

An Assessment on the Effect of Leadership Styles on the Employee Performance: A Case of Namibia Dairies in Namibia

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Abstract

The paper examines the effect of leadership styles on the employee performance a case of Namibia dairies. From the study, it was discovered that the type of leadership style that managers use influences the morale of the employees. This study adopted a qualitative research approach using a case study design. A case study is a qualitative research method that allows a deep exploration within a natural context and hence provides a full and through understanding of the particular and lived experience of a participant. The study has 15 participants who were selected using non-probability sampling method. The results also highlighted that some of the leadership styles that are used by managers stifles employee morale thereby affecting the employees' efficiency in an organisation. The study findings also indicated that there was significant positive relationship between democratic leadership and employee performance. The study findings furthermore indicated that there was significant positive relationship between democratic leadership and employee performance. Whilst the study results revealed that laissez-faire leadership style and individual performance has a negative relationship. The study recommends that democratic leadership style should be encouraged, for the fact that it would further empower their subordinates by developing

teams and accord some measure of responsibility and authority to their employees. Therefore, workers would ignite their potentials, realize job satisfaction, and execute their tasks maximally for organization survival.

Keywords: Leadership styles, Management, Morale, Employee performance, Organisational performance

1. Introduction

Namibia Dairies (Pty) Ltd was established in 1997 following the merger between Rietfontein Dairies and Bonmilk. The Company has since grown into a leading force in the Namibian dairy industry and employs over 700 people at its main production plant in Windhoek, the Aimab Superfarm in Mariental and various depot locations across Namibia. Namibia Dairies is committed to the successful development of the dairy industry in Namibia and across our region Devanadhen (2019). In the recent past, leadership has engaged in strong terms as a new effective approach for managing employees and the organization at large. The concept of Human Resource Management has however gradually replaced the traditional concept of personnel administration. This has necessitated the strategic integration of new leadership styles into the effective management of the human capital Germano (2019). Kenneth & Heresy (2018) assert that; “a good leader must be a good diagnostician and adopt the best leadership style to meet the demands of the situation in which they operate”. The amount of direction and social backup a leader gives to subordinates depended on their styles to fit the context. Namibia Dairies have been in existence for several years yet the exodus of talent from this company reflects an administrative phenomenon where the contingency of leadership, 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 (Germano, 2019).

At Namibia Dairies, employee performance is critical to the achievement of its objectives. Employees were performing different functions at the company with deadlines and numerous performance targets, however due to bureaucracy, organizational politics, and the use of administrative approaches to management hindered the integration of appropriate style into specific situations (Jyoti & Bhau, 2019). Consequently, performance was hindered by poor organizational structures and systems which caused slow adoption to the strategic performance and there is need for a change in leadership styles. This had undermined meeting deadlines, team input, executing defined duties and achieving departmental goals that are important for stimulating employee performance (Bass and Avolio, 2018). It is against this background that the researcher will assess the effect of leadership style on employee performance.

1.1 Problem Statement

At Namibia Dairies, there was friction between individual responsibility and role, as stated by the annual review report by Namibia Dairies (2021) which caused internal politics. Various studies such as Namutebi (2021) and Kamugisha (2021) coupled with research findings, pointed at a lot of authoritative leadership tendencies and thus this was a breeding ground for

poor innovation, decreased commitment, poor team chemistry which hugely affected employee performance. Namibia Dairies is failing to meet its performance targets due to the lack of strategic interventions of specific leadership styles which suits specific situations. This poor approach in leadership coupled with the history of the company which is bureaucratic in nature is a problem (Kamugisha, 2021). This is continuously affecting employee performance and the deliverance of quality services to the community is hugely affected, hence warranting this research study.

1.2 Considering These Challenges, This Study Sought to address the Following Key Questions:

1. What corporate leadership style is applied at Namibia Dairies?
2. What is the effect of corporate style of leadership on employee performance at Namibia Dairies?
3. What is the effect of leadership style on organisational performance at Namibia Dairies?
4. What is the best style that can be recommended for Namibia Dairies to increase employee performance and organisational performance?

1.3 Significance of the Study

Namibia Dairies will be in a better position to use the findings of this research to develop leadership programmes that will see leaders acquire relevant leadership skills for effective management and organizational performance. Besides, Namibia Dairies leaders together with other managerial key personnel in the manufacturing organizations especially in Namibia could greatly benefit from the current study findings, as they could recognize and appreciate leadership style to employ in relevant situation. Moreover, the results could be of great importance to company policymakers as they structure policies which relate to employee performance and leadership styles.

