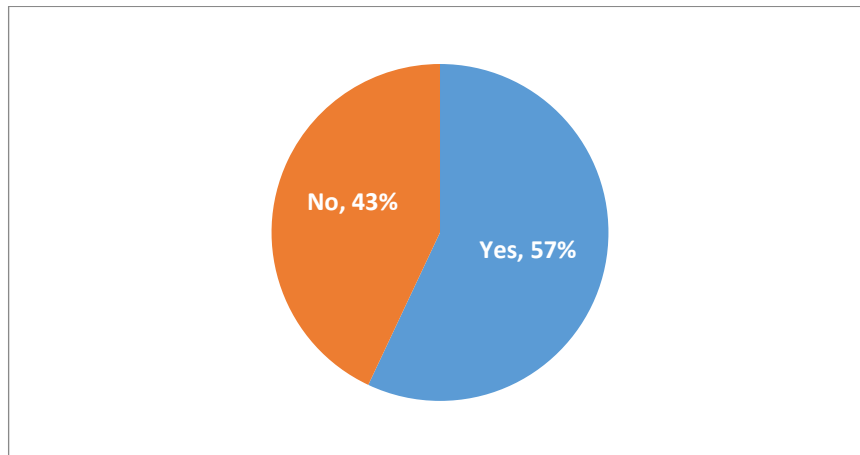
Graph 4.22 Distribution of the percentage of the answers obtained for the closed ended question on Autocratic leadership style

Graph 4.22 show the results which collected through out staff which attached to the operational departments. The question asked from the selected department was, is your leader always try to have individual decision making, when finding solution to a

problem? When considering respondents given by employees, 59% of them have responded as 'Yes' to the above question while 41% of them stated as 'No'.

Accordingly, it is clear that most of employees are ruined by leaders who always try to have individual decision making.

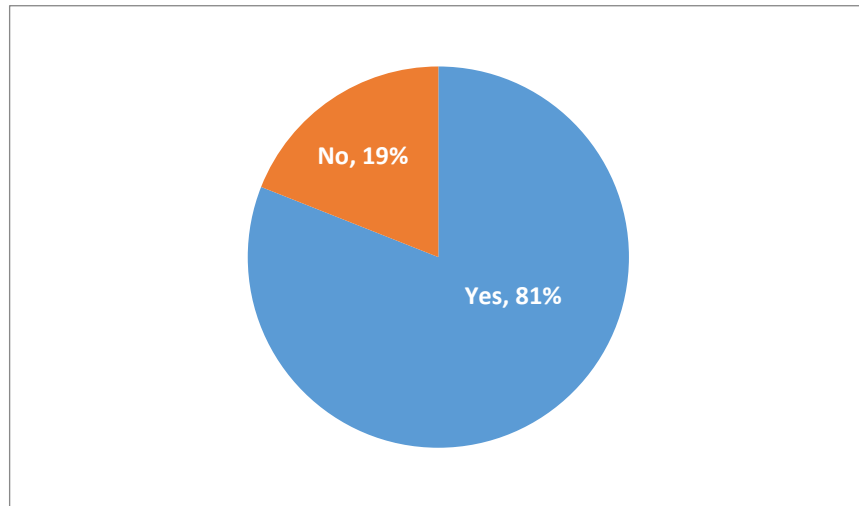
#### 4.7.2 Democratic leadership style



Graph 4.23 Distribution of the percentage of the answers obtained for the closed ended question on Democratic leadership style

Graph 4.23 show the results which collected through out staff which attached to the operational departments. It was asked whether there is low rate of absenteeism in your department and majority of the respondents have answered telling "Yes" which represents 57% of the total number of population. And only 43% have said "No". Accordingly, it is clear that there is low rate of absenteeism because their leader's leadership style.

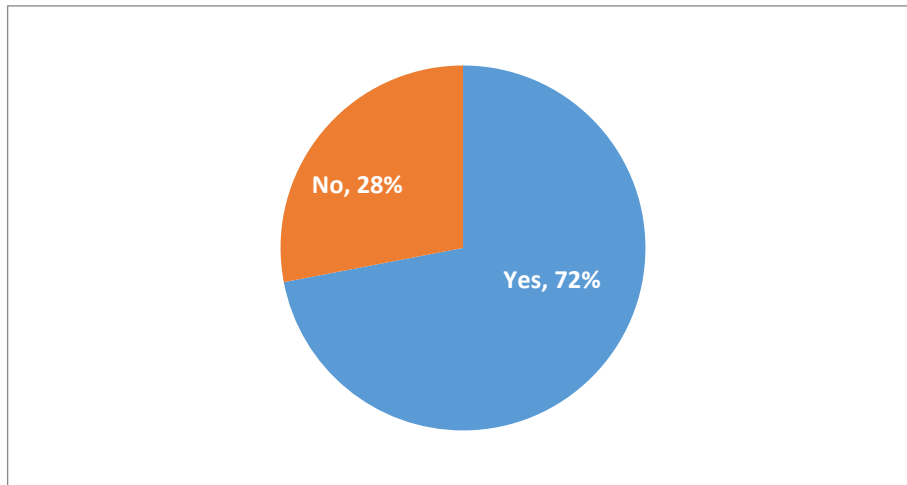
### 4.7.3 Laissez Faire leadership style



Graph 4.24 Distribution of the percentage of the answers obtained for the closed ended question on Laissez Faire leadership style

Graph 4.24 show the results which collected through out staff which attached to the operational departments. The question asked from the selected sample was, is your leader play a passive role in social participation? When considering respondents given by employees, 81% of them have responded as 'Yes' to the above question while 19% of them stated as 'No'. Accordingly, it is clear that most of employees are ruined by leaders who play a passive role in social participation.

