

**UNIVERSITY OF KWAZULU-NATAL**

**Examining the influence of leadership styles on organisational performance at pulp and  
paper mill in Durban**

**Sinothi Phoswa**

**Student Number: 218052643**

**College of Law and Management  
Graduate School of Business and Leadership**

**A dissertation submitted in partial fulfillment of the requirements for the degree of  
MASTER OF COMMERCE IN LEADERSHIP STUDIES**

**Supervisor**

**Dr M Vilakazi**

**Year of Submission**

**2023**

**Supervisors Permission to Submit Thesis/ Dissertation for Examination**

Name: <b>Sinothi Phoswa</b>		Stud No: <b>218052643</b>	
Title: <b>Mr</b>			
Qualification: <b>Master of Commerce in Leadership Studies</b>		School: <b>Law and Management Sciences</b>	
		Yes	No
To the best of my knowledge, the thesis/dissertation is primarily the student's own work and the student has acknowledged all reference sources		<b>Yes</b>	
The English language is of a suitable standard for examination without going for professional editing.		<b>Yes</b>	
Turnitin Report %		<b>1%</b>	
Comment if % is over 10%			
I agree to the submission of this thesis/dissertation for examination		<input checked="" type="checkbox"/>	
Supervisors Name: <b>Dr M Vilakazi</b>			
Supervisors Signature:			
Date:		<b>01/12/2023</b>	
Co- Supervisors Name:			
Co- Supervisors Signature:			
Date:			

## **Declaration**

I **Sinothi Phoswa** declare that:

- The research reported in this thesis, except where otherwise indicated, is my original work.
- This thesis has not been submitted for any degree or examination at any other university.
- This thesis does not contain other persons' data, pictures, graphs or other information, unless specifically acknowledged as being sourced from other persons.
- This thesis does not contain other persons' writing, unless specifically acknowledged as being sourced from other researchers. Where other written sources have been quoted, then:
  - a) their words have been re-written but the general information attributed to them has been referenced;
  - b) where their exact words have been used, their writing has been placed inside quotation marks, and referenced.
  - c) Where I have reproduced a publication of which I am author, co-author or editor, I have indicated in detail which part of the publication was actually written by myself alone and have fully referenced such publications.
  - d) This thesis does not contain text, graphics or tables copied and pasted from the Internet, unless specifically acknowledged, and the source being detailed in the thesis and in the References sections.

Signed:

## **Acknowledgments**

It is my great joy to reflect on the grace I have received from the beginning of this dissertation until its completion. I am very thankful to the almighty God for his divine favour and abundant grace on me. I want to acknowledge the contributions of important individuals who helped me complete this dissertation. It is with sincere gratitude that I acknowledge my Supervisor, Dr. Mlondi Vilakazi, for his valuable guidance throughout this project. I would also like to thank my family and friends for supporting and encouraging me. Last but not least, I would like to thank the PPMD management for allowing me to conduct this study in their organisation.

## **Abstract**

This study examined the influence of leadership styles on organisational performance using a pulp and paper mill in Durban (PPMD) as a case study. The goal was to gather employees' perceptions at all employment levels. This study focused on four leadership styles: autocratic, democratic, transactional, and transformational. The researcher selected these styles because they are widely used in the business environment and common at PPMD.

The specific objectives were to determine the leadership style mostly used by managers at PPMD; to examine the impact of applying autocratic, democratic, transactional, and transformational leadership on organisational performance at PPMD; to explore the feasibility of applying different leadership styles in one organisation; and to examine the challenges PPMD leaders face in practising the current leadership styles for organisational performance.

As this study used quantitative methodology, a probability random sampling method was used to select individuals for inclusion in the sample. The study applied a formula Yamane (1967) developed to determine a suitable sample size. Using a five-point Likert scale, the structured questionnaire was administered to 302 employees throughout the organisation. Microsoft Excel was used to analyse the quantitative data from the respondents.

The study revealed that PPMD leaders predominantly use a transactional leadership style. The correlation coefficient analysis indicated that transactional and transformational leadership styles positively impact organisational performance. The investigation further revealed that the democratic leadership style does not influence organisational performance, whereas the autocratic leadership style negatively impacts organisational performance. The findings also indicated that PPMD managers practice all four leadership styles examined within the scope of this study. The study further highlighted challenges leaders may face while practising any of the four leadership styles explored in this study, including employee resistance toward change.

It is recommended that PPMD leaders adopt any leadership style or a combination of styles examined in this study, depending on the circumstances or time. However, they must avoid using autocratic leadership style because of its significant negative impact on employee performance, which in turn has a detrimental impact on organisational performance. Managers in PPMD must recognise each leadership style's strengths and weaknesses because one approach can yield unfavourable results. Leadership styles must be blended, and leaders must know when to use a specific approach.

## Table of Contents

Supervisors Permission to Submit Thesis/ Dissertation for Examination .....	ii
Declaration.....	iii
Acknowledgments .....	iv
Abstract.....	v
List of figures.....	ix
List of Tables .....	x
<b>CHAPTER 1 .....</b>	<b>1</b>
<b>INTRODUCTION AND BACKGROUND OF THE STUDY .....</b>	<b>1</b>
<b>1.1 Introduction.....</b>	<b>1</b>
<b>1.2 Background .....</b>	<b>2</b>
<b>1.3 Contribution of the Study.....</b>	<b>6</b>
<b>1.4 Scope of the Study .....</b>	<b>6</b>
<b>1.5 Problem Statement.....</b>	<b>6</b>
<b>1.6 Research Aim .....</b>	<b>7</b>
<b>1.7 Research Objectives.....</b>	<b>7</b>
<b>1.8 Research Questions.....</b>	<b>8</b>
<b>1.9 Research Methodology .....</b>	<b>8</b>
<b>1.10 Limitations of the study.....</b>	<b>9</b>
<b>1.11 Chapter Summary .....</b>	<b>10</b>
<b>CHAPTER 2.....</b>	<b>11</b>
<b>LITERATURE REVIEW .....</b>	<b>11</b>
<b>2.1 Introduction.....</b>	<b>11</b>
<b>2.2 Concept of Leadership.....</b>	<b>11</b>
<b>2.3 Theories of Leadership.....</b>	<b>13</b>
<b>2.3.1 The Great Man Theory.....</b>	<b>13</b>
<b>2.3.2 Trait Theory .....</b>	<b>14</b>
<b>2.3.3 Behavioural Theory .....</b>	<b>16</b>
<b>2.3.4 Situational or Contingency Theory .....</b>	<b>18</b>
<b>2.3.5 Transformational and Transactional Leadership Theories.....</b>	<b>20</b>
<b>2.4 Organisational Performance.....</b>	<b>23</b>
<b>2.5 Leadership Styles .....</b>	<b>25</b>
<b>2.6 Relationship Between Leadership Style and Organisational Performance.....</b>	<b>26</b>
<b>2.6.1 Autocratic Leadership Style and Organisational Performance.....</b>	<b>27</b>
<b>2.6.2 Democratic Leadership Style and Organisational Performance .....</b>	<b>29</b>
<b>2.6.3 Transactional Leadership and Organisational Performance.....</b>	<b>32</b>

2.6.4	Transformational Leadership and Organisational Performance .....	35
2.7	Conclusion .....	40
<b>CHAPTER 3 .....</b>		<b>41</b>
<b>RESEARCH METHODOLOGY .....</b>		<b>41</b>
3.1	Introduction.....	41
3.2	Research Approach or Paradigm .....	41
3.3	Research Design .....	43
3.4	Study Site .....	46
3.5	Population of the Study .....	46
3.6	Sampling Method .....	47
3.7	Sample Selection and Size .....	48
3.8	Data Collection and Collection Tools .....	49
3.9	Data Analysis.....	50
3.10	Data Quality Control .....	51
3.11	Ethical Consideration .....	53
3.12	Conclusion .....	54
<b>CHAPTER 4 .....</b>		<b>55</b>
<b>DATA ANALYSIS, PRESENTATION, AND FINDINGS .....</b>		<b>55</b>
4.1	Introduction.....	55
4.2	Questionnaire Response Rate .....	55
4.3	Respondents' Demographic Characteristics.....	56
4.4	Analysis of Questionnaire Statements.....	62
4.5	Inferential Statistics and Findings.....	89
4.5.1	Mean Scores.....	90
4.5.2	Correlation Coefficients .....	91
4.5.3	Discussion.....	92
4.6	Conclusion .....	98
<b>CHAPTER 5 .....</b>		<b>99</b>
<b>CONCLUSION AND RECOMMENDATIONS .....</b>		<b>99</b>
5.1	Introduction.....	99
5.2	Major Conclusion.....	99
5.3	Recommendations .....	101
5.4	Areas of Future Research.....	102
5.5	Summary.....	102
<b>REFERENCES.....</b>		<b>103</b>
<b>APPENDIX.....</b>		<b>110</b>

<b>APPENDIX 1: INFORMED CONSENT LETTER</b> .....	110
<b>APPENDIX 2: CRONBACH'S ALPHA CALCULATION</b> .....	113
<b>APPENDIX 3 : INSTRUMENT (QUESTIONNAIRE)</b> .....	114
<b>APPENDIX 4: TURNITIN SIMILARITY REPORT</b> .....	118
<b>APPENDIX 5 : ETHICAL CLEARANCE</b> .....	119

## List of figures

Figure 4.1: Gender of respondents.....	56
Figure 4.2: Ethnic group .....	57
Figure 4.3: Age group .....	58
Figure 4.4: Work experience.....	59
Figure 4.5: Highest level of educational qualification.....	60
Figure 4.6: Designation groups.....	61
Figure 4.7: OP 1 Statement responses .....	65
Figure 4.8: OP 2 Statement responses .....	66
Figure 4.9: AL 1 Statement responses .....	67
Figure 4.10: AL 2 Statement responses .....	68
Figure 4.11: AL 3 Statement responses .....	69
Figure 4.12: AL 4 Statement responses .....	70
Figure 4.13: AL 5 Statement responses .....	71
Figure 4.14: DL1 Statement responses .....	72
Figure 4.15: DL2 Statement responses .....	73
Figure 4.16: DL 3 Statement responses .....	74
Figure 4.17: DL 4 Statement responses .....	75
Figure 4.18: DL 5 Statement responses .....	76
Figure 4.19: TL 1 Statement responses.....	77
Figure 4.20: TL 2 Statement responses.....	78
Figure 4.21: TL 3 Statement responses.....	79
Figure 4.22: TL 4 Statement responses.....	80
Figure 4.23: TL 5 Statement responses.....	81
Figure 4.24: TL 6 Statement responses.....	82
Figure 4.25: TFL 1 Statement responses .....	83
Figure 4.26: TFL 2 Statement responses .....	84
Figure 4.27: TFL 3 Statement responses .....	85
Figure 4.28: TFL 4 Statement responses .....	86
Figure 4.29: TFL 5 Statement responses .....	87
Figure 4.30: TFL 6 Statement responses .....	88
Figure 4.31: Conceptual framework .....	89
Figure 4.32: Correlation between leadership styles and organisational performance .....	92

## List of Tables

Table 3.1: Cronbach's alpha coefficient classification .....	53
Table 3.2: Cronbach's alpha sample calculation .....	113
Table 4.1: Questionnaire response rate .....	55
Table 4.2: Organisational performance.....	62
Table 4.3: Autocratic leadership style questions .....	62
Table 4.4: Democratic leadership style questions.....	63
Table 4.5: Transactional leadership style questions .....	63
Table 4.6: Transformational leadership style questions .....	64
Table 4.7: Mean scores of four leadership styles.....	90
Table 4.8: Leadership style and organisational performance correlation coefficients .....	91

## **CHAPTER 1**

### **INTRODUCTION AND BACKGROUND OF THE STUDY**

#### **1.1 Introduction**

The role of leaders in ensuring superior performance in organisations cannot be overstated. Organisations need effective leadership to succeed and sustain their business. In the current global environment, organisations experience rapid change due to various factors, including competition, technological advancements, and global market trends. In addition to changes occurring outside the organisation, some changes are also occurring within the organisation. Examples include organisational culture, employee motivation, strength of human resources and innovation. Each of these factors affect the organisation's performance. Moreover, the leadership of an organisation can have a major influence on its performance (Akpapere et al., 2019).

Many failing organisations suffer a shortage of effective leadership, resulting in challenges such as low productivity, high labour turnover, unethical practices, and poor financial performance (Al Khajeh, 2018). This may be related to the fact that some organisations do not consider the leadership style their managers adopt. Leadership style is how the manager coordinates and motivates employees to achieve organisational goals (Al Khajeh, 2018).

Numerous leadership styles are extensively discussed in the literature, and some are known to impact organisational performance. However, the information on which style is more effective is limited. The leadership style's effectiveness depends on the leader's personality, organisational culture, and characteristics of events (Nsamenang et al., 2019). Furthermore, few practical studies have been conducted concerning this subject in the pulp and paper manufacturing sector. Numerous studies indicate a considerable connection between leadership style and organisational performance. However, those studies were conducted in a different setting from the context of PPMD. This indicates a knowledge gap regarding the influence of leadership styles at PPMD.

This study aims to investigate the impact of leadership styles on organisational performance at PPMD. This study focuses on four leadership styles: autocratic, democratic, transactional, and transformational. The researcher chose these styles because they are frequently used in the business environment and common at PPMD. The current study examines the correlation between leadership styles and organisational

performance. Additionally, this study aims to ascertain the preferred leadership style among managers at PPMD and investigate the viability of using various leadership styles in one organisation.

The study uses primary data and peer-reviewed literature to answer the research questions. Primary data was collected using a questionnaire containing items measuring the influence of leadership style on organisational performance. Additionally, the study analyses numerous literature sources to determine how different leadership styles affect the performance of an organisation.

## **1.2 Background**

PPMD is a pulp and paper manufacturing organisation with world-class machinery and sophisticated technology, specialising in dissolving pulp. Effective leaders in all management ranks are needed to stimulate employee performance and complement the machinery and technology.

The pulp and paper manufacturing sector under which PPMD operates has played a vital role in society for many centuries, offering a wide range of essential products for everyday life (Çiçekler & Tutuş, 2023). These products encompass writing materials, packaging, newspapers, books, and fibre-based fabrics (Çiçekler & Tutuş, 2023). Moreover, the impact of the sector on the overall economy of a nation is extensive (Wang, 2018). It encompasses various aspects such as the gross domestic product (GDP), exportation, employment opportunities with higher wages, significant returns on investment, and national security considerations (Wang, 2018).

The pulp and paper sector has influenced human culture and facilitated learning and communication. However, the pulp and paper processes have become more complex, posing considerable challenges for the sector to fulfil the growing need for sustainable and environmentally friendly products (Çiçekler & Tutuş, 2023). Challenges encompass economic factors such as high manufacturing costs and intensified competition (Çiçekler & Tutuş, 2023).

In the age of digital media, paper products such as books and newspapers have become less and less popular, and the sector is battling to adapt to these changes (Çiçekler & Tutuş, 2023). As a result of these challenges, the leaders in the pulp and paper industry must become increasingly aware of the need for effective leadership.

According to Berg and Lingqvist (2019), the pulp and paper industry is generally considered a 'traditional industry'. Berg and Lingqvist (2019) also highlight the expectation of substantial resource issues and demographic and technological changes in the coming decade. Therefore, the industry must embrace a change different from what has been experienced in character and pace (Berg & Lingqvist, 2019). As a result, leaders in the pulp and paper industry will face significant challenges in managing their companies.