The current study will be of benefit to the researcher since the researcher will know the appropriate leadership style to adopt in a certain situation. Other beneficiaries of the study will include academicians and students since the study contributes to the present literature, they can further digest the consequences and importance of different styles of leadership that can enhance employee performance.

2. Literature

The researchers made use of past related literature to find out if this corresponds with the findings from the field on the effect of leadership style on employee performance.

2.1 Effect of Leadership Style on Employee Performance

There different leadership styles that can be employed by the employers. One example is transactional leadership: a leadership style that emphasizes to transactions between leaders and subordinates. Bass and Avolio (2018) suggest that characteristics of transactional

leadership consist of two aspects, namely contingent reward, and exception management. Contingent reward is where leaders make agreement about what must subordinate do and promising reward obtained when goal is achieved. Transactional leadership motivates and influencing subordinates by exchanging reward with a particular performance. Another style is Transformational Leadership. This leadership style seeks to transform of visionary. It becomes collective vision where subordinates work to realize the vision into reality. Yukl (2019) states that application of transformational leadership style can improve performance because transformational leadership style wants to develop knowledge and employee's potential. Leader with transformational leadership provides opportunity and confidence to his subordinates to carry out duties in accordance with his/her mindset to achieve organizational goals. Butler (2019) states that a transformational leader encourages subordinates to have vision, mission, and organization goals, encouraging and motivating to show maximum performance, stimulates subordinates to act critically and to solve problems in new ways and treat employees individually.

Laissez Faire Leadership is also another leadership style that may influence employee performance. The leader's ability to lead is contingent upon various situational factors, including the leader's preferred style. It stresses the importance of focusing on interpersonal relationships between the leader's style and the demands of various situations and employees. Under this type of leadership according to Kumar (2019) maximum freedom is allowed to subordinates. They are given freehand in deciding their own policies and methods and to make independent decisions. In addition, there is Autocratic Leadership style. Autocratic leaders are classic "do as I say" types. Typically, these leaders are inexperienced with leadership thrust upon them in the form of a new position or assignment that involves people management. Autocratic leaders retain for themselves the decision- making rights. They can damage an organization irreparably as they force their 'followers' to execute strategies and services in a very narrow way, based upon a subjective idea of what success looks like. There is no shared vision and little motivation beyond coercion. Commitment, creativity, and innovation are typically eliminated by autocratic leadership. In fact, most followers of autocratic leaders can be described as biding their time, waiting for the inevitable failure this leadership produces and the removal of the leader that follows Michael (2019).

2.2 Effect of Leadership Style on Organizational Performance

Transformational leadership style and organizational performance

Transformational leadership style focuses on developing the followers and considering their needs. The managers that focus on transformational leadership focus particularly on developing the overall value system of the employees, development of moralities, skills, and their motivation level. The transformational leadership acts as a strong bridge between the followers and leaders, to develop clear understanding associated with the motivational level, values, and interests. Bass and Avolio (2018) stated that transformational leadership demonstrates the superior leadership performance. The transformational leadership, according to Bass and Avolio (2018), occurs when the leaders broaden or elevate the interest of the employees. Wang, Shieh, and Tang (2018) found out that the transformational

leadership and individual-level follower performance are positively linked. Further, the study also indicated that transformational leadership and performance of teams at organizational level are associated positively. The study conducted by the above-mentioned authors indicated that transformational leadership enhances the overall development of the followers. The followers of transformational leadership associate with a self-defining and satisfying relationship with an individual or group. The idealized and behavioural charisma of the transformational leaders motivates the followers to identify with the leader (Jyoti & Bhau, 2019). The personalized relationship developed by a transformational leader develops an environment in which the employees feel happy and hence, their overall performance is improved. Hence, it can be said that transformational leadership and organizational performance are positively associated (Jyoti & Bhau, 2019). Sofi and Devanadhen (2019) stated that the transformational leadership has a significant impact on the performance of the organization.

