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MASTER THESIS

Topic:

**Business leadership in international companies:
modern models and success factors**

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Study program 8.073.00.09 “Business Administration”

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considered)

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Theoretical Framework

Date of receiving the assignment: “ _____ ” _____ 2021.

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Student signature

Notes:

- 1. This Assignment is to be attached to the clarification summary of Master Thesis.
- 2. Apart from Assignment, student is expected to receive from the supervisor the time schedule on preparing Master Thesis during project period with indication of terms of accomplishment and workload for each stage.

ABSTRACT

The master's qualification work on consists of an introduction, three sections (with subsections), conclusions, list of references (39 sources).

The volume of the main text is 35 pages (total – 38 pages), 1 figure.

The aim of the study is to analyses and develop theoretical and practical aspects of business leadership in international companies' concepts.

The object of research is the economic relations that arise between business entities in the implementation of various concepts of business leadership.

The subject of research is the business leadership in international companies, its modern models and success factors.

The primary purpose of this study was to investigate the impact of various leadership styles (transformational, transactional, autocratic, and laissez-faire leadership styles) on employee performance. It is also to determine the effect of leadership style on employee performance and identify the different types of leadership styles in the organization.

Identifying the leadership style that will improve employee performance is also essential.

The study collected data from secondary sources. The findings indicate that leadership style has an impact on employee performance. Leaders should make every effort to maintain positive working relationships with organizational members because their attitudes influence employee performance.

Finally, it was discovered that workers' participation in decision-making positively connects with their performance, which leads to increased productivity.

Keywords:

leadership style, transformational leadership, transactional leadership, authoritative leadership, laissez fare leadership, employee performance.

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SECTION ONE

1.1 Introduction

Thousands of people are selected to assume leadership roles and duties in today's society. Leadership is performed at all levels, in schools and universities, factories and farms, businesses, clinics and hospitals, civil and military institutions of a country, and public life, to name a few. These leaders should foster society's unity, harmony, strength, wealth, and happiness.

The problems of managing with today's uncertain business environment have forced many firms to be on their toes to compete for survival. The leadership offered by managers, who are expected to influence others in accomplishing corporate goals while also boosting employee performance, is the driving force behind such strategic moves towards surviving the competition. "The main drivers of organizations are usually employees; they give life to the organizations and provide goals," Shafie et al. (2013) explains the importance of leadership in organizations and especially on human beings, who appear to be the most valuable asset of any firm; "The main drivers of organizations are usually employees, they give life to the organizations and provide goals" (Shafie et al., 2013). To get the best out of employees, it is critical to offer them direction and psychological fulfillment. This direction can only come from leaders.

In truth, leadership is essential for all businesses to achieve their objectives. Because leadership plays a critical role in enhancing the performance of many, if not all, organizations and the success or failure of an organization is determined by the effectiveness of leadership at all levels; this is supported by Paracha et al. (2012). "By delighting employees with their occupations, leaders play an important role in achieving goals and boosting employee performance." Perhaps the most widely researched organizational component with a possible impact on employee performance is leadership (Cummings and Schwab, 1973). "It's a critical issue in every organization since the decisions taken by the leaders can determine whether the company succeeds or fails." Notably, it is commonly understood that effective

organizations require good leadership and that when this is neglected, employee and organizational performance suffers in direct proportion.

Leadership is essential in establishing a clear vision, mission, determining and setting objectives, defining strategies, policies, and techniques to achieve organizational goals effectively and efficiently, and directing and coordinating efforts and administrative operations. According to (Khajeh 2018), for leadership to be effective, it must adapt to internal and external changes to achieve the organization's mission and vision. Many businesses have recently faced organizational wrongdoing, significant staff turnover, and poor financial performance.

Leadership has a critical role in the creation and achievement of organizational objectives. The character of any company, nation, or other social entity's breakup and success has been mainly ascribed to its leadership style (Oladipo et al., 2018). The job of leadership is required to organize all of a group's actions and ambitions. Leadership cannot exist without the support of a group, and a group cannot live without a leader. This is due to the interconnectedness of both ideas in terms of organizational effectiveness. In truth, various people have diverse conceptions of the term leadership. Leadership is a term used to describe the methods of influencing a social phenomenon.

Leadership is a type of direction that inspires and impacts individuals in organizations of all kinds of social situations, particularly genuine claims that require people to work together to achieve common goals and objectives (Sakiru, 2019).

The percentage of product to all factors of production required to achieve the required output is referred to as performance. It is the efficiency of an individual's productivity and international elements in enterprises, which is mainly improved by employees' diligence. Different cultures have placed a greater emphasis on the relationships between leaders' behavior or style and their workforce. As a result, the type of leadership style positively or negatively impacts how businesses deal with increasing productivity through a strategic vision (Sougui et al., 2020).

Furthermore, it is well acknowledged that the quality of its leadership primarily determines the success of any group of people — effective leader conduct allows the fulfillment of the desires of followers, which leads to effective performance.

Leadership style impacts the company's overall success in terms of efficiency, effectiveness, income, market share, and devotion to its objective. Most businesses rely on staff performance, which is a vital component of all successful products, and this is due to the development of the best leadership style. As a result, leadership style is seen as a motivator for staff performance.

1.2 Statement of the Problem

Implementing defined duties, meeting deadlines, teamwork, and accomplishing departmental goals are all examples of employee performance. Organizations require a variety of leadership styles, including transformative, democratic, and laissez-faire leadership styles.

Employee performance, which is defined as executing defined duties, meeting deadlines, team input, and the cohesion of both leadership and interpretation, should be evident through the style and approach used by managers to achieve efficiency, which necessitates specific administration approaches to unique performance challenges to attain departmental goals. According to Armstrong (2015), those above should contribute to efficiency, specialization, effective feedback, and good organizational connections.