Hauguth and Wilson (2022) state that the pulp and paper manufacturing industry has many internal and external factors that can trigger the need for a business to change. As organisations adapt to changing business environments, there is a present and a future state (Hauguth & Wilson, 2022). The future state represents how the organisation will increase its competitive edge, and the current state describes its performance (Hauguth & Wilson, 2022). Improving an organisation's performance is a major factor in maintaining and growing its competitive edge (Hauguth & Wilson, 2022).

Akkaya (2020) states that leaders must effectively respond to changes inside and outside their organisations. To maximise the effectiveness of their manufacturing processes, they must develop effective systems that allow them to focus on emerging trends, anticipate their impact on the processes, and identify improvements (Akkaya, 2020). Leaders must possess agile and dynamic qualities in contemporary, fast-paced environments to outperform their competition (Akkaya, 2020).

To address the challenges described above, pulp and paper industry leaders must adopt the appropriate leadership styles. Effective leadership by pulp and paper manufacturing managers can result in cost savings from improved safety, productivity, and designs. Improving workforce motivation, morale, retention, and capabilities is also possible. Furthermore, by adopting appropriate leadership styles, industry leaders can tackle challenges and ensure that the pulp and paper sector sustainably and equitably contributes to the global economy while continuing to offer essential products.

A leadership style describes a distinctive method of acting (Vasilescu, 2019). Leadership style combines different traits, characteristics, and behaviours leaders use to connect with their followers. It is how individuals influence others to collaborate towards a common aim or objective (Al Khajeh, 2018). The leadership style involves managers using authority to accomplish their objectives within their units, sections, and departments

(Victoria et al., 2021). It considers the realm of planning, coordinating, and organising the labour and, as a result, the workforce in terms of their responsibilities (Victoria et al., 2021). Furthermore, leadership style is how managers influence and interact with team members and colleagues at a similar level (Victoria et al., 2021). Attitudes and behaviours are components of leadership style, including the knowledge the manager conveys, how they convey it, their body language, the example they set and their general conduct (Victoria et al., 2021).

Organisational performance is viewed as a complex and multifaceted phenomenon in the business literature (Shafiu et al., 2019). Organisational performance can be defined as the company's ability to use resources effectively and efficiently to achieve its goals (Shafiu et al., 2019). Organisational performance is measured by comparing actual results to desired goals and objectives (Al Khajeh, 2018). Market share, profitability, and capacity utilisation are objective measures of an organisation's performance (Victoria et al., 2021). The performance of its employees directly influences the performance of an organisation. Therefore, if employees perform well, the results are reflected in the organisation's overall performance (Shafiu et al., 2019). As stated in the introduction, this study focuses on four leadership styles: autocratic, democratic, transactional, and transformational leadership. These styles are explained briefly in the following paragraphs to provide background.

The *Autocratic or authoritarian leadership* style is distinguished by individual control over all group members' actions and limited participation (Jony et al., 2019). Autocratic leaders typically make decisions based primarily on their opinions and judgments, and they rarely take the advice of their followers. These leaders want their subordinates to carry out their orders (Jony et al., 2019). Autocratic leadership may be beneficial in emergency situations with a homogeneous workforce if the leader is knowledgeable, fair, and understands the followers. It is crucial when the company is dealing with a crisis or an urgent problem that requires immediate attention (Jony et al., 2019).

The *Democratic leadership* style is characterised by decentralised decision-making involving all subordinates (Al Khajeh, 2018). Rather than making decisions, the democratic leader asks for the group's opinions (Al Khajeh, 2018). In a culture where subordinates are encouraged to share their ideas, more innovative solutions and better ideas can emerge (Jony et al., 2019). Leaders who employ this approach motivate their

followers by valuing their views and opinions. However, there are some challenges with democratic leadership, such as the potential for poor decision-making and ineffective execution (Al Khajeh, 2018). This is based on the premise that everyone has a shared level of expertise and participates equally in decision-making (Al Khajeh, 2018).

*Transactional leadership* is the approach of exchanging targets and rewards between employees and management (Al Khajeh, 2018). A leader consistently willing to offer a reward in return is known as a transactional leader (Al Khajeh, 2018). The reward can be a promotion, wage increase or new responsibilities (Al Khajeh, 2018). This style is also based on punishment. There is an agreement between the leader and the follower that rewards will be given for desired results, while punishment will be imposed for undesired results (Udayanga, 2020). Punishment includes wage cut, demotion, and termination (Udayanga, 2020). Transactional leaders supervise their subordinates closely, identify mistakes, and use corrective actions to rectify problems (Beauty & Aigbogun, 2022). They strictly adhere to specified parameters to achieve maximum performance from their subordinates (Beauty & Aigbogun, 2022).

*Transformational leadership* is characterised by passion, energy, and enthusiasm (Al Khajeh, 2018). A manager practising transformational leadership focuses on developing the employees' overall value system, morals, skills, and motivation (Al Khajeh, 2018). Transformational leaders always strive to influence the assumptions and attitudes of their followers in order to motivate them (Beauty & Aigbogun, 2022). Their clear and persuasive vision motivates and encourages subordinates to go above and beyond what they expect (Beauty & Aigbogun, 2022). Leaders who execute transformational leadership create an environment conducive to generating new and innovative ideas that will benefit the organisation in the long run (Hiwa et al., 2021). As a result, organisations become better at implementing strategies that lead to success and becoming more adaptable to the rapidly changing business environment (Hiwa et al., 2021).

Jony et al. (2019) states that a leader's style significantly impacts organisational performance, and various leadership styles correlate positively or negatively with performance. Effective leadership style is considered a major source of sustainable competitive advantage (Jony et al., 2019). In many cases, leadership style plays a significant role in the success or failure of an organisation, nation, and other social structures (Jony et al., 2019).

### **1.3 Contribution of the Study**

A significant contribution of this study is that it investigates the relationship between leadership styles and organisational performance in a pulp and paper organisation. PPMD leaders or managers will benefit greatly from the results of this research, which is not limited to the case study alone. However, it applies to any organisation seeking optimal performance. By understanding and applying appropriate leadership styles, they can enhance the performance of their employees, which will increase the efficiency of their organisation.

Furthermore, the study significantly contributes to leadership styles and organisational performance literature. Based on a literature review, researchers have studied leadership styles in previous studies. However, they have paid little attention to how leadership styles affect organisational performance in the pulp and paper industry. Lastly, conducting this study is significant since its findings will confirm, reject, or modify existing study findings regarding the relationship between leadership styles and organisational performance.

### **1.4 Scope of the Study**

This study examines the influence of leadership styles on organisational performance using PPMD as a case study. The study is, therefore, delimited to the mill in question. The study examines four leadership styles: autocratic, democratic, transactional, and transformational. It could have been beneficial to examine other leadership styles, such as charismatic leadership and *liaise-faire* leadership, to give the study a well-rounded perspective.

### **1.5 Problem Statement**

Understanding suitable leadership styles is extremely important in South African, where many companies face organisational challenges related to performance and profitability. Relying only on advanced technology and processes does not guarantee success. Business failures often result from ineffective leadership and performance issues (Al Khajeh, 2018). In many organisations, ineffective leadership has led to low productivity, high turnover, unethical practices, and poor financial results (Al Khajeh, 2018). This is

because some organisations do not consider the leadership styles employed by their managers (Al Khajeh, 2018).

PPMD used to be the world's leading producer of dissolving pulp and a low-cost producer of dissolving pulp. However, PPMD has now become a more costly producer of dissolving pulp (PPMD, 2023). This is because PPMD has experienced many process interruptions and breakdowns over the past few years. This raises concerns and challenges for PPMD leaders because several high-cost dissolving pulp manufacturers have stopped operating or converted their operations as they lost the ability to compete (PPMD, 2023).

Due to increased competition from modern dissolving pulp mills, PPMD's problems can negatively impact its reputation as a supplier, profitability, and long-term sustainability (PPMD, 2023). PPMD has also seen many senior leadership changes in recent years with varying leadership styles. The instability attributed to frequent leadership changes with varying leadership styles demonstrates a leadership challenge at PPMD.

Leadership styles used by PPMD managers can contribute to the performance challenges they face. According to Akparep et al. (2019), leadership style is a major factor impacting the performance of any organisation. As a result, leadership styles and organisational performance have become the focus of this study to determine how PPMD leadership styles affect performance. In turn, PPMD managers will be able to identify and understand effective leadership styles in various situations.

## **1.6 Research Aim**

The study aims to investigate the influence of leadership style on organisational performance at PPMD.

## **1.7 Research Objectives**

- ❖ To determine the leadership style mostly used by managers at PPMD.
- ❖ To examine the impact of applying democratic, autocratic, transformational, and transactional leadership on organisational performance at PPMD.
- ❖ To explore the feasibility of applying different leadership styles in one organisation.

- ❖ To examine the challenges PPMD leaders face in executing the current leadership style for organisational performance.

## **1.8 Research Questions**

- ❖ What is the leadership style mostly used by managers at PPMD?
- ❖ What is the impact of applying democratic, autocratic, transformational, and transactional leadership on the organisational performance at PPMD?
- ❖ How to feasibly apply different leadership styles in one organisation?
- ❖ What challenges PPMD leaders face in executing the current leadership style for organisational performance?

## **1.9 Research Methodology**

This study answers all research questions using a quantitative approach framed in a positivist paradigm. Using quantitative analysis, the aim is to explain how leadership style (independent variable) and organisational performance (dependent variable) are related. The information is collected using a questionnaire, and based on the responses, the information is considered to represent the truth of the entire population. Microsoft Excel is used to analyse the quantitative results from a structured questionnaire.

This study focuses on the employees and managers of PPMD during the year 2023. People from various departments within the mill were nominated to participate in this study. PPMD employs approximately 1240 people. Because of resources and time restrictions, studying all the 1240 personnel was possible.

As this study used quantitative methodology, a probability random sampling method was employed to select individuals for inclusion in the sample. A portion of employees and managers were randomly sampled from different departments and employment levels within PPMD. In this study, stratified random sampling was appropriate since the goal was to gather the perceptions of employees and managers at different levels of employment and departments.

The study applied a formula developed by Yamane (1967) to determine a suitable sample size:

$$n = \frac{N}{1 + N(e)^2} = \frac{1240}{(1 + (1240 \times (0.05)^2))} = 302 \text{ units}$$

Where:  $n$  = sample size,  $N$  = Population sample, and  $e$  = Sampling error

The questionnaire was administered to a sample size of 302 employees and managers throughout the organisation.

A structured questionnaire using a five-point Likert scale was distributed to a sample selected to participate in the study. Participants or respondents were not restricted based on age, gender, ethnicity, or work title.

Sections of the questionnaire are divided into the following categories and designed to achieve the objectives of the study:

❖ **Section A:** General profile of respondents.

This section asks closed-ended questions about the demographic variables.

❖ **Section B:** Leadership style and organisational performance.

This section asks questions about the influence of leadership styles on organisational performance.

The questionnaire pre-tested employees and managers. The questionnaire was distributed randomly to 12 employees and 3 managers in the production department to detect whether participants found the questions made any sense in the instrument or if a problem with the questionnaire could lead to biased answers.

### 1.10 Limitations of the study

This study provides insight into how leadership styles influence organisational performance. There were, however, some limitations to this study. The sample discrepancy is a substantial limitation of this study. The required sample size of 302 units was not achieved. The researcher distributed the questionnaire electronically and obtained 92 answers. Therefore, the study results are based on a representative sample of

92 units rather than the required sample size of 302 units. This indicates that the researcher cannot generalise the findings of this study to a larger population.

Time was also one of the major limitations, as the entire project had to be completed and submitted by 02 December 2023. Obtaining accurate data was also challenging, as some respondents may not have been able to divulge all the facts, resulting in them responding subjectively rather than objectively. Furthermore, some respondents raised confidentiality issues with the researcher. Despite the assurance that their responses are confidential and the project is solely for academic purposes, some respondents felt their answers might be disclosed to their managers.

### **1.11 Chapter Summary**

**Chapter 1:** This chapter provided a brief overview of the study. It presented the problem statement, study objectives, and questions. Furthermore, this chapter discussed the contributions, scope, methodology, and limitations of the study.

**Chapter 2:** This chapter covers the literature review on the subject. From various peer-reviewed sources, different types of leadership styles are discussed. A focus is placed on the influence of leadership styles on the organisation's overall performance.

**Chapter 3:** This chapter presents the research methodology of the study. It discusses the methods and techniques used to collect and analyse data. Additionally, it discusses the population and sample method employed.

**Chapter 4:** This chapter contains the results of the study. It explains the findings of the study to establish the groundwork for drawing conclusions and making recommendations. Tables, pie charts and bar charts are used to present the results.

**Chapter 5:** This chapter discusses the conclusion of the study. It also includes research recommendations.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The purpose of this chapter is to present a literature review on the topic. Different leadership theories and styles are explored from peer-reviewed sources. An emphasis is placed on how leadership styles affect organisations' performance in general. There are eight sections in this chapter, starting with an introduction in Section 2.1. Section 2.2 discusses the concept of leadership. Section 2.3 discusses leadership theories, tracing their development throughout the last century. Section 2.4 is a discussion on the organisational performance. Section 2.5 provides a discussion on leadership styles. Specific leadership styles and their correlation with organisational performance are discussed in Section 2.6. Section 2.7 concludes the chapter.

#### **2.2 Concept of Leadership**

Leadership is multifaceted, and practically every scholar has attempted to provide a fresh definition of leadership. Almost five decades ago, Stogdill (1974) noted that leadership has as many definitions as there have been people trying to define it. Meindl et al. (1985, p. 78) state, “ It has become apparent that, after years of trying, we have been unable to generate an understanding of leadership that is both intellectually compelling and emotionally satisfying. The concept of leadership remains elusive and enigmatic”. Grint (2005) posits that one's philosophical beliefs on human nature majorly impact how leadership is defined and understood. Some view leadership as the result of personal characteristics or traits, while others see it as an outcome of social influence from group relationships. In contrast, others doubt that leadership exists (Grint, 2005).

According to Fiedler (1967), leadership is an interpersonal relationship in which influence and authority are unequally allocated, with one person directing and controlling the actions of others. Stogdill (1974) defines leadership as a process of influencing a particular group of people to achieve a specific goal. Similarly Cohen (1990, p. 9) describes leadership as “the art of influencing others to their maximum performance to accomplish any task, objective or project”. Kouzes and Posner (1995) describe leadership as the art of mobilising others to fight for the same goal. According to Wolinski (2010), leadership is a process where a leader uses their influence skills to advocate

transformational change through a purposeful relationship that occurs episodically between participants.

Grint (2005) asserts that leadership is an inherently disputed concept with various interpretations, suggesting that consensus on the subject is extremely unlikely. The first point Grint (2005) makes is that leadership can be regarded as the individual's property, focusing on the leader's attributes. The second point is to view leadership as results, focusing on what leaders accomplish (Grint, 2005). As a third option, leadership can be considered a functional position (resembling management), revealing where leaders operate and their duties (Grint, 2005). Finally, (Grint, 2005) suggests that leadership can be viewed as a process, thus triggering a broader focus on leadership processes and functions.