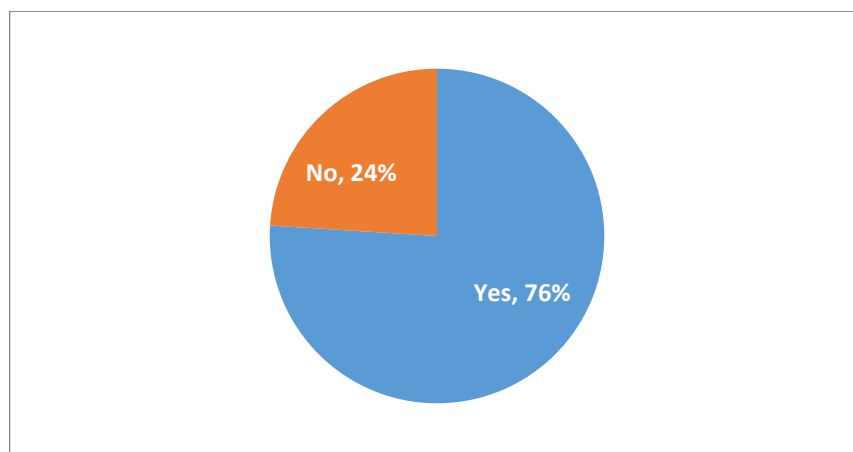
#### 4.7.4 Transformational leadership style



Graph 4.25 Distribution of the percentage of the answers obtained for the closed ended question on Transformational leadership style

Graph 4.25 show the results which collected through out staff which attached to the operational departments. It was asked whether your leader change oriented and majority of the respondents have answered telling “Yes” which represents 72% of the total number of the population. And only 28% have said “No”. Accordingly, it is clear that, their leader is not change oriented.

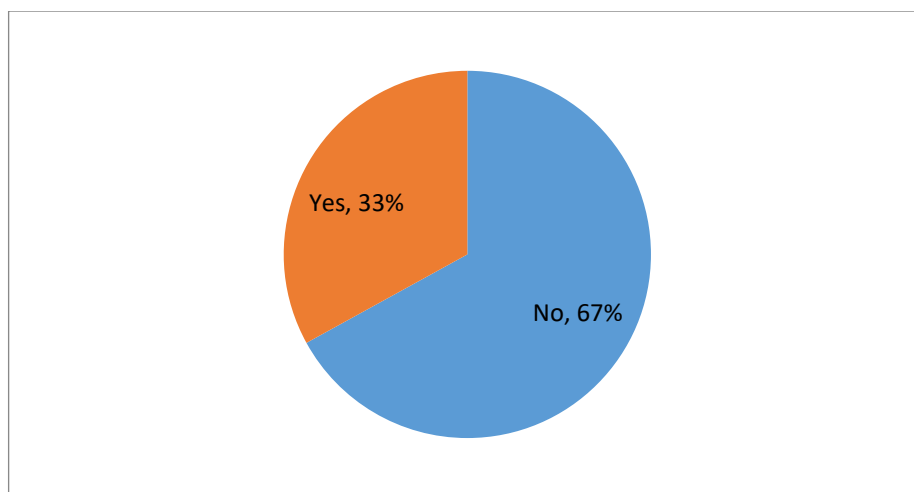
#### 4.7.5 Transactional leadership style



Graph 4.26 Distribution of the percentage of the answers obtained for the closed ended question on Transactional leadership style

According to the above graph 4.26 show the results which collected through out staff which attached to the operational departments. The question asked from the selected sample was, does your leader consider only one area (fragmented view) when finding a solution to a problem, 76% of them have responded as ‘Yes’ to the above question while 24% of them stated as ‘No’. Accordingly, it is clear that most of employees are crumbling by leaders who consider only one area when finding a solution to a problem.

#### 4.7.6 Employee performance



Graph 4.27 Distribution of the percentage of the answers obtained for the closed ended question on employee performance

The above graph 4.27 show the results which collected through out staff which attached to the operational departments. It was asked from the employees do they think whether they get enough support from their leader to perform their job to the expected level and majority of the respondents have answered telling “No” which represents 67% of the total number of the population while 33% have said “Yes”. Accordingly, it is clear that most of the employees in the ABC Company do not get support from leaders to improve their performance.



## **4.8 Qualitative Analysis**

Narrative analysis will be carried out focusing the answers which has been received through the open-ended questions which included in the questionnaire and also through the data that has been gathered by structured interview questions. As mentioned in the 3 chapter, by including interview guide to the research, the researcher expects to recognize all the leadership styles which are practicing at ABC Company and to get a thorough understanding about the attitudes which employees have towards leaders. Likewise, other purpose is to identify whether the independent variables and its indicators are aligned properly to the company environment simultaneously. Also by using open ended questions in the questionnaire researcher tries to understand employees' performance level and their expectations from their leaders.