One of the issues identified by the researcher is the inflexibility of most organizational managers' leadership styles. They fail to adapt their leadership style to changing situations and business environments. This failure stems from a misunderstanding that no single type of leadership can fit all circumstances and must be adaptable to allow for change.

Another issue is related to the first. Managers fail to take into account the current situation when leading their subordinates. They fail to let the case dictate the type of leadership used.

There is also the issue of a lack of effective communication between the manager and their employees. The communication gap between leaders and their subordinates is a significant issue for many organizations because effective leadership is based on the communication patterns of both managers and their subjects.

1.3 Objectives of the Study

The overall goal of this research is to characterize and investigate the effect of different leadership styles on employee performance. Specifically, the study intends to:

- i. assess the impact of transformational leadership style on employee performance.
- ii. explore the impact of transactional leadership on employee performance.
- iii. see how a laissez-faire leadership style affects employee performance.
- iv. evaluate the impact of autocratic leadership on employee performance.

SECTION TWO

LITERATURE REVIEW

2.0 Overview

A review of the literature relevant to the investigation is presented in this chapter. The previous study is valuable because it informs future research on the same topic. From this analysis, a conceptual framework based on the survey's dependent and independent variables is created, which serves as the study's framework. This chapter has three sections: conceptual definitions, theoretical review, and empirical literature review.

2.1 Conceptual Discourse

2.1.1 Leadership

Over the years, a lot of research has been done on leadership. However, there is still a lack of a broadly acknowledged definition. According to (Talatet al, 2015), leadership is a thorough procedure that defines authority, accountability, and power delegation. Leaders aid their followers (workers) in accomplishing their personal and organizational goals and objectives to benefit the organization and the individual. It claims that leadership is a comprehensive process involving authority, accountability, and power delegation. Leaders assist their followers (workers) accomplish their personal and organizational goals and objectives by directing, guiding, and persuading them. As a result, leadership styles include dealing with the inside and outside of a corporation, managing and addressing conflicts, supporting and leading the labor force to understand and achieve their responsibilities, and serving as a task model for everybody.

Leadership is the process by which a leader motivates others to work together to achieve common goals (Kreitner and Kinicki, 2020). Mullins (2014) defined a leader as someone who delegated or influenced others to act and achieve specific goals. According to Mintzberg (2019), true leaders engage others with their consideration and modesty because

they are involved in what they are doing, which is not for personal gain. Leaders are critical components of any organization because they influence employees' self-esteem and self-sufficiency.

According to Bunmi (2017), leadership is a social influence process in which the leader seeks the voluntary participation of subordinates to achieve organizational goals.

Schmoker (2020) states that leadership is a method, not a magic wand. Leadership and the various associated styles significantly impact how employees perform and grow, resulting in positive organizational outcomes. Leaders influence employees' work performance by providing direction, leading by example, maintaining appropriate tools for process measurement, and developing a high level of credibility over time.

According to Gregoire and Arendt (2019), leadership is the behavior of an individual who directs the activities of a group toward a common goal. According to Kouzes and Posner (2017), leadership is defined as an interaction between two or more people that results in some kind of action leading to an output to satisfy a set agreement or criteria. Ngoka (2020) defined leadership as the process of persuading others to contribute to organizational performance and goal achievement. Cole (2015) described leadership as a dynamic process in which one man influences others to contribute voluntarily to realizing and attaining an organization's goals, objectives, and aspirations. Yukl (2016) defined leadership as the process of persuading others to understand and agree on what needs to be done and how it can be done and facilitating individual and collective efforts to achieve common goals.

Northouse (2004) defined leadership as the process by which one person influences a group of people to achieve a common goal. An effective leader can persuade his or her followers to work toward the organization's goals. Although many factors within and outside the organization can significantly impact employees' performance, a good leadership style cannot be overlooked (Islam, Khan, Shafiq, and Ahmad, 2012).

According to Kumar (2014), leadership is defined as a process through which an individual encourages others to achieve a goal and guides the organization in such a way that it becomes more cohesive and coherent. These are achieved through employing

leadership qualities such as beliefs, values, ethics, character, knowledge, and abilities. Leadership is defined as the coordinated sharing of vision, resources, and value to constructive change. It is the ability to instill confidence and zeal in others and a desire to be led.

According to Wammy&Swammy (2014), leadership is a social influence process in which a leader seeks the voluntary participation of subordinates to achieve organizational goals. Therefore, pacesetter delegates or influences others to act to achieve specific goals.

Memon (2014) describes leadership as a process by which individual influences the views, attitudes, and actions by taking responsibility for setting the firm's direction and assisting others in determining and visualizing what lies ahead and determining how to archive it.

According to Leslie et al. (2013), leadership is the ability to persuade others to cheerfully follow one's lead or stick to one's decisions. On the other hand, a leader is someone who recruits and manages subordinates to create and achieve goals. "Guidance is the ability to persuade and organize followers to gather together as team players under his leadership to achieve a specific goal," Sundi (2013) writes. The pressurizing practice of leaders and followers to attain corporate goals through transformation is known as leadership. Achua and Lussier (2019). Their book discusses five crucial aspects of this definition, as shown in Figure 2.1.