Akparep et al. (2019) postulate that leadership plays an important role in the success of any organisation. The leaders are responsible for setting values, creating culture, enhancing change tolerance, and motivating employees (Akparep et al., 2019). In addition, leaders are responsible for implementing and evaluating institutional strategies. In an organisation, leaders are found at all levels and are not restricted to the management level (Akparep et al., 2019). One thing all successful leaders share is their ability to inspire others. Their influence allows the organisation to reap the maximum benefits from its resources (Akparep et al., 2019). Achieving and maintaining success in an organisation can only be achieved when the right leadership style is used at the right time (Akparep et al., 2019).

As Stogdill (1974) stated, there are many definitions of leadership, making it difficult to agree on a single universal definition. There are indeed many definitions of leadership. However, they all tend to share the same fundamental characteristic: the ability to influence, make subordinates obey, or transform an organisation. The concept of leadership is not a matter of a high-ranking individual or group. However, leaders can be found in any small group of individuals. In summary, leadership is a continuous act in which an individual influences followers to accomplish a common goal.

In times of crisis or rapid change, leadership is necessary to advance purpose and direction. It is in such times that people need leaders to restore hope, ignite inspiration, and provide a path to somewhere better.

## **2.3 Theories of Leadership**

The following sub-sections provide an overview of leadership theories and trace their development throughout the last century, starting with the notion of heroic leaders known as the Great Man concept. This is followed by examining the Trait Theory, Behavioural Theory, Situational or Contingency Theory, and concluding with contemporary leadership theories, including Transformational and Transactional leadership. These theories provide insights into the attributes of effective leaders. However, there has been a shift in emphasis from individuals' general traits and behaviours to acknowledging the significance of adapting to various circumstances and environments and the role of leaders and followers.

Throughout history, several theoretical interpretations of leadership have been put forward. In the 1840s, leadership studies began with the Great Man Theory, which suggests that leaders are born, not made (Hunt & Fedynich, 2019). The Trait Approach, until the late 1940s, argued that leadership ability is innate. Individuals often emerge as leaders due to possessing several attributes, including intelligence, physical attractiveness, and effective communication abilities (Khan et al., 2017). During the period spanning from the late 1940s to the late 1960s, the Behavioural Approach gained prominence by advocating that the efficacy of leadership is dependent on the behavioural patterns exhibited by a leader (Hunt & Fedynich, 2019).

In contrast, the Contingency Approach posits that leadership effectiveness is contingent upon specific conditions (Khan et al., 2017). This implies that certain styles are appropriate in certain situations while others are not (Khan et al., 2017). Nevertheless, contemporary perspectives on leadership emphasise the concepts of vision and charisma (Khan et al., 2017). Transactional and Transformational leadership models were formulated during the latter part of the 1970s (Khan et al., 2017).

### **2.3.1 The Great Man Theory**

This theory suggests that leaders are born with the ability to lead. It implies that certain men are born with innate qualities that make them natural leaders (Hunt & Fedynich, 2019). Researchers studied ancient and historical leaders, including Alexander the Great, Genghis Khan, and Napoleon. The leadership of these individuals reflected an innate ability to lead (Hunt & Fedynich, 2019).

Historically, people were counselled that to become a leader, they must emulate the leaders of the ancient past (Hunt & Fedynich, 2019).

The Great Man Theory suggests that a certain group of individuals can revolutionise history or make significant changes to society (Hunt & Fedynich, 2019). Based on this theory, leaders are believed to possess inherited traits that set them apart from those who are not leaders (Daft, 2018). The Great Man Theory assumes that leadership ability is innate, suggesting that exceptional leaders are born, not made (Daft, 2018). The phrase "Great Man" describes leadership as a singular individual with inherent features, talents, and abilities, orchestrating and inspiring others to follow suit (Dinibutun, 2020).

The Great Man Theory is subject to several criticisms, mostly due to the absence of empirical evidence supporting the legitimacy of the concept. Moreover, this theory lacks empirical answers about the emergence and effectiveness of great leaders, the essential attributes they possess, and the factors that contribute to the failure of one leader while another of equal standing succeeds. Furthermore, it is important to acknowledge the presence of a certain inherent bias. During the historical period under consideration, the inclusion of women in research endeavours was limited due to prevailing gender discrimination and societal perspectives prevalent at that time. Who decides whether a person is considered a great leader throughout human history?

### **2.3.2 Trait Theory**

The early Great Man theory gave birth to the Trait Theory (Hunt & Fedynich, 2019). The Trait Theory was formed in the 1940s and offers an early framework for leadership studies based on the Great Man Theory (Hunt & Fedynich, 2019). Trait Theory is based on the assumption that certain traits and qualities, including honesty, self-confidence, intelligence, and appearance, make individuals better suited to leadership (Dinibutun, 2020). The concept of Trait Theory was formulated based on the identification of commonly observed features among effective leaders (Dinibutun, 2020). Similar to the Great Man concept, the Trait model allowed for a limited scope for individuals to aspire to leadership positions with the notion that leadership is an innate quality that individuals possess from birth (Hunt & Fedynich, 2019).

Stogdill (1948) conducted a comprehensive review of 124 papers on Trait Theory. Although Stogdill (1948) ultimately determined that these studies were inconclusive, Stogdill (1974) did find evidence suggesting that leaders had superior performance in many qualities. Stogdill (1948) concluded that Trait Theory alone did not provide a comprehensive definition of leadership. Stogdill (1974) posited that effective leadership is contingent upon both the situational context and the personal attributes of the leader. The assertion that leadership is not only determined by the existence of certain qualities contributed to the ultimate decline of trait-based leadership studies.

Mann (1959) conducted a study on leadership traits within small contexts, identifying almost five-hundred distinct personality measures. Mann (1959) integrated a set of widely used metrics into seven primary dimensions, encompassing intellect, dominance, adaptability, introversion-extroversion, interpersonal sensitivity, conservatism, and masculinity-femininity. Upon conducting a comparative analysis of these attributes in the context of leadership, Mann (1959) discovered a statistically significant correlation between leadership and intellect, extroversion, and adaptability. Additionally, it was observed that leadership tends to have a mostly favourable association with interpersonal sensitivity, masculinity, and dominance (Mann, 1959). Nonetheless, Mann (1959) agreed that the characteristics associated with effective leadership vary based on the situation and sometimes act in conjunction.

Similarly, Fiedler (1967) emphasised that exceptional leaders cannot be judged solely on their traits in all situations. However, Lord et al. (1986) argued that the results provided by Stogdill (1948) and Mann (1959) were derived from flawed research that exhibited several methodological shortcomings, leading to inaccurate conclusions. Lord et al. (1986) believe their outcomes were too generalised and subjected to negative interpretations. Furthermore, Pierce and Newstrom (2000) stated that although many scholars identified effective leadership traits, none could identify the exact traits that guaranteed leadership success.

Mann (1959) stated that many leaders exhibit various personal characteristics and abilities. However, the traits alone do not guarantee success. It is possible to

develop natural traits and behaviours into strengths. A key element of effective leadership is recognising a leader's strengths and acknowledging their interdependence. Another significant counterargument to this theory lies in the observation that there are effective leaders who do not exhibit purported innate leadership traits. If leadership were an inherent trait or attribute, all those with these attributes would always assume leadership positions. However, it is crucial to remember that leadership is a complex phenomenon that depends on several factors that greatly affect one's success. Similar to its predecessor theory, the Great Man, the Trait Theory fails for the same reasons. There is no empirical evidence to support this theory. No consideration was made for the circumstances or situations in which leaders found themselves.

### **2.3.3 Behavioural Theory**

Between the 1940s and 1950s, researchers shifted their attention from measuring personality traits to studying behaviours that affect followers' performance or satisfaction (Dinibutun, 2020). In contrast to Trait Theory, leadership was seen as an observable characteristic. At the time, leadership theories were called 'Behavioural Theories' because they focused on the behaviour of leaders (Dinibutun, 2020). The focus shifted away from who leaders are and towards what they do. This theory suggests that leadership can be learned from observation and training (Dinibutun, 2020).

Sivaruban (2021) states that the failure of the Great Man and Traits Theories led to the development of effective leadership Behaviour Theories. Leadership behaviour can be used to identify the most effective leaders. Leaders learn their behaviours through experience rather than through innate qualities (Sivaruban, 2021). Behavioural Theory suggests that a leader's behaviour can change through continuous learning, not inherited traits (Sivaruban, 2021). A lifelong learning process and real-world experience are essential to developing leadership characteristics (Sivaruban, 2021).

The main theme of Behavioural Theories is that leaders become effective and successful based on how they behave with subordinates (Sivaruban, 2021). However, Yukl (1989) argues that several variables impact the effectiveness of a leader's behaviour, and leaders are not successful solely based on their behaviour.

Harrison and Harrison (2018) also argue that a leader's effectiveness depends on the best behaviour at a given moment; however, the same behaviour has not always worked. Khan et al. (2017) state that Behavioral Theory is criticised because it fails to consider situational factors in leadership.

Researchers examined the relationship between leaders' actions and their subordinates' emotional reactions (Dinibutun, 2020). Behavioural studies of leadership aimed to identify behaviours that separate leaders from non-leaders. Based on their findings, several leadership styles were identified (Dinibutun, 2020). In the Behavioral Theory of leadership, the focus had been on studying the factors contributing to a leader's behaviour, with the conclusion that leadership style can be learned from these factors (Khan et al., 2017).

Likert (1967) identified four types of leadership styles: democratic, consultative, benevolent autocratic, and exploitative autocratic. To further leadership Behavioural Theories, Tannenbaum and Schmidt (1973) conducted studies to identify the leadership styles that yield the most favourable outcomes. Studies in this area revealed many leadership styles, including democratic, autocratic, and laissez-faire (Tannenbaum & Schmidt, 1973). However, Allen (1998) pointed out that the findings of Tannenbaum and Schmidt (1973) did not reveal which leadership style works best.

During the 1950s and 1960s, Stogdill and Coons (1957) developed influential leadership theories. In their study of leadership behaviour in the military, they discovered that leadership styles could be practised in various ways. Military commanders usually exerted influence on their subordinates by establishing structure and consideration (Stogdill & Coons, 1957). A leader establishes structure by defining tasks, scheduling work activities, and organising work for subordinates. In consideration, leaders create a climate of trust and respect between themselves and their followers (Stogdill & Coons, 1957). In different degrees, effective leaders use establishing structure and consideration simultaneously (Stogdill & Coons, 1957).

According to Allen (1998), behaviours can be classified into two types: task behaviours and relationship behaviours. Task behaviours are associated with completing tasks, while relationship behaviours inspire followers to continue

their efforts (Allen, 1998). Common leadership behaviours identified by Kahn and Katz (1952) in their study included employee-oriented behaviour (concern for people) and product-oriented behaviour (concern for tasks). Employee-oriented behaviour emphasises respecting followers, valuing their uniqueness, and paying special attention to their needs. Product-oriented behaviour aims to accomplish a task efficiently and effectively (Kahn & Katz, 1952).

There are advantages to Behavioural Theory, primarily because leaders can learn and implement actions to become the leaders they desire. This feature enables leaders to exhibit flexibility and adjust their strategies according to specific conditions. Another notable advantage of this leadership style is that individuals can assume leadership roles irrespective of their background or inherent traits. One of the limitations of Behavioural Theory is its failure to provide clear guidance on appropriate behaviour in specific situations despite its inherent flexibility. The Behavioural Theory gives rise to several leadership styles, although it is important to note that no single style can be universally deemed appropriate for all circumstances.

#### **2.3.4 Situational or Contingency Theory**

In order to address the shortcomings of the Great Man Theory, Trait Theory, and Behavioral Theory, Contingency Theories emerged (Asrar-ul-Haq & Anwar, 2018). Various leadership styles are needed depending on the situation. Therefore, effective leadership styles must change according to environmental factors or circumstances (Asrar-ul-Haq & Anwar, 2018). The Situational Theory stresses the importance of adjusting leadership behaviours to the specific circumstances of a given situation.

Contingency Theory proposes that an individual performs an effective leadership style when confronted with particular circumstances; however, the same leadership style is ineffective under different circumstances (Fiedler, 2006). King (1990) also agrees that a Situational Theory was introduced to the mix to better understand how the environment affects the leader-subordinate dynamic. Finally, recognition was made that certain environmental factors must be considered (King, 1990). Researchers considered various factors such as the nature of the working environment, the task itself, and the social status of all parties involved

(Bass, 1960). This leadership theory argues that the leader matters less than the context in which the leader-subordinate relationship occurs (King, 1990).

In the era of situational leadership, Fiedler (1967) recognised that the environment significantly influences leader-follower dynamics. The situational era emphasises leadership within specific contexts, as opposed to the characteristics or actions of leaders (Fiedler, 1967). This suggests that leaders must be able to evaluate the circumstances in which they function and determine which leadership style can be most suitable for the given situation (Fiedler, 1967).

Fiedler (1967) states that no optimal combination of leadership traits or behaviours exists. However, Fiedler (1967) asserts that due to the fixed nature of a leader's style, it is advisable to place them in settings that align most effectively with their style. In essence, the efficacy of a leader is contingent upon the degree to which their leadership style aligns with a given situation (Fiedler, 1967).

According to Khan et al. (2017), a correlation exists between distinct leadership behaviours and a team's overall performance and satisfaction levels. For optimum performance, several factors must interact with one another, including the leader's attributes, role within the company, the members of the group, as well as the organisation's internal and external environment (Khan et al., 2017). Achieving a favourable alignment between the leader and the group's satisfaction and performance is contingent on these criteria (Khan et al., 2017). Three situational elements play a role in influencing the relationship between a leader's style and their effectiveness: power position, task structure, and leader-member relationship. This criterion categorises a group as favourable or unfavourable (Khan et al., 2017).

According to Fiedler (1967), it is necessary to address both the leader's leadership style and the situational elements to enhance organisational performance. Enhancing organisational performance may be achieved by aligning the leader's characteristics with the specific circumstance or aligning the situation with the leader's characteristics (Fiedler, 1967). According to Fiedler (1961), leadership qualities are susceptible to many external influences if they do exist. Hence, their identification poses challenges. Fiedler (1967) posits that several factors might

compel an individual to assume a leadership role, several of which are not directly linked to personal characteristics. One such factor is the inheritance of leadership.

Contingency Theory suggests that leaders can be effective regardless of the situational context if they adjust their style to meet the situation. However, this theory has limitations because situations are not discussed sufficiently. The theory places significant emphasis on situational factors and ignores the psychological aspects of employees in the organisation. Furthermore, it does not adequately address how a leadership style changes based on the situation.

Fiedler (1967) suggests that there is no perfect leadership style. The situation and the followers dictate the style of leadership. In order to adapt to the modern global environment, leaders need to adopt new styles to replace traditional leadership approaches. Several variables can influence the situation, including the team size, the quality of the relationship between leader and subordinates, the availability of information, the subordinates' maturity level, the ambiguity surrounding roles or tasks assigned to subordinates, and the willingness of subordinates to accept the decisions made by the leader.

### **2.3.5 Transformational and Transactional Leadership Theories**

During the 1970s, a new understanding emerged that leadership cannot be adequately addressed by focusing on only one dimension or aspect (Benmira & Agboola, 2021). With rapid change, disruptive technology innovations, and globalisation becoming increasingly important in a complex and challenging world, developing leadership theories that consider these factors became necessary (Benmira & Agboola, 2021). As a result, a new leadership era emerged, shifting away from a one-way, hierarchical process that established a clear distinction between leaders and followers. Subsequently, the emphasis shifted towards the intricate dynamics involving the leader, the followers, the circumstances, and the entire system, with specific emphasis on the underlying leadership capabilities possessed by the followers (Benmira & Agboola, 2021).