### **4.8.1 Qualitative analysis for the open-ended questions**

For the answers obtained from the open-ended questions of the questionnaire, a transcript was created in order to understand and reach to a conclusion.

#### **4.8.1.1 Autocratic leadership style**

The relationship between Autocratic leadership style and Employee Performance was assessed through using an open-ended question in the questionnaire.

*Q10 – List some grievances occurred in your department about your leader's leadership style?*

Majority of the employees which means a 46% of the employees were stating that he does not welcome other suggestions or ideas to solve a problem, as a grievance. And 23% of the employees were stating that their leader gets panic in several situations and scold to employees for unnecessary things. 17% were stating that they do not have time to clarify things with their leader because he always busy with meetings while 14% of the employees stated their leader shows favoritisms/bias to some employees. By the given answers by the employees we can say that they want to perform the job as they wish and do not get a support from their leader to change their performance level. So, we can say that Autocratic leadership style has no relationship with Employee Performance. This is the conclusion we have come up through the

quantitative approach as well. So the state is confirmed very well through these question as well.

#### **4.8.1.2 Democratic leadership style**

The relationship between Democratic leadership style and Employee Performance was assessed through using an open-ended question in the questionnaire. Below is the high highlights of the results collected.

*Q15 – What is your opinion about distributing responsibilities among employees when needed by your leader?*

Out of the selected 80 employees, 75% of the employees stated that it is good to distribute responsibilities among employees because then they learn to complete tasks by their own. 15% of the employees have responded as at situations like that they feel they are essential part to the department and it develops their confidence too while 10% employees have stated that they get new exposure to their job by distributing responsibilities by their leader.

By the given answers by the employees, it shows that Democratic leadership style has a relationship with Employee Performance. This is again aligned with the analysis which done by quantitative approach as well.

#### **4.8.1.3 Laissez Faire leadership style**

The relationship between Laissez Faire leadership style and Employee Performance was assessed through using an open ended question in the questionnaire.

*Q20 – What are the benefits you can gain from practicing open door policy in your department?*

The majority of the employees which means 71% of the employees were stating that it develops transparency between leader and the subordinate which helps to develop

trust between these two parties. 12% of the employees stated that it creates a friendly environment which helps to solve problems easily.

And few employees who represent 11% of the sample stated that by having an open door policy there is a possibility of fast access to decision making. Because open door policy encourages employees to come by and speak up when issues or important situations arise or when employees have creative ideas.

By the given answers by the employees, we can say that Laissez Faire leadership style have a relationship with employee performance. Same as the discussed 3 in depended variables still any one can see research analysis is well aligned with the quantitative approach as well.

#### **4.8.1.4 Transformational leadership style**

*Q25 – What is your opinion about taking holistic view of problems?*

Out of the selected 80 employees, 75% of the employees stated that when you are stuck on a problem, it often helps to step back and look at the bigger picture. It helps find best solution too. 15% of the employees have responded as when taking holistic view you see things differently and helps to discover new and creative solutions while 10% employees have stated that they see opportunities for change to which you were previously blind.

By the given answers by the employees, it shows that Laissez Faire leadership style has a relationship with Employee Performance.

#### **4.8.1.5 Transactional Leadership style**

The relationship between Transactional leadership style and Employee Performance was assessed through the below open ended question in the questionnaire.

*Q30 – How do you feel, if your leader always works within a framework rather than not thinking out of the box?*

Out of the selected 80 employees, 47% of the employees stated that in a situation like that employees also can work within their limitations without much effort. 28% of the employees have responded as it is an obstacle to creativity and to develop their skills while 25% employees have stated that they lose many future opportunities by their leader's this kind of thinking pattern.

By the given answers by the employees, we can say that Transactional leadership style has no relationship with employee performance.

We have completed the quantitative analysis discussion for all the in-dependent variables at this point. Therefore we can clearly state that all the identified variables are well aligned with the questioner which prepared for the quantitative analysis by walking through the results which we have obtained through the quantitative approach as well.

#### **4.8.1.6 Employee performance**

The researcher included an open ended question in the questionnaire about the dependent variable, which is Employee performance as well.

*Q35 – Define the link between employee efficiency and employee performance?*

Out of the selected 80 employees which is the population, 52% of the employees stated that there is a high impact of employee efficiency to employee performance. 28% of the employees have responded as by helping employees to increase efficiency of employee's management can expect increment of employee performance while 20% employees have stated that employee efficiency and employee's performance are equally important in maximizing profits.

#### **4.8.2 Qualitative analysis for the interview questions**

20 employees have been selected for the conduction of the interviews which represents 25% of the total population and a transcript was created in order to understand and reach to a conclusion. Including interview guide to the research, the researcher expects to recognize all the leadership styles which are practicing at ABC Company and to get a thorough understanding about the attitudes which employees have towards leaders. And also by using open ended questions in the questionnaire researcher tries to understand employees' performance level and their expectations from their leaders.