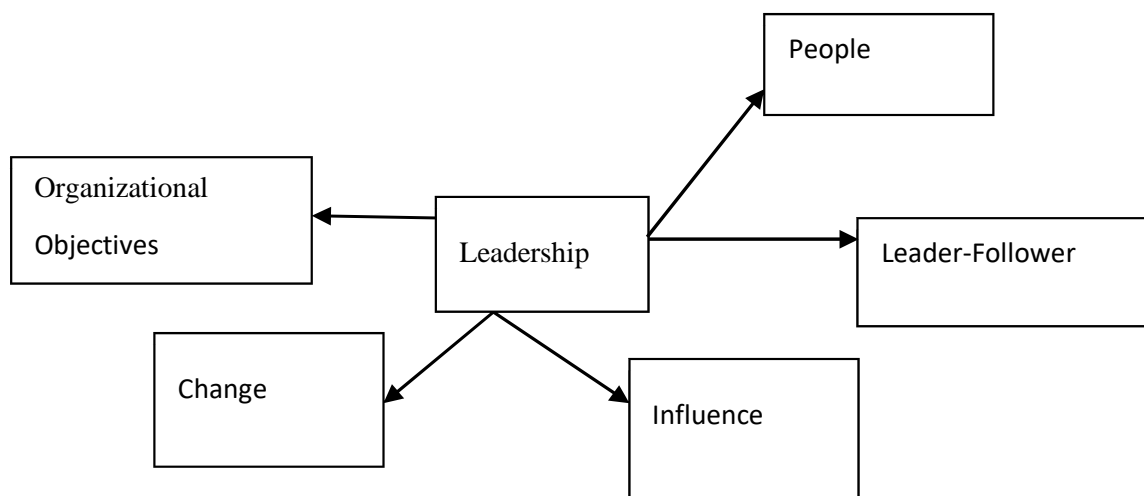


Figure 2.1 The Key Element of Leadership Definition

Source: Adapted from page 7 of Lussier and Achua (2019)

According to Hill (2018), leadership is the process of motivating, persuading, and directing individuals in the company to work productively toward the organization's objectives. According to Armstrong (2013), leadership is simply the ability to compel followers to work voluntarily to complete the task assigned to them with the team's assistance. Leadership is about listening to people, encouraging and inspiring them, and including them in decision-making and problem-solving processes. It's all about forming teams and honing their decision-making abilities."

According to Conger (1992), leadership is defined as "folks who create sways for operational teams of employees, who put on dedication as of these team members to this guidance, and who then encourage these members to achieve the direction's result." Fundamentally, every leader has a unique way of directing his followers, referred to as the leadership style.

Cuadrado et al. (2017) defined leadership style as a reliable set of manners/behaviors, proposing two aspects in leaders' way, which combine in duty-oriented leaders and take into account relation-oriented leaders.

Memon (2014) describes leadership style as a leader's method of offering guidance, motivating others, and carrying out plans. Leaders' ways of leading organizations, departments, or groups are leadership styles. Leaders looking for the most successful leadership style may find that a combination of styles works best because no one leadership style is perfect.

According to the aforementioned empirical evaluation, this study supports Hill's concept of leadership (2018). A well-directed employee is more likely to focus on expectations and organizational goals, such as knowing product knowledge, procedures, and processes, developing employee influence, and producing and providing the best to the organization for productivity. The leaders themselves determine the implementation of leadership styles. If a sweet leadership style is used and can provide adequate direction to subordinates, it instills confidence. It works drive-in employees, resulting in higher employee morale and excellent employee performance. To improve performance, leaders

must collaborate with followers. Sudi (2019) discovered that leadership styles put a lot of pressure on employees' performance.

2.1.2 Functions of a Leader

A leader's role is thus to persuade employees to contribute willingly to the organizational goal by their abilities.

Other leadership activities managers perform in a business organization include recruiting, performance appraisal, training, and development, equally rewarding them, promoting transformation, and possibly dismissing employees.

Leaders are expected to carry out the day-to-day operations of an organization and evaluate employees to determine how well they are performing their assigned duties.

A leader should also determine whether the resources allotted to the employee are sufficient for him to perform satisfactorily, and the work environment should be examined. If an employee falls short of expectations, the leader should determine whether the employee is qualified for the task.

2.1.3 Principle of Leadership

According to Ezocha (2015), the following are leadership principles:

1. Leadership must be legitimate and authoritative, meaning no one can lead unless those being led permit them. He is given the social mandate to direct and control.
2. Leadership must submit to the demands of public advancement, responsibility, and accountability; it is only within the framework outlined above that good relation between leaders and the led can be maintained.
3. Leadership must operate within the constraints of the mandate entrusted to it by the people; otherwise, the leader has ceased to lead legitimately.
4. In terms of recruitment, leadership must be earned rather than inherited or usurped. The preceding administration is applicable in Western countries; however, such a principle may not apply in third-world countries such as African countries.

2.1.4 Types of Leadership

Scholars have identified different types of leadership such as traditional leaders, religious leaders, political leaders, charismatic leaders, institutional leaders, professional leaders, etc.

1. **Traditional Leaders:** These are conventional leaders with conventional authority. They are in charge of tribes, ethnic groups, traditional institutions, towns, and colleges.
2. **Leader of Religious Organization:** These leaders are in charge of religious organizations and institutions, such as the Sultan of Sokoto, the Pope, Archbishops, and Imams.
3. **Leader in Politics:** These leaders govern a state, such as heads of state, governors, and local government chairmanships.
4. **The leader with Charisma:** These are leaders who exhibit some of the qualities of a chairman. These leaders perform extraordinary feats, and their leadership qualities may not be dependent on their educational qualifications. Jesus Christ, Muhammed, Rain had Bonke, and others are examples of such leaders.
5. **Institutional Chief:** These are commonly found in schools, colleges, universities, and other bodies that perform teaching, research, and training functions, such as principals and vice-chancellors.
6. **Professional Leader:** For example, the president of the Nigerian Society of Engineers, the president of the Nigerian Bar Association, the president of the Nigerian Medical Association, and so on.

2.1.5 Employee Performance

Any organization's principal goal is to improve the job performance of its personnel to thrive in this highly competitive climate. Performance is a multifaceted construct and a critical criterion for determining whether an organization succeeds or fails. Prasetya and

Kato (2011) define performance as the results of employees' activities combined with their talents in a given setting.