Charismatic leadership style and organizational performance

Charismatic leadership is considered to be one of the most successful leadership styles, where the charismatic leaders develop a vision, and the followers are asked to follow and execute the vision. The charismatic leadership invites innovation and creativity and is motivational for the employees Germano (2019). But the major drawback of this style of leadership is that the followers are totally dependent on the leader and once the leader leaves the organization, they become direction-less. The problem worsens as charismatic leaders do not train their subordinates to act as their replacements in the future. This leadership style results in “happy followers, but few future leaders”. Thus, it can have a long -term negative effect on the organizational performance (Germano,2019).

Transactional leadership style and organizational performance

The study by Longe (2019) revealed that transactional leadership style has a positive impact on the organizational performance. The transactional leadership style helps in creating as well as sustaining the context in which organizational and human capabilities are maximized as the employees are always able to achieve the tangible and intangible rewards. This leadership style particularly helps in creating an environment that is optimal for performance and also articulates the compelling vision that enhances the overall organizational performance (Longe, 2019). According to the research conducted by Sofi and Devanadhen (2019), transactional leadership was not found to have a direct impact on the performance of the organization. This leadership style does not encourage creativity and innovation among the employees and hence, the employees do not perform as per the expectations of the organization.

Democratic leadership and organizational performance

Tannenbanum and Schmidt (2018) have defined democratic leadership as the leadership in which the decision- making is decentralized and is shared by all the subordinates. The study by Elenkov (2018) indicated that the democratic leadership has a positive impact on organizational performance. The democratic leadership allows the employees to make decisions along with sharing them with the group and the manager. In this type of leadership

style, praises and criticism are given objectively and a sense of responsibility is also developed among the employees (Elenkov, 2018). Bhargavi and Yaseen (2019) also analysed the impact of democratic leadership on organizational performance and found out that democratic leadership positively affects the performance of the organization as it provides opportunities to the employees to express and implement their creative ideas and take part in the decision- making process.

Bureaucratic leadership style and organizational performance

Bureaucratic leaders influence the people under them to follow the policies and procedures designed by them. The leaders are strongly committed to their processes and procedures but not to their people. This is the reason why they appear to be aloof. This method is not very effective as it does not lead to the development and motivation of the employees. These leaders just focus on their tasks being completed in a systematic manner (Germano, 2019). Ojukuku et al (2018) also stated that bureaucratic leadership has a negative impact on the organizational performance. According to them, bureaucratic leaders do not induce the employees of their organization to work in the expected manner which can lead to improved organizational performance (Ojukuku, et al., 2018).

Autocratic leadership style and organizational performance.

Autocratic leaders are classic and bossy in nature. The autocratic leaders want their subordinates to work according to them. Typically, autocratic leaders retain the decision - making rights with them (Obiwuru, et al., 2017). The autocratic leaders force their followers to execute the services and strategies according to the narrow way. Iqbal, Anwar, and Haider (2019) conducted a study to determine the impact of leadership styles on the organizational performance. The autocratic leaders are less creative and only promote one- sided conversation. This severely affects the motivation and satisfaction level of the employees. The autocratic leadership style is however, known to be effective in the short term. Autocratic leadership restricts the workplace socialization and communication which is cordial for effective organizational performance. The autocratic leadership also leads to organizational conflicts which negatively affect the overall performance (Iqbal, et al., 2019). Bhargavi and Yaseen (2018) suggested that the autocratic leadership style has a positive impact on the organizational performance. This leadership style is more suitable when the projects are to be completed within provided deadlines (Bhargavi & Yaseen, 2018).

3. Methodology

This study adopted a qualitative research approach using a case study design. A case study is a qualitative research method that allows a deep exploration within a natural context and hence provides a full and through understanding of the particular and lived experience of a participant (Du Plooy, Davis, & Bezuidenhout, 2016). The case study design was appropriate for this study because the purpose is to assess the ways in which leadership style influences employee performance. The case study as chosen because of its ability to probe deeply, analyse intensively and get an in-depth and detailed understanding of the effect of leadership style on employee performance. The researchers selected 15 participants who consisted of 5

managers and 10 employees. In this research study, the researchers made use of non-probability sampling technique in collecting data. Charles and Abbas (2019) explain that purposive sampling involves taking a sample of a small number of units from a much larger target population. The researcher used her own expense knowledge to identify managers and employees who were able to answer the questions. The researchers made use of this sampling method because they had a small budget and limited time.