##### **4.8.2.1 Autocratic Leadership style**

The effect of Autocratic leadership style towards employee performance was assessed through two interview questions.

As the first question, it was asked how is your leader's flexibility level towards employees? From 20 employees 12 employees stated as their leader is not flexible towards employees while 8 employees have responded as their leader is flexible and he can understand what are the requirements of employees.

In the second question, it was asked to describe a situation when you had to cope with strict deadlines or time demands of your leader? Out of 20 employees, 9 employees have stated situations which related to job related work which they have to cope with strict deadlines and time demands. Another 7 employees stated, situations which related to their personal life and strict deadlines or time demands of their leader. As an example, when taking leave for personal reasons they said that they had to cope with strict deadlines or time demands of their leader while remaining 5 employees responded as they did not have faced a situation like that.

##### **4.8.2.2 Democratic leadership style**

Two interview questions were designed to assess effect of Democratic leadership style towards employee performance.

In the first question, it was asked to give an example of an incident when you were able to participate in decision making? 8 employees have stated an incident when they were able to participate in decision making, when they are in teams and 7 employees gave an incident which they solely participate in decision making. The other 5 employees responded as their leader is not allowing them to participate in decision making.

The second question was, what are the factors made the job enjoyable to you? Out of 20 employees, 13 employees have stated that understandable leader and a friendly team make the job enjoyable while another 7 employees stated as a good work environment makes the job enjoyable to them.

#### **4.8.2.3 Laissez Faire leadership style**

Yet again, two interview questions were structured to identify the effect of Laissez Faire leadership style towards employee performance.

In the first question, it was asked *how important is your leader's communication and interaction with others to perform a good job?* 14 employees have answered as when we are maintaining a good communication with our leader we can clarify our job related work then and there and it helps perform a good job too. 5 employees have stated that we should maintain a good communication with our leader because it helps to have a good understanding and it reduce unnecessary conflicts. Only one employee has responded as it is not essential to maintain a good communication to perform well in the job.

The second question was *what is the behaviour of your leader when something goes wrong by an employee?* Majority of the selected sample which is 12 employees stated that it depends on the situation and the person who have done the mistake. If that person is a well experienced employee he often gets pissed but if he is a beginner he will advise to correct it. The other 8 employees have responded as their leader is calm and advice to not to repeat it and teach how to correct it.

#### **4.8.2.4 Transformational leadership**

The effect of Transformational leadership style towards employee performance was assessed through below two interview questions.

In the first question it was asked that *what is your view about working in a rapidly changing work environment ?* Out of 20 employees, 15 employees stated as they prefer rapidly changing work environments because they get different exposure to perform their job well. 5 employees have stated as they do not like rapidly changing work environments because it is disturbing to concentrate on one work.

In the second question it was asked that *how is the contribution from your leader to improve your performance to a standard level ?* 11 employees have responded as they do not get a good contribution from their leader to improve their performance while 9 employees have stated as their leader gives a good contribution to improve their performance as he always teaches the new thinking patterns to a better performance.

#### **4.8.2.5 Transactional leadership style**

In the first question, it was asked *do you think you always need close supervision when you performing the job ?* 12 employees have stated that they do not need close supervision because if so it might cause to conflicts between leader and employee and 5 employees said the same but the reason for it was it is an obstacle to their performance level. The other 3 employees responded as they need close supervision when they are performing the job because it can reduce errors.

In the second question it was asked how the work with in a framework affects to the improvement of employee performance. Majority of employees which is 16 has responded as it is not impacting to employee performance because by working in a framework there will not be any changes either increase or decrease in performance level. The other remaining 4 employees responded as it is not impacting to improvement of employee performance because in situations like that the employee is in a confine area and no freedom to enhance the performance level.

#### **4.8.2.6 Employee Performance**

In the first question it was asked, *according to you, how is the relationship you see between guest comments and employee performance?* Majority of the employees which represented 13 employees from the selected employees stated that if employees perform well in their jobs they automatically get good guest comments and in other hand if their performance is not up to satisfactory level they get bad comments from guests. Out of the above 20, 7 employees stated that there is no relationship between guest comments and employee performance.

In the second question it was asked that *what motivates you to perform your job with satisfaction?* Out of 20 employees 9 employees have stated that a supporting leader and a good team motivate them to perform their job with satisfaction. Another 6 employees responded as a good salary motivates them to perform their job with satisfaction while 5 employees have stated as working environment and flexi working hours motivates them to perform their job with satisfaction.

#### **4.9 Chapter summary**

In this chapter all the data collected were analyzed using quantitative and qualitative analysis methods. For the statistical analysis several techniques have been used such as likert scale based method, correlation analysis, ANOVA test and the analysis of responses received for the closed ended questions. The results obtained have proved that the dependent variable has a relationship with Democratic, Laissez Faire and Transformational leadership styles and the dependent variable has no relationship with Autocratic and Transactional leadership styles. Based on the results generated the conclusion of the research and provisions of the recommendations will be done by the researcher in the next chapter.



## **5 RECOMMENDATIONS AND CONCLUSION**

### **5.1 Introduction to the Chapter**

The focus of this chapter is to discuss the overall conclusion to the research and also will measure the objectives which have been formulated at the initiation of the report. And further the recommendations will be given base on the findings of the research and also recommendations for future researchers too will be discussed under this chapter.