According to Pattanayak (2015), employee performance is defined as an employee's consequent conduct on a task that can be witnessed and assessed. Employee performance, according to Pattanayak, is an individual's contribution to the achievement of corporate goals. Employee performance is simply the outcome of actions taken to achieve a plan that meets specific criteria. This indicates that employee performance is a behavior that consists of an employee's directly observable behaviors as well as mental actions or products, such as replies or decisions that result in organizational results in the form of goal accomplishment. Ibrahim (2018) defined job performance as a critical activity that provides the goals and techniques for achieving corporate objectives and product completion. El-Saghier (2019) described it as an employee's attempt to perform a specific purpose.

2.1.6 Transactional leadership and Employee Performance

Transactional leadership implies that reward and punishment are based on individual performance. The reward is conditional on commission, and punishment is meted out for failure to perform effectively.

Avolio, Walumbwa, and Weber (2019) define transactional leadership as exchanging rewards based on performance. Transactional leaders establish requirements and the conditions and tips that employees receive when met (Bass and Riggio 2016). Transactional leaders use traditional rewards and punishment to compel their followers to follow them.

According to Bass (2019), transactional leadership can take three forms: contingent reward, active Management by exception, and passive leadership. Contingent reward, according to Bass, is the extent to which the leader clarifies expectations and establishes the rewards for meeting these expectations (Judge and Piccolo, 2004).

Secondly, transactional leadership can take the form of active management by exception. The leader monitors the performance of followers and takes corrective action if they fail to meet standards. (Bass, 2019.) Finally, it can manifest as passive leadership. In

this case, the leader only takes corrective actions when problems arise, or he or she does not accept any action at all. Transactional leadership is a method of motivating subordinates to perform tasks by enforcing rewards or punishments. Transactional leadership is based on extrinsic motivation to increase employee productivity (Kreitner and Kinicki, 2018). Transactional leaders identify, define, and communicate what must be done and how the instructions will be carried out. Organizations frequently use transactional leadership in an attempt to improve employee performance.

According to Marques (2017), transactional leaders' trait of setting goals and promising rewards motivates followers, leading to improved performance. Followers are rewarded and recognized if they successfully carry out their roles and assignments. Transactional leaders enable followers to pursue their self-interest, reduce workplace anxiety, and focus on clear organizational goals such as increased quality, customer service, cost reduction, and increased production (Sadeghi and Pihie, 2012). Unsar (2014) defined transactional leaders as those who practice the style of doing work or having others do work by making their ongoing activities more proficient and developed.

Transactional leadership is a type of leadership that focuses on interactions between leaders and their subordinates. According to Bass and Avolio (2013), transactional leadership has two components: dependent reward and exception management. A contingent reward is a leadership approach that involves an agreement between subordinates' responsibilities and the incentives earned when the specified goals are met. In comparison, exception management is the leader monitoring deviations from set norms and taking remedial action to achieve organizational objectives.

According to Yulk (2017), transactional leadership is a type of leadership that emphasizes the transaction between the leader and his or her subordinate. Transactional leadership excites and pressures followers by exchanging recognition for an exacting achievement. When the subordinate can perform their obligations by agreements, they agree to tend rewards in a transaction. To put it another way, he pushes subordinates to think for themselves. Transactional leadership styles, like other leadership styles, can positively or

negatively impact job performance. It is dependent on the employee's evaluation. Employees may have a good influence when they regard transactional leadership simply. In contrast, employees may have a negative impact if they believe transactional leadership styles cannot be trusted because they do not follow their promises, are not honest, or are not transparent.

2.1.7 Transformational Leadership and Employee Performance

In 1978, leadership expert James MacGregor Burns introduced the concept of transformational leadership style. Burns (1978) defined transformational leadership as a process in which one or more people interact with others so that leaders and followers raise one another to higher levels of motivation and morality. The four dimensions of transformational leadership are idealized influence, which deals with building confidence and trust; inspirational reason, which deals with motivating the entire organization; intellectual stimulation, which involves arousing and changing followers' awareness of problems and their capacity to solve those problems; and individualized consideration, which consists in responding to the specific, unique needs of followers to ensure they are included.

These four dimensions enable leaders to act as strong role models, encouraging followers to become more successful and productive (Hay, 1995). The critical dimensions of transformational leadership are inspirational motivation, idealized influence, individual consideration, and intellectual stimulation. Transformational leaders are encouraged to foster intellectual development, confidence, team spirit, and enthusiasm in their followers, encouraging followers to focus on collective well-being and achieve organizational goals. Transformational leadership behaviors have a strong influence on motivating employee change and transforming them to be more aware of task outcomes, activating their highest order needs, and stretching them beyond their self-interest for the organization's benefit (Bass and Avolio, 1990).

According to Weber (2019), transformational leadership is defined as behaviors that transform and inspire followers to perform above expectations while transcending self-

interest for the good of the organization. Transformational leaders are socially and emotionally intelligent; they are inspiring (McKee 2014), charismatic, understand how emotions affect them and use their feelings and vision to increase employee excitement, optimism, and inspiration.

According to Jin (2019), transformational leadership incorporates empathy, compassion, sensitivity, relationship building, and innovation. According to Aldoory and Toth (2014), transformational leadership includes elements of participatory decision-making and power-sharing. According to Gibson (2012), transformational leaders can inspire and motivate followers to achieve results more significant than expected by reinventing the organization's entire philosophy, system, and culture. This is an attempt to renovate visionary. It becomes a united vision, with followers working together to make the idea a reality. To put it another way, transformational leadership can be viewed in various ways, including attributed charisma, idealized influence, inspirational motivation, intellectual stimulation, and customized consideration.

According to Yukl (2017), applying the transformational leadership style can result in increased productivity since the transformational leadership style aspires to expand comprehension and human resource development. A transformational leader provides his subordinates with the chance and confidence to carry out duties by his mentality to achieve corporate goals. According to Butler (2019), a transformational leader encourages and motivates subordinates to have a clear vision, mission, and organization goals, inspires and motivates them to achieve maximum performance, stimulates aids to think critically and solve problems in novel ways, and treats them, employees, as individuals.