3.1 Ethical Consideration

Participants' consents were obtained, and participants were informed of their rights to voluntarily consent or decline to participate, and to withdraw participation at any time without penalty. Confidentiality and anonymity were preserved throughout the study by not allowing participants to write their names on the interviews guide. Although direct quotes from the participants are published, information cannot be traced back to individual respondents.

3.2 Issues with Reliability

According to Lincoln and Guba (1985), trustworthiness is the degree of confidence in the data and the methods used for analysis and comprehension to guarantee the calibre of the study. Guba and Lincon "All research must have a truth value, applicability, consistency, and neutrality in order to be considered worthwhile," according to (1985, p. 48). The following is a discussion of the terms they proposed be used in qualitative research to ensure trustworthiness: reliability and confirmability.

3.3 Reliability

The collected data must be accurate and truthful, according to the researcher (Lincon & Guba, 1985). They said that readers' trust in the veracity of the study is what matters most. Similar thoughts were expressed by Rallis and Rossman (2009), who suggested that the researcher stated that the consistency and impartiality of the degree of findings are referred to as confirmability. In this study the researchers' have appropriately included participant quotes verbatim in this study to support themes. What reseachers do was also removed from the field; as a result, the phenomenon wasn't manipulated.

3.4 Confirmability

Confirmability, as defined by Lincon and Guba (1985), is just the requirement that other people validate the research findings. According to Rallis and Rossman (2009), confirmability is the degree of findings' consistency and impartiality. The researchers' have appropriately included participant quotes verbatim in the study to support themes. There was no phenomenon manipulation because the researchers' position as researchers were kept apart from the field.

3.5 Data Presentation

The following is the presentation and the discussion of the data. Participants who took part in the study were given pseudonyms. The themes were identified through sequential phases

which are data familiarization, data coding, searching for themes and theme development, reviewing themes, defining, and naming themes and finally writing up the themes. The data was then presented in themes with transcribed quotations of the respondents being included to support their responses. The study findings are presented in themes which are based on the following research questions:

1. What corporate leadership style is applied at Namibia Dairies?
2. What is the effect of corporate style of leadership on employee performance at Namibia Dairies?
3. What is the effect of leadership style on organisational performance at Namibia Dairies?
4. What is the best style that can be recommended for Namibia Dairies so as to increase employee performance and organisational performance?

4. Theme 1: Corporate leadership style that is applied at Namibia Dairies.

Regarding the corporate leadership style that is being applied currently at Namibia Dairies, the participants had this to say:

Participant B remarked that:

‘Autocratic leadership style is the one which is being applied by the company which shows a significant negative impact on employee performance. This style of leadership tended to have work groups that were less productive, and subordinates shows a high degree of dissatisfaction on the job.’

Participant D remarked that:

‘The company is currently using autocratic leadership style which leads to a lack of creativity. This is because the authoritarian leader decides everything themselves and executes it in their own way, they don’t give the employees the chance to give their spin on the tasks to be performed. This way, the creative ability of the employee is never developed or discovered and that is a missed opportunity for both the employee and the company.’

Participant G mentioned that:

‘Autocratic leadership style which demotivates the employees a lot is being used right now at the organisation. The demotivating feeling that occurs among people who work under an authoritarian leader is partly due to the lack of creative development and partly due to fear of sanctions.’

The majority of the participants said that autocratic leadership style is the one being used by the organisation which leads employees to have lack of a sense of responsibility. The employees will feel like they are just a number, without value, because their input is cut off or not even heard.

5. Theme 2: The effect of corporate style of leadership on employee performance at Namibia Dairies.

Concerning the effect of corporate style of leadership on employee performance at Namibia Dairies, participants had this to say:

Participant A said, as quoted:

‘With effective leadership such as democratic leadership style, the morale of a team will increase as communication from the top to the bottom excels. Clear and concise messages, whether it be praising hard work or relaying what needs to be done for the team’s goal, will be understood and team members will be on the same page.’

Participant B also stated that:

‘Inclusion in participative leadership style allows team members to feel heard, and when they are heard, they will know that their reason for being goes deeper than getting the job ‘done’. Inclusion not only shows that the managers’ care, but it also allows for ideas of the team to be spread, and it allows for the cohesiveness within the team to grow.’