### **5.2 Conclusion**

The research is conducted to investigate the impact of leadership styles on employee performance at ABC Company which is a service based company (with special reference to operational staff). It has been selected entire 80 employees from the operational staff which is call the population of the research who are in Marketing & Pre-Sales, Post Sales, Application and systems support, Consultation which comprises of a total population of 80 employees as the sample to collect data to do the statistical analysis as well as qualitative analysis.

The data has been collected through primary and secondary data collection methods. The two methods of primary data collection are questionnaires and interviews. Under secondary data collection methods, the researcher has studied the company records and other publications including the articles with respect to the research context. Some articles studied which are published on newspapers, Social media and from blogs as well.

The quantitative as well as the qualitative data analysis methods have used for the analyzing of data. The quantitative analysis has been done by including Correlation, regression analysis by using SPSS and ANOVA Test. Likert scale type Questions and closed ended questions both were analyzed in quantitative analysis. And the qualitative analysis has been done by using open ended questions and interview guide. The main purpose of doing the qualitative analyses is to validate the questioner that prepared to distribute among the population.

✓	<b>H01</b>	<b>There is a negative relationship between Autocratic leadership style and Employee Performance.</b>
	<b>Ha1</b>	There is a positive relationship between Autocratic leadership style and Employee Performance.
	<b>H02</b>	There is a negative relationship between Democratic leadership style and Employee Performance.
✓	<b>Ha2</b>	<b>There is a positive relationship between Democratic leadership style and Employee Performance</b>
	<b>H03</b>	There is a negative relationship between Laissez Faire leadership style and Employee Performance
✓	<b>Ha3</b>	<b>There is a positive relationship between Laissez Faire leadership style and Employee Performance</b>
	<b>H04</b>	There is a negative relationship between Transformational leadership style and Employee Performance
✓	<b>Ha4</b>	<b>There is a positive relationship between Transformational leadership style and Employee Performance</b>
✓	<b>H05</b>	<b>There is a negative relationship between Transactional leadership style and Employee Performance</b>
	<b>Ha5</b>	There is a positive relationship between Transactional leadership style and Employee Performance

Graph 5.1 Overall status of the accepted hypothesis and rejected hypothesis

Through the overall measures (as illustrate on graph 5.1) of the average responses per each variable it was obtained that two independent variables have no or negative relationship with the dependent variable, which are Democratic leadership style and Transactional leadership style thus other three independent variables have a relationship with the dependent variable, which are Autocratic leadership style, Laissez Faire leadership style and Transformational leadership style. So, according to the above analysis two negative hypothesis of the study were accepted while three positive hypotheses also were accepted.

And with the use of correlation analysis positive correlations have obtained for Democratic, Laissez Faire and Transformational leadership styles which are independent variables with the dependent variable of, employee performance. That means those three-independent variable have a relationship with employee performance. And other two independent variable which are Autocratic leadership style and Transactional leadership style obtained negative correlations with the dependent variable, employee performance. That means these two independent variables have negative relationship with the dependent variable, employee performance. Through that it was possible to accept positive hypothesis for Democratic, Laissez Faire and Transformational leadership styles and at the same time

it was possible to accept negative hypothesis for Autocratic leadership style and Transactional leadership style.

Then done a regression analysis and where positive values have been obtained for three independent variables and negative values have been obtained for other two independent variables between the dependent variable.

Independent variables were again questioned through a set of closed ended questions and for four questions majority has responded as “Yes” and “No” to the other question.

The qualitative analysis of data has been done with the use of open ended questions on the questionnaire as well as by using the interviews. Interviews have been done only by selecting 20 respondents randomly out of the population. Which ideally the sample population out of 80 of the population.

Through the answers that gathered through the open-ended questions it was found that for three independent variables, which are democratic, laissez faire and transformational leadership styles have a relationship with the dependent variable and other two independent variables have no relationship with the dependent variable, which are autocratic and transactional leadership styles with employee performance. This has been again proved through the answers that have been gathered out of the individual interviews done.

This study has been done to identify whether these five independent variables have a relationship with the employee performance. Through several assessments and analysis under several steps it can be concluded that those independent variables which included Democratic, Laissez Faire and Transformational leadership styles have a positive relationship with the employee performance while Autocratic and Transactional leadership styles have no or negative relationship with employee performance. Therefore, when considering research objectives, these findings can be concluded. Democratic, Laissez Faire and Transformational leadership styles can be considered as factors affecting for the employee performance within the operational staff of ABC Company which is the service based company which we analysed throughout the research. Thus, we can come to a conclusion that Democratic leadership style is the most determinant factor for employee performance, because it has a strong positive relationship with employee performance. With that conclusion we can come

to a decision that Democratic leadership style is the most effective leadership style which can enhance the employee performance of ABC Company. Also we can recommend that encouraging democratic leadership style for service based company which is the ideal solution to gain high performance from the employees who are specially attached to the operational staff.