Burns (1978) conceptualised Transactional and Transformational Leadership Theories as distinct leadership styles. Burns (1978) described transformational leadership as a dynamic process involving inspiring followers by providing a clear vision and concentrating on their values to positively influence their

performance. Meanwhile, transactional leadership involves social exchanges to influence employees' performance toward established goals (Burns, 1978). However, Burns (1978) believes that transformational leadership is mutually exclusive from transactional leadership.

Bass and Bass Bernard (1985) conducted a comprehensive analysis and expanded the theoretical framework of transformational and transactional leadership. Using the followers as a frame of reference, Bass and Bass Bernard (1985) discovered that transformational and transactional leadership styles are not mutually exclusive but interdependent. Most leaders possess traits associated with both transformational and transactional leadership styles, with the former enhancing the latter (Bass & Bass Bernard, 1985). Both leadership styles are effective in various situations, depending on the task and the followers (Bass & Bass Bernard, 1985).

Bass and Bass Bernard (1985) modified the basic idea of Transformational Leadership Theory based on empirical evidence, resulting in four distinct components of this leadership style. These components encompass *inspirational motivation*, *idealised influence*, *individualised consideration*, and *intellectual stimulation* (Bass & Bass Bernard, 1985). The initial two components are commonly consolidated and referred to as charisma. The transformational leader demonstrates all four components to different extents to achieve desired organisational results through their followers (Bass & Bass Bernard, 1985).

*Inspirational motivation* encompasses actions aimed at motivating and inspiring individuals by offering a collective sense of purpose and presenting them with challenging objectives (Bass & Bass Bernard, 1985). *Idealised influence* encompasses two distinct components of the follower relationship. Firstly, followers attribute certain characteristics to the leader they wish to emulate. Secondly, leaders can make a lasting impact on their followers through their exhibited behaviours (Bass & Bass Bernard, 1985).

*Individualised consideration* entails taking on the role of a mentor or coach to help followers realise their greatest potential (Bass & Bass Bernard, 1985). Through *intellectual stimulation*, leaders allow their followers to question assumptions, reframe familiar problems, and apply new perspectives and

frameworks to address existing challenges and situations (Bass & Bass Bernard, 1985). For *intellectual stimulation* to occur, the leader must be open (Bass & Bass Bernard, 1985). The self-efficacy of followers increases when they are open without fear of criticism and have elevated confidence when solving problems (Bass & Bass Bernard, 1985).

Transformational leadership prioritises long-term strategy (Asrar-ul-Haq & Anwar, 2018). Leaders who adopt this style aim to motivate their followers by persuading them that the company's objectives have more significance than their own (Asrar-ul-Haq & Anwar, 2018). Furthermore, they emphasise that the organisational objectives ultimately serve the followers' best interests (Asrar-ul-Haq & Anwar, 2018). In the current era of technological advancements and intense competition, firms prefer transformational leaders who can inspire and assist their workforce in attaining set objectives (Asrar-ul-Haq & Anwar, 2018). The primary goal of transformational leadership is to improve the performance of followers (Asrar-ul-Haq & Anwar, 2018).

Yukl (1999) challenged the Transformational Leadership Theory by arguing that little empirical work investigated how transformational leadership affects work teams, groups, or organisations and that the underlying mechanism of influence at work in transformational leadership was unclear. Furthermore, Yukl (1999) was critical of the theory for not sufficiently identifying the relationship between situational variables and leadership effectiveness and observed an overlap between *inspirational motivation* and *idealised influence*.

Contrary, the transactional leader focuses on motivating the followers by exchanging different items (Asrar-ul-Haq & Anwar, 2018). Depending on the task fulfilled, these exchanges can come in different forms, such as bonuses, salary increases and promotions (Burns, 1978). In summary, transactional leaders exercise influence over their followers by utilising various rewards and sanctions. A transactional leader also works within an established system, avoids risks, and strives to reach goals within already-defined parameters (Bass & Bass Bernard, 1985). Transactional leadership emerged as a response to the fast-paced marketplace characterised by rapid and simple transactions between leaders and

followers (Burns, 1978). In this context, individuals engage in transactions to achieve personal fulfilment (Burns, 1978).

In contrast to transformational leadership, transactional leadership involves performance linked to contingent rewards and places less emphasis on emotions and inspiration than transformational leadership (Deshwal & Ali, 2020). As a result, the relationship between leaders and followers is short-term when transactional leadership practices are used (Deshwal & Ali, 2020). The relationship tends to produce a shallow and temporary exchange of gratification, resulting in resentment between the participants (Burns, 1978). Furthermore, Yukl (1999) criticises the Transactional Leadership Theory due to its reliance on a standardised method of constructing leadership theories, which overlooks the influence of contextual and situational aspects associated with organisational complexities.

A distinguishing factor between transactional and transformational leadership is the emphasis the former places on economic considerations. A transactional leader demonstrates sensitivity towards identifying those most suited for specific tasks. In contrast, transformational leadership entails the skill to comprehend followers' wants, desires, and motivating factors, as well as the ability to meet these requirements effectively, therefore harnessing the full potential of workers. Transformational leaders have a crucial role in facilitating change and growth. In the current era of intense competition and technological advancements, transformational leaders can inspire and support the organisation's workforce to attain set objectives. A transactional leadership approach is best suited for short-term objectives.

## **2.4 Organisational Performance**

To perform is to accomplish a task with some degree of success (Shafiu et al., 2019). The word performance within organisational contexts has presented several challenges, mostly due to its broad nature, making it difficult to attain a comprehensive understanding (Shafiu et al., 2019). Looking at one element or division of the word may give a partial picture since it has so many different aspects (Shafiu et al., 2019). Alsayed et al. (2020) suggest that performance can serve as a strong indicator or metric for

assessing the execution of tasks or processes. Hence, it serves as a significant metric that has the potential to impact future results.

The existing body of literature lacks consensus about the criteria for evaluating organisational performance. One such perspective is the goal approach, which posits that individuals establish organisations with a distinct purpose, as chosen by stakeholders (Olutoye & Asikhia, 2022). This purpose is centred around a stated objective, serving as the primary motivator for organisational performance (Olutoye & Asikhia, 2022).

An organisation's performance refers to a firm's ability to achieve its goals by utilising resources efficiently and effectively (Shafiu et al., 2019). AlTaweel and Al-Hawary (2021) consider organisational performance as a firm's ability to deliver high-quality products, achieve high profitability, secure a significant market share, and ensure long-term viability within a certain timeframe by implementing appropriate strategies.

According to Alsayyed et al. (2020) The performance of an organisation is defined by its actual results compared with its intended outputs. Olutoye and Asikhia (2022) describe organisational performance as the process of converting inputs into outputs in order to attain specific goals. In terms of its content, performance encompasses the correlation between the output and the attained outcome (effectiveness), the connection between the optimal cost and the actual output (efficiency), and the interplay between the lowest possible cost and the optimal cost (economy) (Olutoye & Asikhia, 2022).

Organisational performance cannot be measured as a construct without objective data. However, it is possible to measure it by considering the employees' perceptions in terms of motivation, loyalty, turnover, job satisfaction, efficiency, and effectiveness (Alsayyed et al., 2020). An organisation's performance can also be measured on dimensions including creativity, innovation, and competitiveness (Alhashedi et al., 2021). The organisation's inputs, outputs, and work procedures are coordinated to perform various activities by measuring performance and analysing data. As a result, this influences the relationship between the organisation's internal parties and its external environment (Alhashedi et al., 2021).

All organisational performance metrics involve people. Organisations rely heavily on their human resources. To achieve its goals, a company needs highly capable human resources, both leaders and employees, in control and work patterns. The management

activities of the manufacturing business must be carried out by employees who have a good understanding of the business and can strive to run the operations efficiently.

Performance can be significantly enhanced and rendered more effective by implementing diverse initiatives. One such initiative involves the provision of opportunities and resources by leaders or managers to enable employees with aptitude and competence to advance their professional growth. This, in turn, enables them to progressively fulfil their responsibilities and contribute to enhancing organisational performance. Therefore, organisational performance is directly linked to its employees.

## **2.5 Leadership Styles**

Leadership style refers to how a leader performs leadership responsibilities and how an employee or another party perceives them as a leader (IRADAWTY, 2022). Similarly, Akparep et al. (2019) suggest that leadership style refers to the specific method managers employ to effectively carry out their leadership responsibilities. This conduct is commonly observed among organisational leaders as a means of motivating staff towards the attainment of certain organisational goals (Akparep et al., 2019).

The leadership style encompasses attitudes and techniques derived from a mix of abilities, philosophies, attitudes, and attributes. A leader often employs these while issuing work directives to subordinates (IRADAWTY, 2022). A leader can practice any leadership style or a combination of styles, depending on the situation or time (Olutoye & Asikhia, 2022).

Based on the perspectives mentioned above, leadership style pertains to the aptitude of a leader to effectively guide, influence, motivate, and oversee others or employees, enabling them to execute tasks and achieve objectives conscientiously. A manufacturing company that effectively utilises suitable leadership styles in conjunction with other operational aspects is more likely to attain its organisational objectives successfully.

In contemporary times, manufacturing firms must adopt an appropriate leadership style that effectively addresses the ever-evolving nature of business settings and prioritises customer-centric approaches. Leading employees from diverse backgrounds can also present prominent challenges for organisational leaders. A leader must be consistent and not haphazard in their leadership approach. Considerable emphasis must be placed on the

leadership style because employees exhibit higher levels of efficiency and productivity when their managers adopt a suitable leadership approach.

## **2.6 Relationship Between Leadership Style and Organisational Performance**

Nowadays, a leadership style plays a critical role in organisations. The effectiveness of an organisation is largely determined by its leadership (Yukl, 1981). Cherian et al. (2020) contend that an organisation's leadership style is crucial in determining its success. A good leadership style gives employees a clear path and direction to enhance their skills and performance (Cherian et al., 2020). It is important to follow a leadership style that ignites the potential of subordinates to enhance efficiency and achieve organisational goals (Cherian et al., 2020).

The leadership style significantly impacts the organisational culture, which in turn affects the company's overall performance (Al Khajeh, 2018). A study conducted by IRADAWTY (2022) within a pulp and paper company, PT Indah Kiat Pulp & Paper, revealed a significant correlation between leadership style and organisational performance. Also, a study by Akparep et al. (2019) revealed a substantial association between leadership styles and organisational performance and that leadership styles correlate positively or negatively.

The leadership style employed by an organisation, nation, or other social structure is a significant determinant of its success or failure (Jony et al., 2019). Leaders play a crucial role in driving improvements in a firm's performance; hence, understanding how their leadership style impacts performance is vital (Jony et al., 2019). Leadership style directly impacts employee performance and organisational success (Olutoye & Asikhia, 2022).

The pulp and paper manufacturing environment is characterised by a strong focus on production and a high priority on achieving output targets. Relying only on advanced technology and processes does not guarantee success. Hence, leaders in pulp and paper manufacturing organisations must adopt suitable leadership styles. Effective leaders can effectively manage their respective departments or organisations through the skilful exertion of influence over their followers.

The actions of a leader have the power to either motivate or demoralise the workforce. An effective leadership style can increase employee satisfaction, motivation, and work

performance. Hence, a proficient leader must possess the knowledge and skills necessary to effectively fulfil the employees' needs, inspire the drive, and enhance the performance of their subordinates, thereby resulting in an overall improvement in the organisation's performance.

### **2.6.1 Autocratic Leadership Style and Organisational Performance**

Autocratic leadership, also known as authoritarian leadership, is characterised by authority, discipline, and control over followers (Pizzolitto et al., 2022). Autocratic leaders draw power from their position, use of force, and control over incentives (Dinibutun, 2020). Autocratic leaders are self-confident and plan their actions carefully to avoid challenges from their subordinates (Pizzolitto et al., 2022). They expect employees to fulfil high standards and discipline them for poor performance (Pizzolitto et al., 2022). Autocratic leaders restrict followers' self-determination and autonomy by setting impersonal rules and procedures. Their leadership provides clear expectations and directions for adhering to instructions. They also centralise decision-making and limit subordinates' freedom to voice their perspectives (Pizzolitto et al., 2022).

The initial study on the autocratic leadership style was undertaken at the University of Iowa (Dinibutun, 2020). The study had cohorts of children accompanied by their assigned adult supervisor, who was directed to assume an authoritarian role. The study showed that the group's performance improved when an authoritarian leader provided active supervision. However, the group members expressed dissatisfaction with the dictatorial leadership style, leading to hostile sentiments (Dinibutun, 2020). Pizzolitto et al. (2022) assert that in an authoritarian environment where subordinates' emotions are suppressed, the climate can become unpleasant, and the performance of subordinates can be adversely affected.

A study by Jony et al. (2019) found that leadership factors associated with autocracy negatively affect an organisation. The findings suggest that an autocratic leadership style impedes employees' performance. This suggests autocratic policies cannot improve the productivity of workers (Jony et al., 2019). In another study conducted by Cherian et al. (2020), it was observed that autocratic leadership style negatively impacts organisational performance.

Autocratic leaders often micromanage their employees without giving them any decision-making authority (Cherian et al., 2020). This style can also negatively affect the performance of the group since it does not allow innovative solutions to problems (Cherian et al., 2020).

An empirical study by Chiang et al. (2021) in three large Japanese companies on the influence of leadership styles on organisational performance revealed that authoritarian leaders are more likely to produce an environment of emotion suppression within their teams, leading to a higher level of emotional exhaustion and poor organisational performance. Furthermore, the autocratic leadership style does not promote a learning mindset, which is necessary for employees to develop proactive attitudes (Chiang et al., 2021). If subordinates are not consulted, risks and opportunities can be underestimated (Dyczkowska & Dyczkowski, 2018).

While the autocratic leadership style can stifle motivation within a team, it can be advantageous in some situations, such as when prompt decision-making is required without extensive consultation with many people (Dastane, 2020). In the given context, engaging in a debate necessitates the organisation of meetings, which must be scheduled to accommodate the availability of all participants. Consequently, this process is considered excessively time-consuming when prompt decision-making is required (Dastane, 2020). Furthermore, some situations require a strong leader to get the job done efficiently and on time. For instance, environmental incidents in manufacturing operations, such as chemical spillages, require the production manager to adopt an authoritarian leadership approach to address the issue promptly rather than seek consultation from team members. Consequences can be catastrophic if the issue is not addressed immediately.

There are other special circumstances in which autocratic leadership styles can have a favourable impact on the performance of an organisation. For instance, favourable outcomes can be achieved in a workforce that strongly adheres to traditional practices (Pizzolitto et al., 2022). Furthermore, directive leadership can result in positive results when the workforce is large, rewards are limited, and the risk of failure is low (Pizzolitto et al., 2022).

A manufacturing company may suffer from an autocratic leadership style, where failure can significantly affect the overall performance of the company. An error made in one part of the manufacturing process can have an adverse effect on the rest of the firm. Dyczkowska and Dyczkowski (2018) state that leadership under autocracy must not be portrayed in a negative light only. Subordinates under autocratic leaders are given clear and concise instructions. As a result, tasks can be completed effectively, problems can be solved, and targets and deadlines can be met, especially when time is of the essence (Dyczkowska & Dyczkowski, 2018).