According to Suharto (2015), using transformational leadership behaviors more frequently will have a considerable favorable effect on the psychological empowerment quality of subordinates. A transformational leader who focuses on the individual will influence the organization's vision and mission, provide motivational support and develop new methods to think more successfully.

2.1.8 Laissez Faire Leadership and Employee Performance

According to Avolio and Bass (2019), laissez-faire leadership refers to leaders who avoid interfering when serious issues arise; this could also be referred to as non-leadership. According to Asare (2012), laissez-faire leaders delegate decision-making authority to subordinates and give them complete power and control over their actions and accomplishments. Gastil (1994) proposed that a laissez-faire leadership style involves little involvement in activities, leaving matters to their followers, and decision-making. Laissez-faire leadership is sometimes referred to as no leadership or destructive leadership. According to Unsar (2019), the leader will assign a goal to the followers. The followers will be completely free to achieve these goals using their skills. The leader will only be responsible for the supply of resources.

Laissez-faire leaders also avoid responsibilities, do not attend to the needs of their followers, do not provide feedback, and postpone decision-making (Bass and Riggio, 2016). Laissez-faire leaders, in reality, provide information but no direction to their employees and do not engage with followers; as a result, employees become frustrated and disorganized, resulting in poor work quality.

According to Van Deventer (2018), laissez-faire leaders avoid active participation in goal setting and avoid being involved when leadership direction is required. This type of leadership can also occur when managers lack adequate control over their employees (Ololube, 2019). Laissez-faire leaders are avoidant leaders who may not intervene in subordinates' work affairs or altogether avoid responsibilities as a superior.

Furthermore, when the Laissez-faire leader observes that the group members are performing well, the leader allows the members to act freely (Oluoha, 2013). Laissez-Faire leadership is a style of leadership in which employees are given authority and power to determine goals; the manager provides little or no direction to employees (Richard and Robert, 2009).

It has been examined by several scholars who have found it to be valuable and reliable in describing how good leadership can be achieved. It emphasizes the importance of

concentrating on interpersonal ties between the leader's style and various scenarios and personnel demands. Subordinates are given the most significant amount of flexibility under this type of leadership, according to Kumar (2015). They are allowed complete autonomy in determining their policies and techniques and making autonomous decisions. It is based on the notion that the most effective leadership style is dependent on the ability to provide employees a degree of autonomy in implementing any leadership style.

On the other hand, much has been written about the link between positive self-esteem and effective Management. Kerns (2014) argued that standards are linked to organizational leadership, and his research strongly supports the laissez-faire style in bridging the gap between the organization and its employees, with his primary concern being that laissez-faire would create a positive atmosphere in which employees and organizations felt like a family despite their differing viewpoints.

2.1.9 Autocratic Leadership and Employee Performance

According to Adebakin and Gbadamosi (2016), an autocratic leader is very conscious of his position and has little trust or faith in his subordinates; he believes that pay is a just reward for work and that only the reward can motivate. Melling and Little (2014) defined an autocratic leader as authoritarian in his administration. The autocratic leader is the focal point and pillar of all activities in the organization where he is the leader. Autocratic leaders make decisions independently (Nahavandi 2010), tightly manage the group, and only command each employee's individual goals and actions so that the staff does not understand the overall objectives. An autocratic leader chooses primarily based on their judgments and ideas, rarely taking into account the opinions of their followers, and these leaders have complete control over the group.

According to Pagewise (2002), autocratic leadership is effective for new and untrained employees who are unsure of which tasks to perform or which procedures to follow in carrying out the task assigned to them.

Autocratic dictators are common because of the "do as I say" categories. Typically, these leaders have little experience with having leadership thrust upon them in the form of a surrogate position or duty that sends people fleeing. Autocratic rulers keep the power to make decisions for themselves. They can irrevocably harm an organization by forcing their 'followers' to implement plans and services very limitedly, based on a subjective definition of success. There is no shared vision, and force is the only source of incentive. Autocratic leadership is notorious for stifling commitment, creativity, and innovation. Most followers of authoritarian leaders are sometimes described as biding their time, anticipating the leadership's inevitable demise, and, as a result, the removal of the leader who succeeds Michael (2010).

2.2 Approaches to the Study of Leadership

2.2.1 The Trait Approach

The "great man" approach is another name for this trait. Until the 1950s, this approach dominated leadership research. Attempts were made in this approach to isolate specific distinguishing characteristics that distinguish leaders from their followers. Those born to lead were thought to have particular features that made them influential leaders. According to Kimbrough and Nunnery (2013), the typical approach to studying the psychological aspect is to use some measure of effective performance and determine the extent to which the level of effectiveness is correlated with selected traits or behavioral characteristics. The following broad statement was made: Leaders are slightly more intelligent than the average member of the group they lead. Leaders are emotionally mature, self-confident, goal-oriented, initiate action, are dependable in exercising responsibility, have insight into the group's problems, and have a robust and persistent drive to succeed. Leaders recognize the importance of people in achieving goals, so they make an effort to communicate with others, are friendly, show consideration for others, and seek the cooperation of others.

The presence of such traits and characteristics does not guarantee effective leadership performance, nor does the absence of such features and characteristics preclude effective

leadership performance; instead, the presence of such traits and characteristics increases the likelihood of effective leadership performance.

According to Cartwright et al. (2005), Trait studies discovered that effective leadership did not depend on a specific set of traits but rather on how well the leader's traits matched the requirements of the situation. After reviewing all of the characteristics, scholars concluded that there is no evidence that consensus leadership traits exist (2009).