Participant C remarked that:

‘Empowerment will play a crucial role into the morale of a team, and it depends on the leadership style that the bosses are using. To empower, is to enable, and an enabled body will ultimately grow. When effective leaders empower their people, the team will grow as they become more comfortable in their decision-making skills, communication skills, and they will strive to do their best.’

Participant D said:

‘Through improved communication in democratic leadership style, a more inclusive environment, and empowered individuals, effective leadership will ultimately boost morale, thus enabling the team to go even further together.’

Participant E said that:

‘The use of autocratic leadership style stifles the employees’ morale. Employees will not find joy in doing their work, they will be demotivated a lot and this will have a tremendous effect on the organisational effectiveness.’

Participant F stated that:

‘Due to the absence of a rewarding system at the organisation since the organisation is using autocratic leadership style which stifles employees, this has a negative effect on their morale too.’

Most of the participants highlighted that if there is poor leadership, employees are not allowed to have a judgement when they are faced with a crisis and want to solve that problem. If employees are not given the room to use their own judgement it may affect their morale.

Most of the participants said that if the company uses democratic leadership style, employees

will be happy because they know that they are involved in the decision-making process every time. The employees will also know that they are able to share their grievances and complaints with the management without any fear or hesitation. This all will raise their morale a lot.

Participants further state that transactional leadership style is self-centred and wants control over the organization policy which has a negative effect on the morale of employees whereas transformational leadership style is believed in charisma and self-sacrifice and both are sources of high organizational performance henceforth it enhances employee morale.

When asked about the relationship between the managerial leadership style and employees' commitment, the participants said this:

Participant G said:

'There is a stronger relation between leadership styles and employees' commitment to organization as the leadership style is a leader's style of providing direction, implementing plans, and motivating people to employees in organization so if it is effective, employees remain loyal to the leader, firm and strive for the attainment of organizational objectives thus bottom line, the profitability of the firm can be enhanced along with efficient working and high level of employees' commitment to organization.'

Participant H stated that:

"I think transformational and transactional leadership styles of managers have a significant positive effect on employees' commitment, but laissez-faire leadership has a negative effect on employees' commitment.'

Participant I said:

'Since the autocratic leadership style discourages employees from sharing their ideas and inputs, it hampers the boss-employee relationship greatly. It gives employees the impression that they are insignificant to the company. Employees get rarely trusted with important decisions and duties, which causes discontent among them thereby hampering their commitment.'

Most of the participants state that their leaders rarely conduct meetings with them in order to discuss the issues that affect them. This therefore affects the commitment of the employees to the organization since they are not seen as part and parcel of the organization.

Democratic leaders often inspire better cooperation among employees. The democratic leadership style invites workers to discuss the factors that influence a particular decision. The latter leads workers to have a better understanding of the reasoning behind the decisions that are made thereby increasing their commitment.'

Most of the participants assert that there is a stronger negative effect of laissez-faire leadership on the contribution dimension of leader-member exchange and a stronger negative indirect effect on affective organizational commitment.

6. Theme 3: The effect of leadership style on organisational performance at Namibia Dairies.

Regarding how the leadership style enhance organisational performance at Namibia Dairies, had got this to say:

Participant A said:

‘Democratic leaders tend to invite other members of the group to contribute to the decision-making process, although they make the final decision, which has interplay between the employee interest and organizational goals. However, it increases job satisfaction through the involvement of others, and helps to improve employee skills. Employees would also have sense of belonging and motivated to exert more effort in their respective tasks.’

Participant C remarked that:

‘Autocratic leadership is an extreme form of leadership where leaders have absolute power over their subordinates, and the employees have little opportunity to make suggestions or contribute to decision making, even if it would be in the organization’s best interest. Its consequences are high levels of absenteeism, employee turnover and organization ineffectiveness. In other words, this hinders the employee efficiency.’

Participant E stated that:

‘Through the use of bureaucratic leadership style, it enhances employee efficiency. This is because workers follow rules and procedures precisely. It is also appropriate for a task which involves serious safety risks.’

Participant F mentioned that:

‘Through the use of charismatic leadership style, it creates an atmosphere of risk or even the entire organisation might collapse if the leader quits. Charismatic leadership does not enhance employee efficiency since charismatic leaders tend to rely more in their ability than in their employees.’