### **5.3 Recommendation**

Through the study that has been done it was concluded that Democratic, Laissez Faire and Transformational leadership styles have a relationship with the employee performance while Autocratic and Transactional leadership styles have negative relationship with employee performance. So Democratic, Laissez Faire and Transformational leadership styles have been identified as factors which affect to the employee performance. However, the conclusion done as follows, still according to the findings of the research there are some improvements that have to be recommended.

As per the findings autocratic and transactional leadership styles have negative relationship with employee performance, that means those two variables are not contributing to improve employee performance while other three leadership styles are contributing to improve employee performance. So, the researcher would like to suggest encouraging more democratic, laissez faire and transformational leadership styles to expect an improvement in employee performance at ABC Company. From the below suggestions which are, providing regular training programs both inbound and outbound and providing counselling programs to leaders on employee handling will helps to provide a proper knowledge about how to handle employees and how to get their performance to the optimum level with job satisfaction.

The researcher would like to suggest implementing a strong open-door policy in HR department at ABC Company. By implementing a strong open-door policy, employees can come up with their problems, anytime specially about the supervision they get from their leaders. It reduces issues like increasing turnover rate and absenteeism apart from the performance issues that we are discussing throughout this research because

HR department can involve solving the problems at the very initiate stage before it gets worst.

It was found from the interviews that laissez faire leaders should improve their communication skills to build a better relationship with employees. And also, they should be an active participator in socially rather than not playing a passive role in social participation. So, the researcher recommends having the above changes in ABC Company towards improving employee performance.

Leaders can get an idea about how employees feel about of their leadership styles by referring to open ended questions' answers and interview questions' answers. It helps them to find their lapses and improve current leadership style to provide a better service to their employees as well as to ABC Company. Below are some strategies that can apply to change from negatively affected leadership styles to positively affected leadership styles.

- **Encourage open communication.** Younger workers respond more positively when they believe that management actually welcomes their input. Communicate openly to employees about the organization's needs, challenges, and successes. There shouldn't be a lot of secrets in the practise. As per the population we can see from graph 4.2 the age distribution of the respondents, we can state that most of the employees are between 25-30 age range that means they are directly expecting the open communication as per the literature.
- **Involve workers in decisions and change efforts.** Decision-making doesn't have to be limited to those in upper leaderships in other words upper management, although most executives believe it is. Key decisions affecting employees need to be carried out by employees, or at least accepted by the workforce, before they can be realized. By involving employees in assessing a problem, determining possible courses of action, and choosing from alternate solutions, leaders will find that decisions will have a greater chance of success because they have the full support of all employees. This also resolve the gap between leaderships and typical employees. As a result of this ultimately it will get impact to the employee

performance in a positive manner. This also proved through the literature that we have discussed so far.

- **Provide continual feedback for performance improvement.** Millennials like feedback; lots of feedback. In the traditional model, employee performance was tied directly to compensation, so workers were reviewed once a year to determine annual pay raises. Millennials are not content to wait 12 months for feedback about their job performance. They want to know where they stand and what they can do right away to improve and advance. Supervisors should realize that this kind of employee is a gift that should not to be taken for granted. Although giving ongoing feedback can be time-consuming and may seem like a chore, helping employees do their best work is, after all, job one for every manager.

In respect of the above conclusion, the democratic leadership style & transformational leadership style in ABC Company would further empower their employees by developing teams and according some measure of power and authority to their employees. By encouraging democratic leadership style & transformational leadership style, employees would ignite their potentials, feel part of an organization and perform maximally for the organization while treating the clients well.

Following the second conclusion, the ABC Company would immediate reduces the autocratic & transactional leadership practices. Hence, ABC Company would advocate for the better leadership styles that suites different situations so as to reduce the dominance of autocratic & transactional leadership unless in situations where it is necessary.

According to the results, some strategies for improving supervisor's leadership and employee performance could be suggested. The researcher further recommended that it is important for the leaders of ABC Company to have below changes in their behaviour for an increase of considerable performance of employees.

### Democratic leaders to more effective leaders

- The leaders should have their own visions and development plans for followers, working in groups and champion team work spirit.
- The leaders or supervisors should be aware of what is important for the subordinates and the organizations as a whole and encourage the employees to see the opportunities and challenges around them creatively.
- The leaders should have sense of innovation and also encourage followers to seek more opportunities and possibilities, not just achieve performance within expectations.
- Respect for individual is also very key in building a positive relationship between leaders and employees.

### Autocratic leaders to democratic leaders

- They should not wait until the problems become more serious and then act/ take action they should monitor performance on timely basis.
- Leaders should respond to urgent questions and make decisions promptly and precisely.
- They should not be afraid of getting involved in problem solving.

### General

- policies and practices related to rewards or feedback system in the organizations can be adjusted to meet employees' needs in order to improve employee performance.
- Organizations can develop certain training programs or mentoring by professionals for the supervisors and leaders.

According to the research findings the above-mentioned recommendations can be made out to improve employee performance when it is affected by the democratic, laissez faire and transformational leadership styles.

### **5.4 Scope of the study**

The limitations of the study are those characteristics of design or methodology that impacted or influenced the interpretation of the findings from the research. This study also should be viewed with several general limitations in mind as follows.

#### **5.4.1 Cultural and other type of bias**

Bias is when a person, place, or thing is viewed or shown in a consistently inaccurate way.