A review of the research literature on this leadership traits approach yielded only a few significant or study findings. According to Jennings and Fanning (2001), the fifth year of research will deliver personality traits that distinguish leaders from non-leaders. According to empirical research, leadership is a dynamic process that varies depending on the leader, follower, and situation.

2.2.2 The Behavioural Approach to Leadership Style

The behavioral approach to leadership effectiveness has emerged in recent years, with research findings indicating that leaders who are employee oriented may be described as democratic leaders. In contrast, task-oriented leaders may be described as autocratic leaders. Others were seen to be task-oriented as well as employee-oriented. According to behaviorists, the most influential groups have some form of shared leadership in which one person (the manager/leader) performs the task function. In contrast, the group members perform the social process.

Secondly, the behaviorist focused on leadership styles. The task-oriented manager closely supervised employees to ensure that the task was completed to their satisfaction. This is the emphasis the leader places on getting the job done, followed by employee development and growth.

Employee-oriented managers encourage employees to participate in decisions that affect them; managers maintain friendly, trusting, and respectful relationships with group members.

2.2.3 The Contingency Model of Leadership Styles

Schmist (2018) developed a leadership contingency model. This means that there are many possible combinations of leader and follower influences ranging from completely autocratic to employee freedom, from one end of the scale to the other between the authoritarian and democratic extremes. Three variables must be considered to determine the most effective leadership style for a given situation.

These are the variables:

- i. Leaders' inner strength
- ii. Employee coercion
- iii. The situation's forces

This model suggests that leaders can be authoritative in a task-oriented position, making decisions and giving orders, while also being democratic in an employee-oriented situation. Workers have a lot of leeway in their actions. A leader cannot be both authoritarian and democratic in this situation.

2.2.4 The Situational Approach

The situation approach is a middle ground between the trait approach and the behavioral approach to the study of leadership. Scholars believe that the trait approach is insufficient to deal with the complexities of the leadership phenomenon and that a situational approach is required because effective leader behavior varies from situation to situation. Effective leadership is dependent on the leader's actions and personal characteristics and the problem in which the leader finds himself.

2.3 Empirical Analysis

Several studies have looked into the effects and links between leadership style and employee performance (Parachaet al., 2012; Islam et al., 2012). They claimed that good leadership had a considerable impact on employee productivity and work happiness. Leaders who regard subordinates as a valuable asset, involve them in decision-making, and

understand their desires significantly affect performance and job satisfaction (Wang & Rode, 2010).

Mohamed et al. (2018) assessed the effect of transformational leadership, transactional leadership, laissez-faire leadership, and servant leadership on employee performance in the Somali National Civil Service Commission in their study "EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN THE SOMALI NATIONAL CIVIL SERVICE COMMISSION." Their study used a descriptive research approach with a sample size of 44 respondents and a target population of 50. They used stratified and random sample procedures and primary and secondary data collection methods. Closed questionnaires were used to gather data, then evaluated statistically and qualitatively and presented in tables, frequencies, means, and standard deviations using the Statistical Package for Social Science (SPSS) software. The data was organized into tables and examined using mean scores, standard deviation, frequencies, and percentages. The following summary, conclusions, and recommendations were drawn from the study data analysis and interpretations: transformational leadership, transactional leadership, laissez-faire leadership, and servant leadership were discovered to play a significant role in the effect of leadership styles on employee performance in the Somali National Civil Service Commission. As a result, the Somalia National Civil Service Commission should encourage employees to utilize transformational, transactional, laissez-faire, and servant leadership.

Abdilahe (2016) explored the impacts of different leadership styles on employee performance in Dashen Bank, Addis Ababa, Ethiopia, in his study "Effects of Leadership Style on Employee Performance in Dashen Bank, Addis Ababa, Ethiopia." The census included 159 workers who worked at the DashenBankHead Quarter in Addis Ababa but did not include top-level managers or security guards. The researcher employed a descriptive research approach using Questionnaire tools for data gathering. As a result, utilizing the appropriate leadership style is one of the aspects that may be useful in assisting leaders in improving the performance of their followers. Subordinates regard an effective leader who follows the rule with respect and conviction: democratic, laissez-faire, autocratic,

transformational, charismatic, transactional, and bureaucratic leadership styles. A model is built to show the relationship between leadership types and employee performance at Dashen Bank.

The findings of this study show that laissez-faire leadership is the most influential variable on employee performance in Dashen Bank. Still, many previous studies suggested that the factor be minimized, and the researcher concluded and recommended that this leadership style be eliminated in employee performance. According to a review of the literature, most previous research has found that transactional and transformational leadership styles considerably impact employee performance. These findings show the importance of leadership styles in achieving targeted individual and organizational outcomes. Representative sample size was drawn from Dashen Bank's head office, where all departments are active, and subordinate ratings were used to measure leadership styles and outcomes across the bank as a whole. The impact of leadership styles on organizational performance was investigated by Khajeh (2018) in his paper "Impact of Leadership Styles on Organizational Performance." Transformational, transactional, autocratic, charismatic, bureaucratic, and democratic leadership styles were studied. The democratic, transformational, bureaucratic, and authoritarian leadership styles positively impact organizational performance.

In contrast, the charismatic and transactional leadership styles hurt organizational performance because they do not provide opportunities and freedom. Both primary and secondary types of research were undertaken in this study. The primary research was conducted using a quantitative technique, employing a survey instrument and a survey opinion poll. The developed research was carried out by evaluating previously published literature to meet the study's objectives. Charismatic, bureaucratic, and transactional leadership styles were found to hurt organizational performance. Organizational success is positively correlated with transformational, authoritarian, and democratic leadership styles. According to experts, organizations should utilize a leadership style that promotes people's strengths and abilities.