While some instances have demonstrated the advantages of the autocratic leadership style inside an organisation, numerous examples also highlight its potential drawbacks. Employees can be dissatisfied with a leadership style that is controlling and dictatorial. In essence, autocratic leaders do not dictate what their employees must do; instead, they listen to the input of their employees. Additionally, such bossy behaviour can lead to discord and resentment within the collective because autocratic leaders often make key decisions without seeking input from their subordinates. Similarly, employees may express dissatisfaction with the limited opportunities for contributing their ideas, resulting in less communication within the team throughout the execution of plans. Consequently, this can impede the efficiency and effectiveness of the team.

An authoritarian leader assumes complete authority over decision-making processes inside the factory floor, excluding any input or participation from workers (Pizzolitto et al., 2022). This leadership style can be most effective when applied to a workforce of individuals with limited skills engaged in tasks that do not require extensive team collaboration. Employees with a high level of expertise and capable of working independently may not perform well when placed under the guidance of an authoritarian leader.

### **2.6.2 Democratic Leadership Style and Organisational Performance**

Democratic or participative leadership is a leadership style characterised by the active participation of group members in decision-making (Akpapere et al., 2019). Democratic leadership is associated with the participatory style because it emphasises collaboration and cooperation between leaders and followers

(Omonona et al., 2019). In a democratic system, the decision-making process is decentralised, and a recognition and reward system is in place to acknowledge outstanding performance (Jony et al., 2019). In essence, it involves delegating authority to team members or employees, enabling their active participation in the organisational decision-making process, ensuring that they are well-informed on matters that impact their work, and fostering a collaborative approach to problem-solving and decision-making (Omonona et al., 2019).

There are many advantages to democratic leadership. Participating in decision-making increases the motivation and satisfaction of subordinates (Cherian et al., 2020). Furthermore, employees are more likely to care about the outcome of a project when they feel involved and committed to it (Cherian et al., 2020). The democratic leadership style positively impacts the productivity levels of individuals within a team (Akpapere et al., 2019). The democratic leader allows subordinates to demonstrate initiative and contribute valuable ideas. The leader also assists the subordinates in completing tasks. Team members receive objective praise and criticism and develop a sense of responsibility (Akpapere et al., 2019).

Several key features characterise democratic leadership. Firstly, it fosters an environment where group members are actively encouraged to contribute their ideas and perspectives. However, the ultimate decision-making authority still rests with the leader (Akpapere et al., 2019). Secondly, democratic leadership promotes engagement among group members, as they feel more involved in the decision-making process (Akpapere et al., 2019). Lastly, this leadership style strongly emphasises creativity, with innovative thinking being actively encouraged and appropriately recognised (Akpapere et al., 2019).

The findings of the study by Jony et al. (2019) suggest that democratic leadership exerts a significant and favourable impact on organisational performance. By using a democratic approach, there is potential for a positive impact on both employee happiness and organisational efficiency. The discretionary authority of employees under democratic leadership can contribute to improved outcomes to a certain extent (Jony et al., 2019).

In another study by Dyczkowska and Dyczkowski (2018), the correlation between democratic leadership and high organisational performance was evident when employees were actively engaged in developing operational and strategic plans or, at the very least, were provided with comprehensive information on these plans inside their organisation.

While the democratic leadership style has several advantages, it is important to acknowledge that this approach has drawbacks. The democratic way of leading sounds good in principle (Jony et al., 2019). However, it is often burdened by slow decision-making processes, and even seemingly feasible outcomes require a lot of effort and time (Jony et al., 2019). Akparep et al. (2019) posit that a leader's reliance on the contributions provided by workers or subordinates can lead to poor decisions because team members may lack the expertise or knowledge to contribute meaningfully to decision-making. Democratic leadership can be effective when team members possess high expertise and enthusiasm for sharing knowledge (Akparep et al., 2019). In circumstances characterised by time constraints and role ambiguity, the democratic system can lead to incomplete projects and communication breakdowns (Akparep et al., 2019).

Although the democratic leadership style promotes employee engagement, facilitates two-way communication, and welcomes feedback, it can present challenges in the context of the manufacturing industry. Manufacturing organisations operate in a highly competitive environment, requiring employees to be agile and possess problem-solving skills to gain a competitive advantage over rival firms. In a dynamic industry where competitors change product lines rapidly, manufacturing companies employing a democratic approach may be disadvantaged because the democratic approach is characterised by a slow decision-making process and possibly poor decisions.

However, manufacturing businesses can improve productivity through democratic leadership, encouraging employees to participate in decision-making. There may also be a greater level of motivation among the workers, resulting in more productivity. As a result, production costs will decrease, causing margins to increase. However, it is critical that the firm has a conducive organisational

culture and that its workforce is highly skilled and can handle greater responsibility before enjoying the benefits of democratic leadership.

### **2.6.3 Transactional Leadership and Organisational Performance**

The transactional leadership style is a “favour-for-favour or a give-and-take social interchange where managers rely on rewards or punishments in exchange for desirable or undesirable performance. Managers identify employees’ needs and, accordingly, grant them rewards for outstanding performance or punish them for weak performance” (Frangieh & Rusu, 2021, p. 3).

A transactional leadership style involves leaders and employees exchanging tasks for rewards based on market principles (Reis Neto et al., 2019). The resulting rewards can manifest in material or psychological forms (Reis Neto et al., 2019). Conversely, failure to perform can lead to discontent, argument, and punishment, which can also occur materially or psychologically (Reis Neto et al., 2019). In a transactional leadership approach, employees and leaders agree mutually about expectations and responsibilities, and those agreements are closely adhered to (Hoxha, 2019).

The transactional leader possesses authority inside the organisational hierarchy to carry out tasks and administer rewards or punishments based on team performance (Cherian et al., 2020). This leadership style allows the manager to oversee and effectively direct the group's performance (Cherian et al., 2020). The primary objective of the authority vested in the leader is to evaluate, rectify, and instruct subordinates when it is observed that the productivity of group members falls below the desired standard (Cherian et al., 2020). Dinibutun (2020) argues that the purpose of transactional leadership is to maintain control within an organisation, usually through organisational bureaucracy, policy, authority, and power. Transactional leaders primarily concentrate on establishing clear work standards, allocating tasks, and establishing goals for job completion (Cherian et al., 2020). They focus on managing day-to-day business activities and maintaining the status quo (Dinibutun, 2020).

Transactional leadership consists of two dimensions; management by exception and contingent reward (Hoxha, 2019). Management by exception pertains to a leadership approach wherein the leader actively observes employees'

performance to ascertain adherence to prescribed tasks and intervenes when employees fail to satisfy the established criteria (Hoxha, 2019). On the contrary, contingent rewards encompass compensation, such as pay increments or promotions, granted to employees upon successfully completing their tasks (Hoxha, 2019). The provision of contingent rewards serves as a form of acknowledgement and appreciation for employees who have demonstrated commendable performance (Hoxha, 2019).

Furthermore, the concept of management by exception can be categorised into two distinct forms: passive management by exception and active management by exception (Hoxha, 2019). Passive management by exception pertains to leaders who supervise personnel when they fail to satisfy the prescribed criteria for doing given duties (Hoxha, 2019). This leadership style pertains to leaders who exhibit less interest in staff performance unless an issue is explicitly raised instead of proactively addressing problems as they emerge (Hoxha, 2019). Moreover, when these leaders are made aware of the issue, they provide negative feedback in response (Hoxha, 2019). Active management by exception, in contrast, is a leadership approach wherein a leader consistently examines staff performance to ensure the timely and satisfactory completion of specified duties (Hoxha, 2019). Active management by exception refers to the actions undertaken by a leader to address any issues that may develop. If deemed essential, they are prepared to rectify the issue (Hoxha, 2019).

Using motivation as an intervening variable, Wahyuni et al. (2020) studied the impact of transactional leadership on employee performance. The study involved 140 participants within a manufacturing organisation. The study employed an exploratory strategy utilising the AMOS software to examine the data and test the hypotheses. Transactional leadership positively correlated with employee performance when motivation was introduced as an intervening factor (Wahyuni et al., 2020). Organisations with transactional leaders and an organisational culture supported by a high level of motivation can improve performance (Wahyuni et al., 2020).

The leaders' transactional actions motivate and correct followers (Dinibutun, 2020). Reis Neto et al. (2019) also support the transactional approach and posit

that when a transaction occurs, the leader's and the followers' requirements are fulfilled. If the leader possesses the official authority to facilitate this transaction, it often strengthens the achievement of desired performance (Reis Neto et al., 2019).

In contrast, the research conducted by Beauty and Aigbogun (2022) involved the analysis of quantitative data collected from participants, which aimed to uncover workers' perspectives concerning the leadership styles exhibited by their superiors. The results of the coefficient regression analysis revealed a significant negative relationship between transactional leadership style and employee performance, which in turn had a detrimental impact on organisational performance (Beauty & Aigbogun, 2022).

The study conducted by Hoxha (2019) found that leadership associated with transactional behaviour negatively impacts job satisfaction, work performance, and organisational performance. The study further revealed that employees see transactional leaders as lacking care for emotions and personalised consideration. In some instances, employees motivated by rewards were shown to lack a corresponding performance improvement (Hoxha, 2019). The rewards provided by transactional leaders may not always have significant value for employees because they do not contribute to enhancing knowledge and cultivating creativity (Hoxha, 2019). Instead, these rewards promote repeating the same behaviours (Hoxha, 2019).

Transactional leadership is a temporary process. The relationship between the leader and subordinate can end or be redefined once a transaction is completed (Dinibutun, 2020). Therefore, leaders and followers have a short-term relationship through this leadership style (Dinibutun, 2020).

A transactional leadership style can work well in a pulp and paper manufacturing company where business processes are clearly defined, and employees have specific tasks. Transactional leaders want to ensure their subordinates achieve clearly defined and quantifiable results. One advantage of transactional leadership is its ability to establish a well-defined hierarchical structure and unambiguous performance goals for each individual inside the organisation. Transactional

leadership can also positively impact manufacturing environments where repetition is high and short-term goals must be met quickly.

One potential limitation of transactional leadership is its emphasis on preserving the existing state of affairs rather than fostering transformational change. This can lead to a rigid business, and the company can be disadvantaged if its competitors are more agile and visionary. Transactional leadership can be a good approach in the short and medium term. However, its prospects and long-term viability are questionable due to its limited capacity to foster employee growth, which can result in employees not performing to their fullest potential.

#### **2.6.4 Transformational Leadership and Organisational Performance**

The study of leadership has undergone a paradigm shift with the introduction of transformational leadership. Transformational leadership is based on transforming the organisation and its people from their present state to a more desirable one that is congruent with the organisation's vision, mission, and objectives (Dinibutun, 2020). Leaders practising transformational leadership work with their teams to identify the necessity for change and create a vision for leading that change. The change is executed under their guidance (Dastane, 2020).

Dinibutun (2020) also states that transformational leaders are responsible for initiating and facilitating organisational change and progress. To minimise resistance to change, they advocate for a convincing vision of the future and emphasise new possibilities (Dinibutun, 2020). Transformational leaders are known for their ability to inspire others and serve as role models by demonstrating suitable behaviours (Dinibutun, 2020). They have a considerable influence; they reliably conduct themselves and lead by example to engage their employees and persuade them to adhere to their organisation's directives (Dastane, 2020). These leaders are also seen as empathetic figures who can prioritise their followers' needs and try to fulfil them (Dastane, 2020). Transformational leaders are commonly perceived as possessing higher ethical standards and displaying a strong sense of charisma among their followers (Dastane, 2020).

Transformational leadership comprises four dimensions: *idealised influence*, *individualised consideration*, *inspirational motivation*, and *intellectual stimulation* (Alsayyed et al., 2020). *Idealised influence* is a leadership behaviour

that inspires followers to perceive their leaders as exemplary figures or role models. Through *idealised influence*, the leader demonstrates a robust sense of mission and effectively communicates this mission to their followers (Alsayyed et al., 2020). As a result, individuals are motivated to surpass their anticipated outcomes and cultivate the drive to attain increased performance levels (Alsayyed et al., 2020). *Idealised influence* leaders strongly commit to attaining goals and displaying ethical standards and values (Alsayyed et al., 2020).

The concept of *individualised consideration* refers to how leaders consider followers' needs, accredit high performance, and strive to establish a connection between individual goals and those of the organisation (Alsayyed et al., 2020). Leaders who practice *individualised consideration* treat followers as individuals, not just as participants in a group. They engage in teaching and coaching activities, fostering the development of their followers' strengths and actively listening to their perspectives and concerns (Alsayyed et al., 2020).

Through *intellectual stimulation*, the leader effectively encourages their followers to engage in novel and innovative thinking, prioritising logical reasoning in problem-solving processes before implementing any actions (Alsayyed et al., 2020). *Intellectual stimulation* encourages individuals to generate novel and diverse solutions to address various difficulties (Alsayyed et al., 2020). The concept pertains to the leader's capacity to assist followers in formulating their judgments and innovatively reassessing conventional methods (Alsayyed et al., 2020).

The leader uses *inspirational motivation* to foster a collective mindset among their followers, urging them to transcend personal interests in favour of the greater good (Alsayyed et al., 2020). In doing so, the leader offers unwavering support to assist their followers in overcoming various challenges and obstacles while cultivating optimism over future prospects (Alsayyed et al., 2020). The concept of *inspirational motivation* pertains to the leader's capacity to elevate the followers' potential to surpass their anticipated levels of achievement (Alsayyed et al., 2020). Leaders with *inspirational motivation* have a robust vision for the future, in which they effectively inspire their people to push their limits and attain exceptional performance levels (Alsayyed et al., 2020).

Dastane (2020) asserts that the significance of understanding the attributes that a transformational leader can offer to an organisation is unquestionable, given their inherent strength and adaptability in many circumstances. In addition, they possess the ability to collectively share awareness, engage in self-governance, and serve as a source of inspiration for their subordinates while assuming leadership responsibilities (Dastane, 2020). Transformational leaders can inspire and guide their subordinates towards achieving unexpected outcomes, as they grant employees autonomy over designated tasks (Dastane, 2020). Consequently, employee empowerment is commonly observed in this scenario, as individuals are granted decision-making authority after receiving adequate and impactful training (Dastane, 2020).

Akpan (2022) conducted research aimed at investigating the relationship between transformational leadership and organisational performance. The study showed that the CEO's leadership style greatly impacts an organisation's success. The study also revealed that the performance of an organisation can be greatly improved by transformational leaders who inspire passion and commitment among their employees. Furthermore, the demonstration of transformational leadership by leaders through *inspirational motivation* has been found to positively impact the morale of staff members (Akpan, 2022). Employees are encouraged to put in extra effort because high standards are clearly emphasised, and the future is viewed with optimism (Akpan, 2022).

In the study conducted by Alsayyed et al. (2020), a multiple regression analysis was employed to assess the potential influence of the four characteristics of transformational leadership: *inspirational motivation*, *idealised influence*, *individualised consideration*, and *intellectual stimulation* on the performance of organisations. It was found that transformational leadership components, *idealised influence* and *intellectual stimulation* significantly improved performance. In contrast, respondents did not find *inspirational motivation* and *individualised consideration* significant contributors to organisational performance (Alsayyed et al., 2020).