Participant G stated that:

‘Participative leadership style is that involves all members of a group in identifying significant goals and developing mechanism or strategies for reach those specified goals. This leadership style creates avenue for the development of the additional leaders who can serve the organization in future. Leaders who allow this style to encourage active involvement on the part of employees on the team, people often are able to initiate their creativity and demonstrate abilities and talents that would not be made apparent otherwise that ultimately enhance the efficiencies of employees.’

Participant H remarked that:

‘Through the use of Laissez-faire leadership, it is effective and exhibit significant because the leader monitors what is being achieved and send immediate feedback to the team regularly. This style of leadership is most effective when individual workers are very experienced,

skilled, and competent leading to employee efficiency.'

7. Theme 4: The best style that can be recommended for Namibia Dairies so as to increase employee performance and organisational performance.

Participant B said:

'Democratic leadership yields a lot of benefits. Subordinates are encouraged to share their thoughts; it can lead to better ideas and more creative solutions to problems. Employees also feel more involved and committed to projects, making them more likely to care about the end results. Democratic leadership style leads to higher productivity among group members. I think democratic leadership is the best style to be appreciated.'

Participant D highlighted that:

'I think autocratic leadership is useful in some situations and it improves employees' efficiency. This style of leadership may be useful in situations of emergency, in cases where homogenous work force is involved and where the leader is wise, just and has considerable understanding of the followers. In such circumstances, special action may be needed to avert a potential mishap. Sometimes the organisation wants the employees to meet deadlines so through the use of autocratic leadership this will make it happen.'

Participants said that transactional leadership helps in creating an environment that is optimal for performance and articulates the compelling vision that enhances the overall organizational performance. This leadership style encourages creativity and innovation among the employees thereby increasing their efficiency.

Participants also highlighted that transformational leadership helps to develop clear understanding associated with the motivational level, values, and interests. By this style, some managers can enhance employee efficiency leading to organisational productivity.

8. Discussion of Findings

From the study, it was discovered that the type of leadership style that managers use influences the morale of the employees. Some of the leadership skills that are critical in enhancing morale are good communication, and the ability to deal with change, manage people, set goals, and solve problems. The results also highlighted that some of the leadership styles that are used by managers stifles employee morale thereby affecting the employees' efficiency in an organisation. Wang (2018) agree with these findings and further indicate that the leadership culture of command-and-control weighs heavily against employee morale. Transformational leadership style is more flexible increases employee's creativity, efficiency, and autonomy hence the performance of employees increases. The study exposes a positive relationship between transactional leadership style and organization performance hence supported H2. In customer care centres employee performance is affected by rewards and punishment by their leaders. Even liberty is not given to employees in transactional leadership style, but rewards are source of motivation for employees in this leadership style. The study shows a significant relationship between transactional leadership style and transformational leadership style and organizational performance hence accept H1 and H2.

Transformational leadership style is more flexible as it increases employee's creativity and autonomy hence the performance of employees increases as well.

In terms of whether there was a best leadership model for high organizational performance, it was discovered that having a leadership style such as democratic, giving freedom to staff to operate, very supportive of staff, providing staff the opportunity to be expressive and creative would yield very high results in terms of performance. As advised by Michael (2019), leadership style of an organization has a direct cause and effect relationship upon organizations and their success.

The study findings also indicated that there was significant positive relationship between democratic leadership and employee performance. This finding was consistent with Iqbal et al., (2016) who also stated that democratic leadership style empowers the employees by developing teams and according to some measure of power and authority to their employees. In this way, employees would ignite their potentials, feel part of an organization, and perform maximally for the organization. From the findings, it was discovered that laissez-faire leadership style and individual performance has a negative relationship. Laissez-faire leadership is not ideal in situations where group members lack the knowledge or experience, they need to complete tasks and make decisions (ibid). Some people are not good at setting their own deadlines, managing their own projects, and solving problems on their own. However, when employees are experienced, well trained, and highly skilled, laissez-faire style has positive effective.

It was also discovered from the study findings that transformational leadership leads to employee commitment. These findings are in line with previous studies done in this regard by Jyoti & Bhau (2019), who stated that transformational leadership style relates more with employees' commitment and recommended that this style of leadership should be developed by leaders of organizations. This implies that attention should be paid to training leaders on transformational leadership skills to achieve desirable employees' commitment. Transformational leadership style is more flexible increases employee's creativity and autonomy hence the performance of employees increases. The previous study conducted by Michael (2019), showed a positive relationship of transformational leadership style and employee performance which is also supported by my results. Kamugisha (2021), explained that transformational leadership is competitive advantage for organization to improve performance. Transformational leadership style is more flexible increases employee's creativity and autonomy hence the performance of employees increases.