Kalsoom et al. (2018) discovered that both transactional and transformational leadership styles have a favorable relationship with employee performance in their study "Impact of Transactional Leadership and Transformational Leadership on Employee Performance: A Case of FMCG Industry of Pakistan." The researcher gathered data from 318 employees and concluded that, while both leadership styles have a good relationship with employee performance, transactional leadership has a very significant positive link. Linear Regression Analysis and Pearson's correlation were used to forecast the predictors' contribution to employee performance. Furthermore, the researcher advised Pakistan's FMCG business to emphasize Transactional Leadership Style through training to better produce such leaders.

Raja and Palanichamy (2015) investigated the impact of leadership styles on employee performance in India's public and private sectors. At the five hundred levels of importance, the study finds sufficient evidence with a positive linear relationship between transformational leadership and employee performance, which is a significant positive relationship among transactional leadership style and employee performances, from 43 middle-level managers and 156 subordinates. Indeed, the study discovered that laissez-faire leadership had a detrimental impact on employee performance and outcomes. One of the most widely investigated topics has been leaders and their leadership styles in recent years. Several studies have been undertaken to determine the impact of leadership styles on employee performance.

Rassol et al. (2015) investigated leadership styles and their impact on staff productivity in Pakistan's health sector, concluding that transformational leadership styles have a more significant beneficial impact on employee productivity than transactional leadership. They discovered that transformational leadership works best in a highly organized work setting where the goal is to maximize profits. The findings of their study also revealed that transactional leadership had a similar impact on job performance to transformational leadership.

According to Pradeep and Prabhu (2011), transformational and transactional contingent incentive leadership styles are associated with increased worker productivity. Managers that appear to be demonstrating good leadership behaviors, whether transformational or transactional, are believed to be working to improve the performance of their people. According to their findings, the transformational leadership style has strong links with performance outcomes, such as work effectiveness, satisfaction, extra effort, and dependability. Their research added to our comprehension of the well-connected leadership approach and the right way for utilizing followers in various professional hierarchies. Leaders can use their findings to change their behaviors in practical ways to promote subordinates' job performance, resulting in higher productivity for their firms. They stress the importance of leaders being able to attract and influence their subordinates and being prepared to set clear performance criteria for their peers and serve as a role model for their subordinates. A study conducted by Aboshaiqah et al. (2015) on nurses' perceptions of managers' leadership styles and their associated outcomes confirmed that transformational leadership and its aspects are more exploited than transactional and laissez-faire leadership styles and further analysis revealed a positive correlation between output factors such as (effectiveness, extra efforts, and satisfaction) and transformational and transactional leadership styles. It was also discovered that a combination of transformational style and demeanor contributed to increased effort, happiness, overall staff productivity, and claimed leader efficiency among nurses. Ipas (2012) investigated the relationship between purported leadership style and staff productivity in the hotel business. They discovered that managers view autocratic leadership as the most often used style, resulting in predictable effects. He underlined that managers must find an effective way to help employees improve their performance. A test of the impact of leadership styles on employee performance was also conducted by Kehinde and Banjo (2014): According to a study conducted by the Department of Petroleum Resources, "transformational leadership style" would bring effective leadership to organizations because it motivates employees to go beyond ordinary expectations, appeals to followers' higher-order needs and moral values, generates

enthusiasm and dedication of subordinates for the organization's vision and standards, inspires delight and trust in followers, speaks personal esteem, and motivates them to achieve their goals. "In recent decades, leadership has received a lot of attention from both academics and practitioners as a deciding element in employee behavior and performance." "The measure of the link between job performance and leadership style attracts great interest from scholars," writes Rasool (2015). One of the most researched topics in recent history is leaders and leadership styles.

According to Chan (2010), various researchers who have studied leadership styles have not come up with a specific style suitable for a specific issue. Still, it's important to note that different styles are required for different situations, and leaders simply need to know when to use a specific approach. By employing appropriate leadership styles, leaders can influence employee satisfaction, dedication, efficiency, and, in turn, success. The amount of instruction and social support a pacesetter provides subordinates/followers is highly dependent on their styles.

Sakiru (2013) investigated the relationship between transactional, transformational, and laissez-faire leadership styles and employee dedication (emotional, persistence, and normative assurance) within a Nigerian organization in his study "Leadership styles and their effects on employees' job commitment." 80 employees in total took part in the study. Two distinct measures were used to determine leadership styles and employee dedication: the multifactor leadership questionnaire (MLQ) and the organizational commitment questionnaire (OCQ). The study's findings revealed that firm leaders' transformational leadership is a regularly used leadership style. There is a significant association between leadership styles and employee dedication in Nigeria's organization.

2.4 Theoretical Framework

Leadership has become the most widely studied aspect of organizational behavior worldwide, and several theories focusing on strategies, traits, styles, and the situational approach to leadership have emerged. As the field of leadership has grown in popularity,

behavioral scientists and sociologists have begun to investigate the potential consequences of leadership behaviors and the variables used to predict the leader's behavior.

2.4.1 Traits and Behavioral Theory

The trait perspective was one of the first leadership theories developed in the 1940s, assuming that great leaders are born with distinct personality traits that make them better suited for leadership and distinguish them from other people or their followers. Stogdill's (1948) leadership literature review yielded the most comprehensive list of characteristics. Stogdill's observation that leadership situations vary greatly and place different demands on leaders shattered trait theory, resulting in the emergence of situational and behavioral approaches.

According to behavioral theories of leadership, the behavior of leaders distinguishes them from their followers. It focuses on leaders' actions rather than their mental qualities or internal states, believing that great leaders are created rather than born. According to this theory, people can learn to be leaders through teaching and observation. Behavior theories investigate whether a leader is task-oriented, people-oriented, or both. In 1945, researchers at the University of Michigan and Ohio State University discovered two types of leadership styles: employee-centered and production-centered (Hersey and Blanchard, 1988).