In order to understand how employees feel about the leadership styles used by their superiors, Beauty and Aigbogun (2022) conducted research that involved

the analysis of quantitative data collected from participants. The coefficient regression analysis showed that the transformational leadership style positively influences employee performance (Beauty & Aigbogun, 2022). However, it was observed that the transactional leadership style has a negative effect on employee performance. In this instance, many participants concurred that most of their leaders exhibit transformational leadership characteristics (Beauty & Aigbogun, 2022).

The research conducted by OMOGERO and OKWUTU (2023) in the Nigerian manufacturing industry aimed to ascertain the impact of different leadership styles on employees' work performance. Numerical data was collected using a quantitative research technique. The research primarily examined the characteristics and effects of transformational and transactional leadership styles (OMOGERO & OKWUTU, 2023). The study proved that transformational leadership style positively impacts employee performance. Specifically, this style is associated with higher levels of morale and motivation, growth, the development of employees, the promotion of new ideologies, intelligence, and improved job performance (OMOGERO & OKWUTU, 2023).

Dastane (2020) highlighted the significance of transformational leadership in ensuring increased organisational performance. A leader must have a visionary mindset, be motivated by the future, and be focused on long-term goals to create and introduce change. There is a necessity for managers, specifically within the pulp and paper manufacturing sector, to place greater focus towards individuals, namely employees inside their organisations, concerning their potential, capabilities, and emotions. Managers within organisations need to exhibit greater receptiveness towards change, engage in self-improvement endeavours to enhance their foresight and planning abilities and avoid neglecting their employees because leaders can effectively realise their vision and goals through the support of employees.

There are various advantages associated with transformational leadership, particularly within the pulp and paper manufacturing business, where success relies heavily on engagement, efficiency, and productivity. By implementing transformational leadership styles, pulp and paper manufacturing leaders can

yield favourable organisational change. One of the advantages is enhanced productivity, which is achieved by influencing and encouraging people to increase their efforts.

In order to foster organisational success, transformational leaders must provide a well-defined strategic direction for the firm and effectively convey this vision to their employees. By doing so, leaders can enhance employees' comprehension of how their contributions align with and contribute to the broader achievements of the organisation. This phenomenon has the potential to result in a more actively involved and driven workforce, thereby leading to improved productivity levels.

Manufacturing leaders must follow certain core principles. Firstly, it is important to establish a robust company culture. Establishing an atmosphere that encourages open communication and cooperation is of utmost importance. Leaders must communicate the core values and mission of the organisation clearly and consistently. Lastly, leaders must empower their employees by allowing them to make decisions independently and take ownership of their work.

As discussed above, transformational leadership in a manufacturing firm can yield substantial benefits. However, transformational leaders may encounter difficulties while implementing this particular leadership style. One potential obstacle that may arise in implementing transformational leadership is the presence of opposition toward change. People frequently exhibit resistance to change that upsets the existing state of affairs. It can be difficult to change established processes and routines for people who are comfortable with them.

Maintaining consistency can also be a challenge for transformational leaders. Making big, bold moves as a leader is not always necessary. It is about maintaining consistency in decision-making and actions. Transformational leaders must prioritise the vision and goals of the firm, ensuring that all decisions are in harmony with fundamental principles. A lack of consistency in decision-making can weaken transformational leadership by causing mistrust and confusion among subordinates. In order to overcome these challenges, a leader must be patient, learn from feedback from subordinates, and demonstrate strong communication skills. A transformational leader can establish an atmosphere that promotes growth and organisational success through this approach.

## **2.7 Conclusion**

This chapter examined the literature on the main topics of leadership. It provided the arguments and counterarguments from the reviewed literature and the researcher. As part of the chapter, the concept of leadership was discussed, how leadership has been understood over time and the difficulties associated with defining it universally. This chapter examined leadership theories and their development over the past century. A discussion of leadership style and organisational performance and how leaders influence performance was also provided. The main emphasis in this chapter was that the leadership style determines the success of any organisation. This includes the ability to inspire followers to accomplish the organisation's goals. In addition, this chapter reviewed past studies on the influence of leadership styles on organisational performance. A discussion of the research methodology follows in the next chapter.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

A comprehensive review of the relevant literature was presented in the previous chapter. The purpose of this chapter is to provide a detailed description of the research methodology used in this study. Research methodology refers to the systematic approach researchers employ to conduct their studies (Sileyew, 2019). It demonstrates how the researcher defined their problem and objectives and presented their results based on the collected data (Sileyew, 2019).

In this chapter, the researcher presents a detailed overview of various crucial components of the study. These components encompass the research paradigm, research design, study site selection, population considerations, determination of sample size, data collection methods and tools, data analysis techniques employed, assessment of reliability and validity, and ethical considerations.

#### **3.2 Research Approach or Paradigm**

The concept of research paradigm pertains to the philosophical or theoretical foundation upon which a research study is based (Khatri, 2020). The concept is regarded as a research philosophy. The word paradigm is used in research to delineate a researcher's worldview (Khatri, 2020). The term "worldview" refers to a certain perspective, mindset, or set of beliefs or ideas that shape the understanding and interpretation of study data (Khatri, 2020). Similarly, Kekeya (2019) describes a research paradigm as the collective assumptions and ideas that shape a researcher's perspective of the world and their interpretation and actions within that world. Within the framework of this conceptual perspective, the researcher critically evaluates the methodological components of their research work to ascertain the appropriate research methodologies to be employed, as well as how the collected data will be analysed Kekeya (2019).

Paradigms are composed of several components, including Ontology and Epistemology (Bougie & Sekaran, 2019). According to Bougie and Sekaran (2019), all research is grounded in ontological assumptions about the philosophical examination of existence and the nature of reality. These assumptions shape the researcher's understanding of the

universe and influence the potential discoveries that can be made through empirical investigation (Bougie & Sekaran, 2019). The discourse surrounding the essence of knowledge or the process by which knowledge is acquired is commonly denoted as epistemology (Bougie & Sekaran, 2019). However, a comprehensive analysis of the abovementioned beliefs and assumptions is separate from this study.

Many research paradigms include positivism, constructionism, critical realism, and pragmatism. In this section, however, only positivism is presented since the research questions for this study are answered using a quantitative approach framed in a positivist paradigm. According to Kekeya (2019), quantitative methods are utilised to understand and generate knowledge in a positivistic paradigm. Detailed information about the quantitative approach will be provided in the next section on research design.

In the positivist worldview, the path to truth can be attained through scientific methods and engagement in scientific research (Bougie & Sekaran, 2019). The researcher appreciates the positivist paradigm because it is rooted in the belief that a stable and measurable truth exists. Therefore, the truth can be obtained by measuring and explaining how leadership style (independent variable) and organisational performance (dependent variable) are related. Within this paradigm, human knowledge is acquired through a systematic process of experimentation aimed at answering the research questions or testing hypotheses, offering explanations, making predictions, and investigating causal relationships between variables (Nguyen, 2019).

The positivist believes the universe is governed according to cause-and-effect laws that can be understood using scientific research methods (Nguyen, 2019). For this reason, the researcher can measure the influence of leadership styles on organisational performance based on employees' perspectives. For instance, employees behave a certain way (effect) when the leader uses a certain style of leadership (cause). This is based on the cause-and-effect premise of the positivist. According to Nguyen (2019), positivists often conduct research through scientific experimentation, quasi-experiments, correlations, causal comparatives, and surveys.

Researchers who apply the positivist approach are concerned about their observations' reliability, replicability and generalisability (Bougie & Sekaran, 2019). Positivistic stances do not simply refer to a research design that follows certain principles. However,

they suggest that research outcomes be presented in a manner that conveys objectivity and establishes verifiable truths (Gray, 2021).

### 3.3 Research Design

A research design refers to a systematic approach to studying a scientific problem (Bougie & Sekaran, 2019). The purpose of the research design is to provide a suitable framework that serves as a guide for conducting a study (Bougie & Sekaran, 2019). Research design determines how relevant information can be acquired for a study and is, therefore, very crucial in the research process (Indu & Vidhukumar, 2019). An effective research design integrates the various study components coherently and logically to address the research questions. It outlines how data will be collected, measured, and analysed (Indu & Vidhukumar, 2019).

The type of research design is determined by the research problem, not the other way around (Indu & Vidhukumar, 2019). In order to provide relevant findings and conclusions from the study, the research design must include a plan for effectively interpreting the analysed data (Asenahabi, 2019). Therefore, the researcher can make appropriate recommendations from the study (Asenahabi, 2019).

According to Gray (2021), scientific research is based on two approaches: deductive proof (deduction) and inductive discovery (induction). The deduction approach starts with a universal view of a phenomenon and eventually moves backwards to the specifics. On the other hand, the induction approach starts with incomplete details and works backwards to a connected picture of the situation (Gray, 2021). The deductive approach is based on hypothesis testing, which confirms, refutes, or modifies the concept. The inductive approach involves planning for data collection, analysing the data, and then identifying relationships between variables based on the patterns revealed (Gray, 2021).

In this study, the researcher adopted the inductive approach because the researcher sought to reveal the complete picture of the leadership situation at PPMD. Also, from the study findings, it is possible to construct relationships between leadership styles and organisational performance through generalisations that trigger a need for future research. Gray (2021) asserts that researchers can formulate their research questions in various ways, including a *hypothesis*, a *causal hypothesis*, and a *description*.

Because of the descriptive nature of the study, hypothesis construction and testing are not necessary for this study. This is in congruence with Gray (2021), who asserts that researchers can formulate their research questions in various ways, including a *hypothesis*, a *causal hypothesis*, and a *description*.

According to Kandel (2020), a research design is a specific procedure for conducting a specific inquiry within a qualitative, quantitative, or mixed-method approach. Generally, research can be classified into two types: qualitative and quantitative (Kandel, 2020). The purpose of qualitative research is to collect, analyse, and interpret data based on the actions and statements of individuals (Kandel, 2020). A qualitative approach attempts to understand how people feel about their social worlds (beliefs, values, decisions, behaviours, and experiences) by analysing the meanings they ascribe to them (Kandel, 2020). There are many types of qualitative research, including grounded theory, ethnography, narrative research, phenomenology, and case studies (Kandel, 2020).

Quantitative research primarily focuses on the establishment of causal relationships (cause-and-effect). This approach examines the relationship between variables (Kandel, 2020). Then, these variables can be measured utilising appropriate measuring tools, resulting in numerical data that can be analysed statistically (Kandel, 2020). Inferences can be made concerning the hypotheses or objectives of the study after a sequence of data analysis, and the results analysed are generalised to the study population (Asenahabi, 2019).

A quantitative study can be classified as experimental or non-experimental. A non-experimental design is a quantitative study that does not use experimental methods during the data-gathering phase (Asenahabi, 2019). Non-experimental design is categorised into three distinct areas: correlation design, causal-comparative design, and survey design (Asenahabi, 2019). According to Mehrad and Zangeneh (2019), there are two quantitative research designs: descriptive and experimental. Descriptive or non-experimental studies establish relationships between variables (Mehrad & Zangeneh, 2019). “The purpose of descriptive research is to describe individuals, events, or conditions by studying them as they are in nature” (Siedlecki, 2020, p. 8).

This study used quantitative research to examine the relationship between leadership styles and organisational performance at PPMD. Kandel (2020) has demonstrated that the primary goal of quantitative research is to find correlations or associations between

variables. Subsequently, these variables can be assessed using suitable measuring instruments, yielding quantitative data that can be subjected to statistical analysis. Hence, this study employed a quantitative approach to examine the correlation between leadership styles and organisational performance. A quantitative approach was employed because it emphasises generalisability and reliability. Generalisability pertains to the degree to which the findings of the study can be applied to a broader population (Coy, 2019). In contrast, reliability concerns the consistency of obtaining similar results across several investigations (Coy, 2019).

So far, the researcher has categorised research based on the methodology; research can also be categorised based on the purpose. According to Gray (2021), various forms of research exist, such as explanatory, descriptive, and exploratory. The researcher conducted this study for exploratory purposes. Exploratory studies aim to investigate and inquire about phenomena to understand their nature and characteristics (Gray, 2021). Based on the opinions of PPMD employees, an exploratory view provides insight into how leadership styles affect organisational performance. The results of an exploratory study can also be used to determine if further research is needed (Gray, 2021).

The study also contains descriptive and explanatory components in its data analysis and interpretation. The primary objective of descriptive research is to present an accurate picture of a phenomenon in its natural state (Gray, 2021). Based on employees' opinions, the descriptive component allowed the researcher to pinpoint the leadership style that PPMD leaders use. Explanatory investigations often have a correlative aspect, wherein the primary focus lies in identifying and exploring causal links among variables (Gray, 2021). The researcher determined the correlation between variables, leadership style, and organisational performance through the explanatory component.

Considering the quantitative demands of the research topic and questions outlined in the first chapter, a descriptive survey design was deemed the most appropriate approach because the researcher sought to ascertain the employees' perceptions regarding leadership styles at PPMD. Gray (2021) affirms that descriptive surveys aim to determine perceptions, values, and attitudes. The survey design also enabled the researcher to collect substantial data within a limited timeframe using closed-ended questions.

In the descriptive design, the researcher established a relationship between two variables: leadership style and organisational performance. Additionally, this approach provided

the researcher with a comprehensive overview of the pertinent components of the phenomenon under investigation from the employees' perspective. Survey research examines individuals' experiences, attitudes, and opinions (Coy, 2019). Therefore, a survey was administered to describe employees' opinions on the leadership styles employed by managers at PPMD. In survey research, participants are asked to answer questions on a questionnaire related to the characteristics of the investigation (Coy, 2019). After that, the results are tabulated. A representative sample is used in survey research to gain insights into the large population (Coy, 2019). However, in this study, it is important to note that the researcher could not achieve the required sample size to generalise the results to a broader population because of the reasons mentioned in the limitations section in Chapter 1.

### **3.4 Study Site**

PPMD is a pulp and paper manufacturing firm in the South African province of KwaZulu-Natal, approximately 60 kilometres south of Durban. PPMD is one of the world's major wood pulp producers, exporting practically all of its output and selling small quantities to local clients. During the year 2023, this research focused on PPMD employees and managers. Participants in this research have been nominated from several departments inside the Mill.

### **3.5 Population of the Study**

"A population can be defined as the total number of possible units or elements included in the study" (Gray, 2021, p. 83). This study focused on the employees of PPMD during the year 2023. Employees from various departments within the Mill were nominated to participate in this study. PPMD employs approximately 1240 people. Because of resources and time restrictions, studying all the 1240 personnel was impossible. The population for this study consisted of individuals from several departments, including production, engineering, technical, human resources (HR), finance, information technology (IT), and SHEQ (Safety, Health, Environment, Quality). All these departments were selected because they play an integral part in the organisation's performance. Also included were employees with different job responsibilities, such as managers, team leaders, individual contributors, and support staff.

### **3.6 Sampling Method**

Sampling can be described as the systematic procedure of statistically choosing a sample of people that accurately represents the larger population of interest (Majid, 2018). In most scientific research studies, sampling is essential because the population of interest includes many people, and it may not be possible to include all of them in the study (Majid, 2018). Gray (2021) states that if the population is too large or research resources are not available to evaluate the whole population, a sample of individuals can be evaluated.