The researcher has distributed a questionnaire to team members to gather information and identify the leadership style of selected team leaders. However, team members may have favoritism on their team leaders. Therefore, the information they provide about their leaders may not 100% accurate. If team members have provided inaccurate information, it may lead to a wrong conclusion about the leadership style.

#### **5.4.2 Time**

The limited time that was there for the completion of the whole research is not adequate. Since the researcher has to collect relevant information from 80 employees.

### **5.5 Recommendations for future researchers**

The sample size that has been taken for the research is same as the population of the employees that has been attached to operational departments which is 80 and that is limited. So, when doing a future research specially on service based companies sample size can be expanded in order to get the much and more accurate answers.

And also, this research was only restricted to the operational staff of the ABC Company. But there are number of more departments within the ABC Company as well as on service based companies and employee performance is an overall fact that affects to all departments in the company. So, the future researchers could have been carried out focusing those departments too in order to identify the factors affect for the employee performance in those departments.

The researcher has conducted the research in only one company in the industry, subject to the service based companies. But future researchers can collect data from two or



more companies in the same industry. So, the future researchers will be able to get more accurate results.

Accordingly, the future researchers can conduct a research among different industries too, definitely they can come up with accurate and valid researchers to future developments in organizations.

## **5.6 Chapter summary**

This is the final chapter of this research study. It includes conclusion and recommendations of this research which can be consider as the ultimate objective of the research. And also, it included scope of the study which describes limitations. Finally, I have included recommendations for future researchers to conduct future research studies effectively and accurately.

## REFERENCES

- [1].Haslam, S. A., Reicher, S. D., & Platow, M. J. (2010). *The new psychology of leadership: Identity, influence and power*. Psychology Press.
- [2].Osseo-Asare, A. E., Longbottom, D., & Chourides, P. (2007). Managerial leadership for total quality improvement in UK higher education. *The TQM Magazine*, 19(6), 541-560.
- [3].Gregory Stone, A., Russell, R. F., & Patterson, K. (2004). Transformational versus servant leadership: A difference in leader focus. *Leadership & Organization Development Journal*, 25(4), 349-361.
- [4].Pierce, J. R., & Aguinis, H. (2013). The too-much-of-a-good-thing effect in management. *Journal of Management*, 39(2), 313-338.
- [5].Yidong, T., & Xinxin, L. (2013). How ethical leadership influence employees' innovative work behavior: A perspective of intrinsic motivation. *Journal of Business Ethics*, 116(2), 441-455.
- [6].Burbach, M. E., Floress, K., & Kaufman, E. K. (2015). Are Water-Related Leadership Development Programs Designed to be Effective? An Exploratory Study. *Journal of Leadership Education*, 14(1).
- [7].Mistry, M., & Sood, K. (2012). Challenges of Early Years leadership preparation: a comparison between early and experienced Early Years practitioners in England. *Management in Education*, 26(1), 28-37.
- [8].Schmidt, S. W., & Akdere, M. (2007). Measuring the effects of employee orientation training on employee perceptions of vision and leadership: Implications for human resources. *The Business Review, Cambridge*, 7(1), 322-327.
- [9].Mohiuddin, Z. A. (2017). Influence of Leadership Style on Employees performance: Evidence from Literatures. *Journal of Marketing and Management*, 8(1), 18.
- [10]. Al-Mahayreh, M., Kilani, Y. M., & Harahsheh, F. A. (2016). The Influence of the Leadership Style on Managerial Creativeness from the Perspective of Employees within Jordanian Industrial Corporations. *International Business and Management*, 13(3), 27-39.

- [11]. Armstrong, M. (2009). *Armstrong's handbook of performance management: an evidence-based guide to delivering high performance*. Kogan Page Publishers.
- [12]. Hurduzeu, R. E. (2015). Culture and leadership: The case of Romania. *The Romanian Economic Journal*, 28, 119-134.
- [13]. Carter, M. Z., Mossholder, K. W., Feild, H. S., & Armenakis, A. A. (2014). Transformational leadership, interactional justice, and organizational citizenship behavior: The effects of racial and gender dissimilarity between supervisors and subordinates. *Group & Organization Management*, 39(6), 691-719.
- [14]. Gagnon, S., & Collinson, D. (2014). Rethinking global leadership development programmes: The interrelated significance of power, context and identity. *Organization Studies*, 35(5), 645-670.
- [15]. Tourish, D. (2013). The dark side of transformational leadership: A critical perspective. *Development and Learning in Organizations*, 28(1).
- [16]. Lorinkova, N. M., Pearsall, M. J., & Sims, H. P. (2013). Examining the differential longitudinal performance of directive versus empowering leadership in teams. *Academy of Management Journal*, 56(2), 573-596.
- [17]. Norusis, M. J. (2000). *SPSS10.0: Guide to Data Analysis*, New Jersey: Prentice Hall.
- [18]. Ferguson, G. A. & Takane, Y. (1989). *Statistical Analysis in Psychology and Education*, 6th ed., New York: McGraw-Hill Publishing Company.
- [19]. Wiersma, W. (2000). *Research Methods in Education: An Introduction Research*, 7th edn, MA, USA: Allyn & Bacon.