2.4.2 Situational and Contingency Theory

Contingency theory is a leadership approach in which the interaction between the leader's characteristics and aspects of the situation determines leadership effectiveness. Contingency theories assume that the relationship between leadership style and organizational outcomes is moderated by situational factors related to the environment. Thus leadership style cannot predict outcomes unless the situational variables are known (Cheng and Chan, 2002). This leadership approach incorporates three models: Fiedler's (1967) co-worker theory, House's (1971) path-goal theory, and Hersey and Blanchard's (1969) situational leadership theory. Based on this approach and the three models, no single

leadership style is superior in all situations. Success is determined by various factors, including the leader's preferred style, the capabilities and behaviors of the followers, and the circumstances of the situation. Effective leadership necessitates adapting one's leadership style to situational factors. Control depends on three factors: the relationship between the leader and followers, the degree of task structure, and the leader's authority, position, or power.

2.4.3 Transformational and Transactional Theory

A large body of research has emerged around transformational – transactional leadership theory over the last twenty-five years. Transactional theories are concerned with the role of supervision, organization, and group performance, and they base leadership on a system of rewards and punishments for achieving specific goals. The type of transaction, whether a reward or a disciplinary measure, is determined by the employee's performance. According to Bass (1985), as cited by Chan (2005), transactional leaders appeal to the self-interests of their subordinates. Transactional leaders use bargaining and exchanging to meet the immediate needs of their subordinates. Both leaders and followers are concerned with meeting the agreed-upon performance standard. Transformational theories are concerned with the interactions that occur between leaders and followers. Transformational leadership refers to a leader's ability to inspire followers to put the organization's interests ahead of their own (Bass, 1985, 1996 as cited by Murphy & Drodge, 2004). According to Bass (1985), transformational leadership stems from deeply held personal values that cannot be negotiated and appeal to subordinates' sense of moral obligation and values. Bass defined transformational leadership behavior as four types: idealized influence (charisma), inspirational motivation, individualized consideration, and intellectual stimulation.

SECTION THREE

3.1 Research Methodology

Research methodology can be defined as the organized and conscious inquiry carried out to provide information for the solution of a problem. In contrast, the methodology involves collecting and analyzing all necessary data and knowledge required for the research work. Research methodology, therefore, can be defined as the systematic and scientific process of gathering, recording, and analyzing data about problems and issues relating to the distribution of elements or objects that occur on the earth's surface and administration and Management of goods and services.

This chapter emphasizes various types of methods used in collecting necessary information. It describes the procedure to be used in realizing the goals and objectives of the research.

3.2 Research Design

The research design relates to the general approach adopted in executing the study. The procedure to be followed in carrying out this research is surveying. Surveying is when a group of people or items is studied by collecting and analyzing data. Only a few are considered to be representative of the entire group.

The main feature of surveying is that it deals more with samples and does not study the entire population. Survey research design can be classified into two:

- i. Procedure-based
- ii. Purpose based

More so, the research design is a kind of framework that guides finding research in the process of conducting this study with the specific aim of finding out the impact of marketing strategy on printing organizations.

3.3 Method of Data Collection

There are two methods of data collection used in research work. These methods are:

- i. Primary data
- ii. Secondary data

3.3.1 Primary Data

These are first-hand information gathered about a particular object, event, or particular state of nature described "primary sources data as data provided by a witness to the problem of the study. These are the reports of the people who were present and who witnessed the past event".

The instrument used in gathering data for work is elaborated below;

Questionnaire- this is a research instrument that contains a series of questions to be filled by the sample size. It was constructed to enter for which it has been designed, and it is a mixture of structured and unstructured questionnaires. It was designed to give room for simplicity, exact words, clarity, and without any calculation.

3.3.2 Secondary Data

These usually come from the middlemen, intermediaries between the original witness and the present data users. They are data provided by people who did not directly participate in the past event. Textbooks, journals, related literature, and the internet were used for this research.

Conclusion

This thesis found out that leadership styles significantly impact employees' contributions to the drive for growth and survival. During this research, it became clear that workers' engagement in decision-making has a favorable relationship with their performance, which leads to increased productivity and enhanced performance. The use of consultative management methods can also help to enhance employee morale.

Employee participation in decision-making on problems that impact their job and performance contributes to a pleasant and peaceful industrial environment.

Given the success of each leadership style, if they combine and operate both types, they will reap the rewards. Of course, it's important to remember that relying solely on a leader's approach might have negative and possibly unforeseen implications. For example, pragmatic leadership will lower employee enthusiasm, satisfaction, work ethics, and efforts, preventing their performance regardless of motivation and innovation. Furthermore, a heavy reliance on transformational leadership and a lack of rewards and direction can lead to employee uncertainty and ambiguity. Other consequences of leadership style in an organization include pragmatic leadership being more successful in a stationary setting and less successful in a dynamic environment.

On the other hand, transformational leadership creates a dynamic empowerment culture with active, muscular, passionate, and inventive features through institutional mechanisms such as remuneration, communication, organizational rules and procedures, and methodologies. This culture leads transformational leadership to operate more successfully in dynamic contexts, whereas pragmatic leadership fails to act in stationary circumstances.

As a result, managers must mix both transformational and pragmatic leadership styles. Transformational leadership and practical leadership rewards can boost motivation, effort, and follower satisfaction. A leader must govern (pragmatic leadership) and transform the organization (transformational leadership). Management skills can assist managers in thinking more effectively about common difficulties in the workplace. At the same time, his

leadership talents (transformational leadership) can help him provide feelings and motivation for the same issues.

The consequences of laissez-faire leadership imply that this leadership style causes anarchy in the business and that everyone is a leader in their own right. It will not improve the organization and will only reduce staff performance because every successful organization requires a leader who ensures that all employees act by his viewpoint. In an organization with this leadership style, rather than a leader, there are a variety of views, which leads to conflict and tension among workers, resulting in a decrease in performance.

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