In general, sampling methods fall into two broad categories: probability sampling and non-probability sampling (Nanjundeswaraswamy & Divakar, 2021). With probability sampling, individuals within a population have a predetermined probability of being chosen as participants in a study (Bougie & Sekaran, 2019). Non-probability sampling is a method wherein selecting individuals as participants does not rely on a known or predefined chance (Bougie & Sekaran, 2019). These two primary methods employ distinct sampling strategies (Bougie & Sekaran, 2019).

As this study used quantitative methodology, a probability random sampling method was used to select individuals for inclusion in the sample. A probability sampling method was used because sample representation and wider generalisability were important in this study. A portion of employees were randomly sampled from different departments and employment levels within PPMD. Bougie and Sekaran (2019) postulate that one of the survey research requirements is that respondents are randomly sampled, which means that people in the population have a known probability of being chosen as a sample.

In this study, stratified random sampling was appropriate since the goal was to gather employees' perceptions at different levels of employment and departments. A stratified random sampling method involves stratifying or segregating elements into groups and randomly selecting subjects from each group (Bougie & Sekaran, 2019). The population is initially segmented into distinct and non-overlapping categories pertinent, suitable, and significant within the study context (Bougie & Sekaran, 2019).

Stratified random sampling was considered suitable for this study because PPMD comprises a subgroup of employees and managers with significant differences. At PPMD, employees range from senior managers to assistants and storekeepers. According to Nanjundeswaraswamy and Divakar (2021), stratified random sampling is most

appropriate when a population comprises heterogeneous subpopulations. The subpopulations have a higher degree of homogeneity than the entire population (Nanjundeswaraswamy & Divakar, 2021).

In stratified random sampling, a representative sample is proportionately drawn from each subpopulation to represent the population accurately (Nanjundeswaraswamy & Divakar, 2021). Based on employment level, the researcher sampled four subpopulations in proportions that reasonably represented the whole population. The subgroups included the management team, team leaders, individual contributors, and support staff.

### 3.7 Sample Selection and Size

The sample size is important in determining whether the sample is representative and generalisable. Therefore, sampling decisions must also consider the sample size (Bougie & Sekaran, 2019). This study applied a formula developed by Yamane (1967) to determine a suitable sample size:

$$n = \frac{N}{1 + N(e)^2} = \frac{1240}{(1 + (1240 \times (0.05)^2))} = 302 \text{ units}$$

Where:  $n$  = sample size,  $N$  = Population sample, and  $e$  = Sampling error

Many studies require a sample smaller than 500 and larger than 30 (Bougie & Sekaran, 2019). Therefore, the sample size of 302 units for this study was appropriate.

The questionnaire was administered electronically to a sample size of 302 units. Ninety-two (92) participants responded to the questionnaire, equating to 30.4%. Bougie and Sekaran (2019) assert that survey questionnaires typically have low response rates. A response rate of 30% is generally regarded as good and, in several instances, remarkable (Bougie & Sekaran, 2019). Sileyew (2019) contends that researchers must not be discouraged by low response rates because many published research studies also experience low response rates. Therefore, the response rate of this study is satisfactory and highly favourable to fulfil the objectives of the study.

### **3.8 Data Collection and Collection Tools**

Data collection decisions primarily concern selecting methods for gathering needed information accurately (Bougie & Sekaran, 2019). Various factors affect the choice of data collection methods, such as the study's duration, data type, reviewer's expertise, and the required accuracy (Bougie & Sekaran, 2019). In the workplace, people are often the primary source of information required to make decisions. As a result, business research often involves questionnaires, observations, and interviews. Using these methods, a researcher can collect diverse data from human participants (Bougie & Sekaran, 2019). The value of a study is greatly enhanced when problems are solved using appropriate methods (Bougie & Sekaran, 2019).

This study used a survey method to collect data from the participants. A survey employs several questionnaire administration methods, including traditional paper-based formats and electronic delivery through email and internet platforms (Gray, 2021). This study employed a cross-sectional design where data was collected once over four weeks using an online questionnaire sent to participants via email. According to Bougie and Sekaran (2019), it is possible to conduct a study wherein data is collected on a single occasion spanning several days, weeks, or months to address the study questions. These are called one-shot or cross-sectional studies (Bougie & Sekaran, 2019). The researcher chose a cross-sectional design because of time constraints.

The researcher distributed the online questionnaire link to the intended sample via electronic mail. While the researcher understands that electronic questionnaires are generally associated with low response rates, this data collection method was preferred over face-to-face distribution. Considering the substantial size and dispersed nature of the organisation under study and time constraints, face-to-face distribution and achievement of the preferred response rate were not feasible. The participants who received the online questionnaire were randomly selected from the firm subgroups' email address lists. The online survey enabled also the researcher to reach individuals who were difficult to reach because of work responsibilities and time constraints.

"Google Forms" was used to design the online questionnaire for this study. The rationale behind selecting this particular tool is its capacity to store responses within a database and generate results in Microsoft Excel, facilitating further statistical analysis. In designing the questionnaire, the researcher created a manageable questionnaire that could

encourage respondents to participate. However, the instrument design was intended to provide sufficient assurance regarding its integrity, reliability, and validity.

The instrument consisted of two sections, A and B. The purpose of Section A was to collect profile information about respondents. This section asked closed-ended questions about demographic variables such as gender, ethnic group, age, work experience, educational qualification, and designation group. Section B consisted of twenty-four (24) statements based on a five-point Likert scale that sought to identify leadership styles. This section contained closed-ended questions (statements) to measure organisational performance, autocratic leadership style, democratic leadership style, transactional leadership style, and transformational leadership style. Respondents were asked to choose their degree of agreement with statements on a five-point Likert scale, including strongly agree, agree, neither agree nor disagree, disagree, and strongly disagree. Participants or respondents were not restricted based on age, gender, ethnicity, or position.

A period of up to four weeks was provided to participants for completing the questionnaire. A reminder was sent twice to those who still needed to complete the questionnaire. The data collection method employed in this study was the most suitable for both the researcher and the target population. This method enabled the respondents to complete the questionnaire at their leisure, using computers or mobile devices.

### **3.9 Data Analysis**

Following the quantitative data collection, the next phase involves conducting an analysis. This phase involves coding to categorise and derive meaningful interpretations of the phenomena (Greening, 2019). The consistent examination of specific data leads to identifying essential elements and overarching themes (Greening, 2019). During the study, it is imperative for the researcher to fully immerse themselves in order to achieve a comprehensive and unbiased account of the phenomena under investigation (Greening, 2019). Various statistical methods are used to analyse the data. Descriptive statistics serve the purpose of providing a description or summary of a given dataset (Greening, 2019). In contrast, inferential statistics are employed to draw conclusions or make assumptions about a broader population based on a selected sample (Gray, 2021).

In this study, analysis of participant profiles was conducted using descriptive statistics. Inferential statistics was used to analyse the quantitative results from a structured

questionnaire. Microsoft Excel was used to code and analyse data to generate information such as mean and correlation coefficients. During the coding phase, a numerical value was allocated to represent the response to each survey question. Subsequently, these values were recorded in a data entry, including all the responses provided by an individual respondent. A distinct identification code was then assigned to each respondent. Before commencing data analysis, it was necessary to do data cleansing, which involved scrutinising the data for evident errors. The Microsoft Excel analysis was exported to Microsoft Word to present and report the results. The data was also presented as tables, pie charts and bar charts.

### **3.10 Data Quality Control**

In order to get favourable outcomes in the investigation, the survey instrument must possess specific attributes (Sürücü & Maslakci, 2020). One of the primary qualities to consider is the scale's validity. Validity measures how effectively the measuring instrument performs its intended function, whether it measures quality or behaviour (Sürücü & Maslakci, 2020). The appropriate and meaningful analysis of the findings determines the validity of a measurement instrument. An effective research instrument must measure what it claims to measure to yield beneficial results (Sürücü & Maslakci, 2020). Validating measuring instruments ensures that the conclusions drawn from the analysis are accurate (Sürücü & Maslakci, 2020).

Another important characteristic of the scale is its reliability. Reliability refers to the degree of consistency and stability measured results exhibit when repeated measurements are conducted under identical conditions using the same instrument (Sürücü & Maslakci, 2020). Reliability is a measuring instrument's ability to deliver consistently accurate results over time (Gray, 2021). Naturally, it is improbable that consistent outcomes will be obtained on each occasion because of the variations in the application of the measuring instrument and the fact that the population may differ at the time of measurement (Sürücü & Maslakci, 2020). It is, however, an indication of reliability when the outcomes of the measuring instrument show a strong positive correlation (Sürücü & Maslakci, 2020). For a study to be credible, the instrument used to measure it must be reliable (Sürücü & Maslakci, 2020).

It is evident that validity and reliability are two essential features of a measuring instrument. Study results will only be beneficial if a measuring instrument has both of these features. Therefore, the measuring instruments used in the study must be valid and reliable (Sürücü & Maslakci, 2020). Any research instruments, such as observation schedules, interview schedules, and questionnaires, must possess internal validity and reliability to draw justifiable conclusions based on the data (Gray, 2021).

For this study, valid and reliable scales were modified to develop the instrument in Section B. The scales for this study were originally developed by Avolio and Bass (2004) and Bhatti et al. (2012). Sürücü and Maslakci (2020) state that it is acceptable to use scales developed by other researchers and that, to mitigate reliability issues, the researchers should use scales that have already undergone thorough testing to establish validity and reliability. Nonetheless, the instruments developed by Avolio and Bass (2004) and Bhatti et al. (2012) may not have been appropriate for the specific characteristics of the participants in this study. The validity of their content in a contemporary context needed to be confirmed. Hence, the questionnaire was pre-tested on a small number of PPMD employees.

The researcher conducted a pilot study to test the research instrument. The questionnaire was distributed randomly to 40 employees in the Production Department to detect whether participants found the questions made any sense in the instrument or if a problem with the questionnaire could lead to biased answers. Only 15 participants responded. The researcher conducted a reliability analysis following the pre-testing to test internal consistency and determine the correlation between variables using Cronbach's Alpha.

It is important to state that the pre-testing (pilot study) of this study has some limitations. The minimum sample size required for a pilot study is 10% (Hertzog, 2008). As a result, the minimum sample size for this study was supposed to be 30 units. However, the researcher received 15 responses. The low response rate can be attributed to time constraints and an unwillingness by the subjects to participate in the pilot study. However, Van Teijlingen and Hundley (2001) state that pilot studies do not guarantee the success of full-scale studies because they are generally based on a small sample size.

According to Gray (2021), reliability is inherently imperfect; therefore, correlation coefficients are used as estimates. Sürücü and Maslakci (2020) state that the reliability alpha coefficient is the most preferred internal consistency test. There are different alpha

coefficient calculations in the literature. Notwithstanding the wide range of calculations, Cronbach's Alpha coefficient is widely acknowledged and approved in academic literature (Sürücü & Maslakci, 2020)

Table 3.1 below shows the generally accepted interpretation of Cronbach's Alpha. According to Mohajan (2017), the alpha coefficient test should give a value above 0.60 for the instrument to be accepted as reliable. In the social and business sciences field, it is uncommon for the value to exceed 0.90 (Sürücü & Maslakci, 2020).

**Table 3.1: Cronbach's Alpha Coefficient Classification**

<b>Cronbach's Alpha Coefficient</b>	<b>Interpretation of Cronbach's Alpha Coefficient</b>
$\geq 0.9$	The internal consistency of the scale is high
$0.7 \leq \alpha < 0.9$	The scale has internal consistency
$0.6 \leq \alpha < 0.7$	The internal consistency of the scale is acceptable
$0.5 \leq \alpha < 0.6$	The internal consistency of the scale is weak
$\alpha \leq 0.5$	The scale has no internal consistency

**Adapted from Sürücü and Maslakci (2020)**

The Cronbach's Alpha coefficient was computed for this study and yielded a value of 0.88. A Cronbach's Alpha coefficient between 0.7 and 0.9 is considered good and indicates that the scale used in this study has internal consistency (Sürücü & Maslakci, 2020). The Cronbach's coefficient table and calculation are shown in Appendix 2, Table 3.2.

### **3.11 Ethical Consideration**

Ethical considerations pertain to ethical principles that must be adhered to in the research context (Shreyashee Tripathi, 2023). According to Gray (2021), confidentiality protection and informed consent are two of the most important ethical principles in conducting research. The purpose and nature of the survey must be explained to respondents. The respondents must also be informed about the sponsor of the survey and the estimated time commitment necessary to complete it (Gray, 2021). Participation in the study should be voluntary and not the result of pressure applied to the subject (Gray,

2021). Caution must be taken to prevent the identification of respondents through data sets or study findings (Gray, 2021).

For this study, the researcher complied with certain policies and legal requirements from PPMD and the University of KwaZulu Natal. The Human Resource Department permitted the researcher to conduct the study at PPMD and stipulated the conditions in the gatekeeper's letter in Appendix 5. An ethical clearance was obtained from the University's Research Office to comply with ethical considerations involving human subjects.

The questionnaire was designed such that personal identifying information was not disclosed. Participants were assured that confidentiality was a priority and were given a consent form for their approval. The consent form clearly explained the objectives of the study and clarified that participation is voluntary and not binding. Moreover, the study was conducted transparently and objectively to answer research questions. None of the information collected was used for personal gain by the researcher. Only two people had access to the raw data: the researcher and the supervisor. There is no bias in this study. Every piece of data collected is presented honestly and objectively.

### **3.12 Conclusion**

Research methodology was discussed in this chapter, and a quantitative approach was adopted in the study. The chapter provided an in-depth explanation of the research paradigm and research design. The chapter further presented a clear description of the study site. The population and sampling methods used for the study were described. The methods used to select a representative sample and the sample were explained. Also discussed in this chapter was the construction of the measuring instrument. The chapter further included comprehensive information on the methodologies and strategies for collecting and analysing data. Considerations regarding reliability, validity, and ethics were also discussed. A discussion of the data and results follows in the next chapter.

## CHAPTER 4

### DATA ANALYSIS, PRESENTATION, AND FINDINGS

#### 4.1 Introduction

The data obtained from the respondents is presented in this chapter. The research was conducted through the distribution of a questionnaire and is analysed, interpreted, and discussed in this chapter. The data is analysed and presented in line with the objectives of the study. Microsoft Excel was used to analyse the data collected from PPMD employees. The data contains demographic information and factors about leadership styles and organisational performance.

This chapter includes an introduction, questionnaire response rate information, data set descriptive statistics that analyse the respondents' profiles, analysis of questionnaire statements, and inferential statistics, which includes mean scores and correlation coefficients to analyse factors related to leadership styles, findings, discussion, and conclusion. Results are presented in tables, pie charts, and bar charts with textual explanations.

#### 4.2 Questionnaire Response Rate

The researcher distributed a total of 302 questionnaires electronically and received 92 responses. This translates to a 30.4% response rate. Table 4.1 below presents data about the response rate.

**Table 4.1: Questionnaire Response Rate**

<b>Respondents</b>	<b>Sample Size</b>	<b>Responses Received</b>	<b>Response Percentage</b>
Employees	302	92	30.4%

**Source : PPMD 2023 Survey**

Bougie and Sekaran (2019) assert that survey questionnaires typically have low response rates. A response rate of 30% is generally regarded as good and, in several instances, remarkable (Bougie & Sekaran, 2019). As a result, the response rate of this study is good and highly satisfactory to meeting the objectives of this study.