## APPENDIX A: QUESTIONNAIRE AND INTERVIEW GUIDE

01. Gender                      Male     Female
02. Age                            25-30     31-35     36-40     41-50     51-55
03. Service                      1-5     6-10     11-15     16-20     21-25
04. Status                        Single                       Married                       Divorced
05. Level of Education        O/Ls                       A/Ls                       Certificate                       Diploma

**Autocratic Leadership**

		<b><u>Strongly Disagree</u></b>	<b><u>Disagree</u></b>	<b><u>Neutral</u></b>	<b><u>Agree</u></b>	<b><u>Strongly Agree</u></b>
06	I find difficult to work with my leader because of strict instructions					
07	My leader is inflexible when it is come to job related tasks					
08	I am not comfortable with my leaders close supervision					

09. Is your leader always try to have individual decision making, when finding solutions to a problem?    Yes     No

10. List some grievances occurred in your department about your leader’s leadership style?  
 .....  
 .....  
 .....

**Democratic leadership**

		<u>Strongly Disagree</u>	<u>Disagree</u>	<u>Neutral</u>	<u>Agree</u>	<u>Strongly Agree</u>
11	My leader understand and respect to each other's opinions					
12	My leader welcome others suggestions when it is come to decision making.					
13	Employees feel enthusiastic to work with my leader.					

14. There is low rate of absenteeism in my department    Yes     No

15. Do you think your leader distribute responsibilities among employees when needed?  
And how you feel it?

.....

.....

.....

**Laissez Faire**

		<u>Strongly Disagree</u>	<u>Disagree</u>	<u>Neutral</u>	<u>Agree</u>	<u>Strongly Agree</u>
16	My leader gives complete freedom in decision making					
17	Sometimes the resources can be wasted because of supervision style of the leader.					
18	The employees in the department have to be self-motivated since our leader is not participating in motivate employees					

19. Is your leader play a passive role in social participation?    Yes     No

20. How does your leader practice open door policy in your work place? And what are the improvements you suggest to have a best open door policy?

.....  
 .....  
 .....

**Transformational leadership**

		<b><u>Strongly Disagree</u></b>	<b><u>Disagree</u></b>	<b><u>Neutral</u></b>	<b><u>Agree</u></b>	<b><u>Strongly Agree</u></b>
21	My leader is always empowering employees towards effective results					
22	Employees are effective and have a passion to their jobs because my leader gains commitment through inspiration					
23	My leader is visionary and long term oriented					

24. Do your leader change oriented?    Yes     No

25. What is your opinion about taking holistic view of problems? Do you think it will help to find the best solution for problems?

.....  
 .....  
 .....

**Transactional leadership**

		<b><u>Strongly Disagree</u></b>	<b><u>Disagree</u></b>	<b><u>Neutral</u></b>	<b><u>Agree</u></b>	<b><u>Strongly Agree</u></b>
26	My leader is always efficiency oriented					
27	I am not satisfied to work with my leader, because my leader gains commitment through formal authority					
28	My leader delegates authority among employees					

29. Does your leader consider only one area (fragmented view) when finding a solution to a problem? Yes  No

30. Give an example of an incident which your leader has worked within a framework rather than not thinking the out of the box? And how you feel the difference between thinking out of the box and work with in a framework?

.....  
 .....  
 .....

**Employee Performance**

		<b><u>Strongly Disagree</u></b>	<b><u>Disagree</u></b>	<b><u>Neutral</u></b>	<b><u>Agree</u></b>	<b><u>Strongly Agree</u></b>
31	My performance is directly affecting to increase or decrease the number of guest complaints					
32	I am well motivated and I have job satisfaction to perform well in my job					
33	I am satisfied with my output given to a best customer service					

34. Do you think maintaining a good communication with your leader, helps to improve your performance level? Yes  No

35. Is employee efficiency leads to better employee performance? And how do you define the link between employee efficiency and employee performance?

.....  
 .....  
 .....

36. Any other Comments?

.....

## Interview guide

### Autocratic leadership

1. How is your leader's flexibility level towards employees?

.....  
.....  
.....

2. Describe a situation when you had to cope with strict deadlines or time demands of your leader?

.....  
.....  
.....

### Democratic leadership

1. Give an example of an incident when you were able to participate in decision making.

.....  
.....  
.....

2. What are the factors made the job enjoyable for you?

.....  
.....  
.....

### Laissez faire leadership

1. How important is your leader's communication and interaction with others to perform a good job?

.....  
.....  
.....

2. What is the behavior of your leader when something goes wrong by an employee?

.....  
.....  
.....



**Transformational leadership**

1. What is your view about working in a rapidly changing work environment?

.....  
.....  
.....

2. How is the contribution from your leader to improve your performance to a standard level?

.....  
.....  
.....

**Transactional leadership**

01. Do you think you always need close supervision when you performing the job?

.....  
.....  
.....

02. How is 'work within a framework' affects to the improvement of employee performance?

.....  
.....  
.....

**Employee performance**

1. How is the relationship you see between guest comments and employee performance?

.....  
.....  
.....

2. What motivates you to perform your job with satisfaction?

.....  
.....  
.....