The study findings further reveal that transactional leadership discourages employee commitment. This accords with Bass, & Avolio (2018), who said that transactional leadership style had a small negative relationship with employees' commitment and the application of this style entails a contractual relationship with the employees which depends on the deployment of the carrot and stick method to accomplish organizational goals. The carrots are in the form of rewards for desired outcomes, whereas the stick connotes punishment for undesired outcomes. It was also indicated from the findings that Laissez-faire leadership style had a small positive insignificant relationship with employees' commitment. This style is

characterized by the non-interference of leaders in the activities of the employees not only in decision-making processes but also not interested in the way and manner in which employees intend to accomplish organizational goals.

The study discovered that transformational leadership has a positive effect on employee commitment. This is in line with Al-Dmour, & Awamleh (2012), who stated that transformational leadership style relates more with employees' commitment and recommended that this style of leadership should be developed by leaders of organizations. This implies that attention should be paid to training leaders on transformational leadership skills to achieve desirable employees' commitment. It was also discovered that transactional leadership style had a small negative relationship with employees' commitment and the application of this style entails a contractual relationship with the employees which depends on the deployment of the carrot and stick method to accomplish organizational goals. The carrots are in the form of rewards for desired outcomes, whereas the stick connotes punishment for undesired outcomes. On the contrary, the finding about transactional leadership style having a negative relationship with employees' commitment contradicts. This is in correspondence with Kamugisha, (2021) study that revealed that transactional leadership style affected more the employees' commitment in the banking sector of Nigeria when compared with transformational leadership style. However, they recommended that managers/leaders as the case maybe should either praise or recognize employees when they achieve tasks that are beyond expectation.

It was also exposed by the study that Laissez-faire leadership style had a small positive insignificant relationship with employees' commitment. This style is characterized by the non-interference of leaders in the activities of the employees not only in decision-making processes but also not interested in the way and manner in which employees intend to accomplish organizational goals. These findings are alien to the reviewed literature and what this implies is that this style of leadership does not drive employees' commitment so it should not be encouraged. It was discovered from the study findings that autocratic leadership represents all those leaders who make decision without the consent of team members and is usually applied when quick decision is to be taken and team agreement is not important for acquisition of successful results. Autocratic leadership style, however, shows a significant negative impact on employee performance. This indicates that performance of employees would not increase when autocratic approach is applied. These findings concur with Wang (2018) who said that autocratic leadership style may no longer be accepted by employees who are now becoming more knowledgeable, independent, and competent. Most importantly, there is no mentorship process under autocratic leadership. Managers who adopted production-centred leadership style tended to have work groups that were less productive, and employees showed a high degree of dissatisfaction on the job. Therefore, autocratic leaders tend to limit the performance of employees.

From the findings of this study, one thing is distinct that each organization has its own peculiarities, and therefore leaders of organizations should take note of their unique peculiarities and the situation of their organization before applying a particular leadership style. Regular surveys within the organization can be done routinely to help establish the

most appropriate leadership style that will engender employees' commitment. After analysing the above information, the researcher concludes that democratic leadership style is the best leadership style among these leadership styles. It has good impacts on both individual performance of employee and organisational commitment. To retain high performance employee, Manpower should use only democratic leadership style. Democratic leadership style at Manpower Company empowers the employee by developing team spirit, giving adequate feedback and guidance through supervisor, motivation, recognition and job satisfaction and better working environment. The organisation can also apply laissez-faire style by giving the autonomy to high skilled and trustworthy employees. This can lead to job satisfaction and increased productivity. According to above finding, democratic leadership is the best leadership style.

7. Conclusion

It is propagated that performance in different sectors has been fluctuating depending on the leading individual. The leader may influence subordinates to perform or underperform. Most employees believe that it is the leader, not the company that guides the culture and creates situations where workers can be happy and successful. In current time, many companies are facing problems related to unethical practices, high labour turnover and poor financial performance. The latter may be due to the lack of effective leadership. The main aim of many companies is to accomplish their stated objectives; hence, there is a need of effective leaders for coordinating and motivating the employees.

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The authors declare that there are no competing or potential conflicts of interest.

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