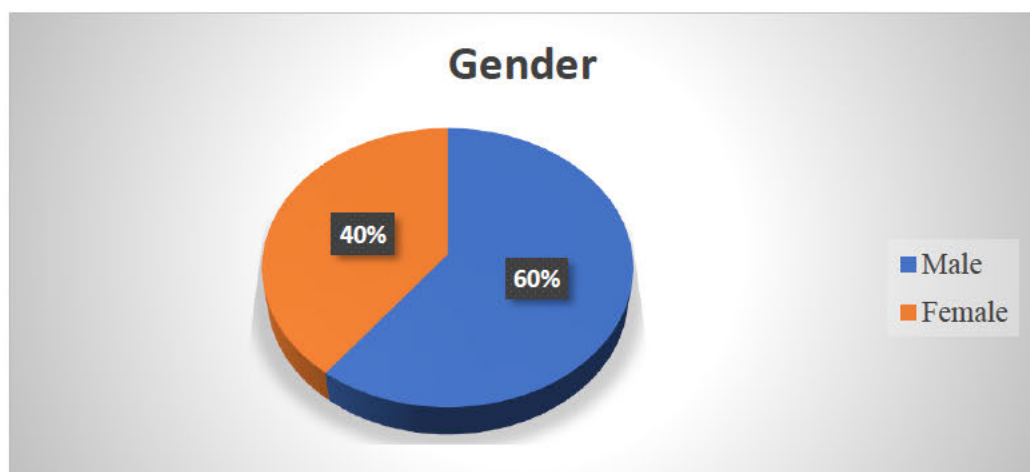
### 4.3 Respondents' Demographic Characteristics

The questionnaire was distributed to 302 respondents from PPMD, and only 92 were able to respond. Section A of the questionnaire contained six demographic characteristics analysed and discussed in the following subsections. The demographic details show the gender, ethnic group, age group, work experience, highest educational qualification, and designation group of the respondents.

#### 4.3.1 Gender of Respondents

As shown in Figure 4.1 below, the results revealed that the majority of respondents are male, making up 60% of the total. Meanwhile, females represented a smaller portion, accounting for 40% of the respondents. This suggests that the male perspective may be more heavily represented in the research, indicating that PPMD has more male employees than females. Madgavkar et al. (2019) state that women constitute manufacturing's largest pool of untapped talent globally. Madgavkar et al. (2019) further denote that females comprise 27% of manufacturing industry employees.

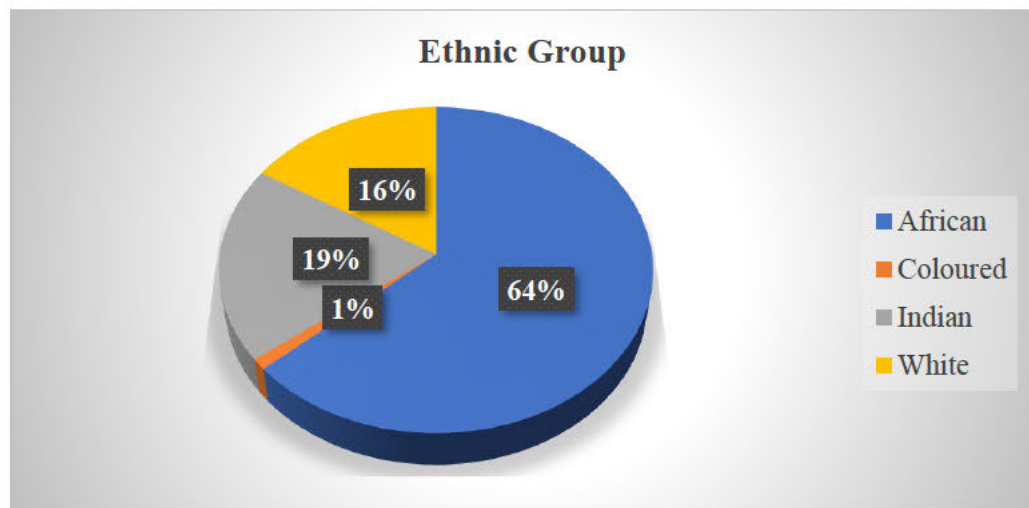
Since 1970, women's share of employment in the manufacturing industry has remained relatively constant, peaking at 33.2% in 1990 before declining to 29.0% in 2016 (Beckhusen, 2019). This suggest that there is a significant gender gap in the manufacturing industry, with women being underrepresented.



**Figure 4.1: Gender of Respondents (Source: PPMD 2023 Survey)**

### 4.3.2 Ethnic Group

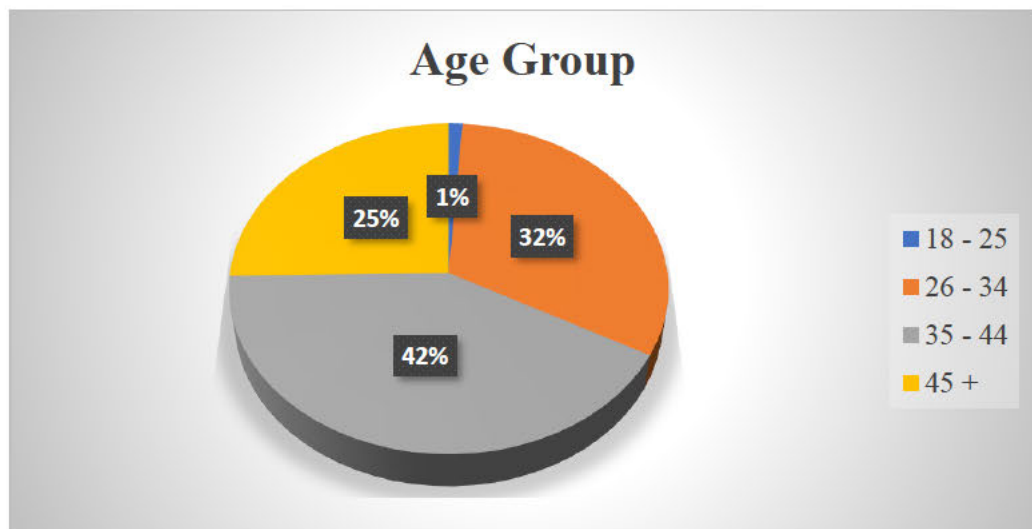
Figure 4.2 below demonstrates the distribution of the respondents by ethnic group. The distribution shows that the “African” group has the highest representation with 64%. The “Indian” group is the second most represented with 19%, followed by the “White” group with 16%. The “Coloured” group has the least representation, with only 1%. This distribution reflects the demographic composition of the organisation, pointing out that there are more Africans in PPMD. In addition, by looking at the highest representation group, the results indicate that PPMD is located and operates in an area where most people are Africans.



**Figure 4.2: Ethnic Group (Source: PPMD 2023 Survey)**

### 4.3.3 Age Group

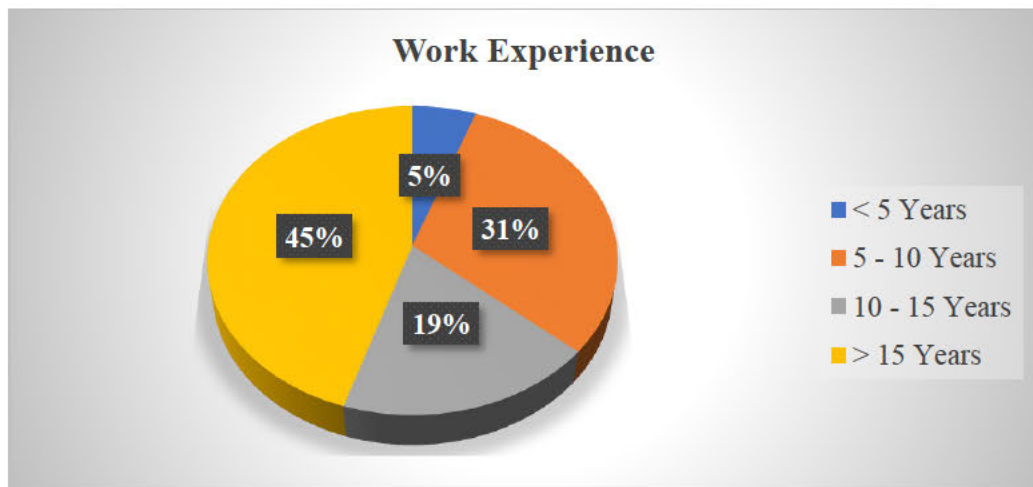
Age is the third demographic characteristic. Figure 4.3 below depicts the respondents' age distribution. Of the 92 respondents, 42% were between the ages of 35 and 44. Employees aged between 26 and 34 accounted for 32% of all responses, making them the second-highest age group. Twenty-five percent (25%) of respondents were 45 years of age or older. Respondents between 18 and 25 had the lowest participation rate of 1%. Despite the uneven distribution of ages, all age groups were represented.



**Figure 4.3: Age Group (Source: PPMD 2023 Survey)**

#### 4.3.4 Work Experience

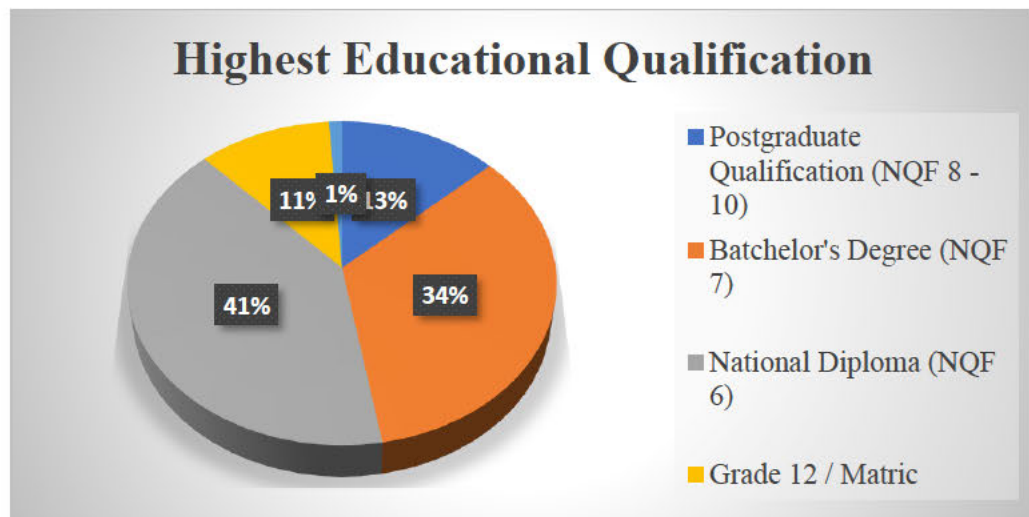
The distribution of respondents by work experience is shown in Figure 4.4 below. Figure 4.4 demonstrates that a small portion of employees (5%) have less than 5 years of work experience. This group can be considered as the newer or younger employees in PPMD. A significant portion of employees, making up 31%, have work experience between 5 to 10 years. These employees have a moderate level of experience and likely hold mid-level positions within the company. Nineteen percent (19%) of employees have work experience between 10 to 15 years. These employees are likely to be in senior positions, given their substantial experience. The largest group of employees, 45% of the respondents, have more than 15 years of work experience. These employees are likely in leadership roles, given their extensive experience. The distribution shown in Figure 4.4 suggests that PPMD has a good mix of employees concerning work experience, with a significant number of highly experienced individuals. This can contribute to a robust and diverse knowledge base within the company.



**Figure 4.4: Work Experience (Source: PPMD 2023 Survey)**

### 4.3.5 Highest Educational Qualification

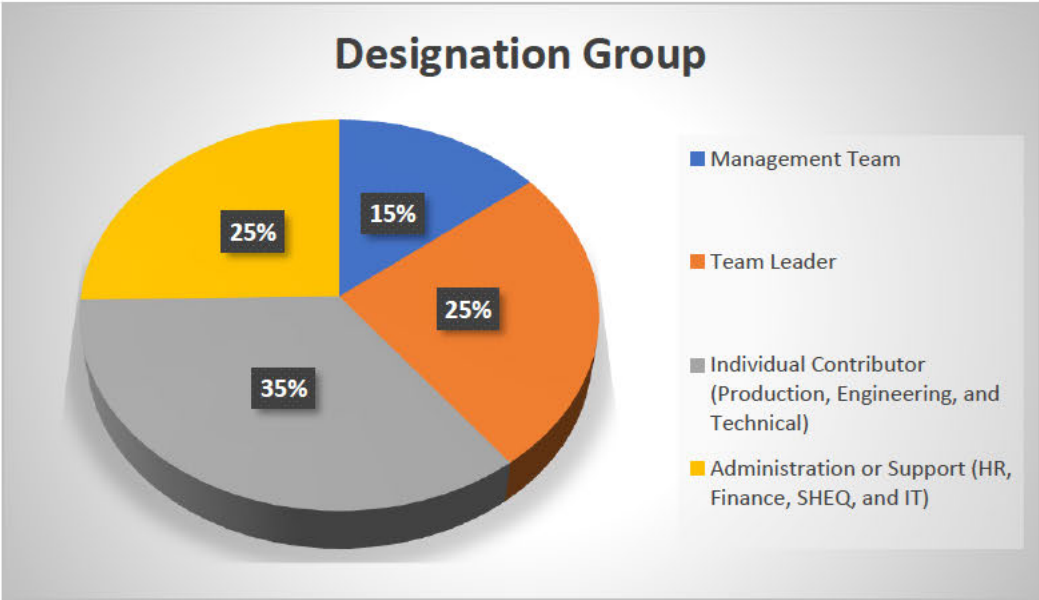
A distribution of respondents by the highest educational level is shown in Figure 4.5 below. The results indicate that 1% of the respondents do not have a Matric qualification (NQF 1-3). This group likely holds positions that require less formal education. Eleven percent (11%) of employees have completed Grade 12 / Matric. These employees might be in entry-level positions or roles that require specific skills rather than formal education. The largest group of employees, comprised 41% of the respondents, hold a National Diploma (NQF 6). This means that more employees at PPMD are likely to be holders of operational, technical, and supervisory positions. Thirty-four percent (34%) of respondents have a Bachelor's Degree (NQF 7). This denotes that NQF 7 holders may be in roles that require specialised knowledge or managerial positions. A moderate portion of respondents (13%) have a Postgraduate Qualification (NQF 8 - 10). The results can indicate that employees with postgraduate qualifications in PPMD are in roles or positions requiring advanced expertise. The educational qualification distribution suggests that PPMD has a highly educated workforce, with many employees holding a National Diploma or higher. This can contribute to the company's performance and competitiveness in its industry.



**Figure 4.5: Highest Level of Educational Qualification (Source: PPMD 2023 Survey)**

**4.3.6 Designation Group**

Figure 4.6 below shows the distribution of respondents by their designations. The distribution shows that the highest percentage is for the “Individual Contributor (Production, Engineering, and Technical)” group with 35%, closely followed by the “Team Leader” group with 25%. The “Administration or Support (HR, Finance, SHEQ, and IT)” group also has a significant representation with 25%. The “Management Team” group represents 15%. This distribution can reflect the structure and roles within the organisation. The study results show that the company is more into production, engineering and technical as they have the highest number of employees, which in this case are represented by the respondents.



**Figure 4.6: Designation Groups (Source: PPMD 2023 Survey)**

#### 4.4 Analysis of Questionnaire Statements

Section B of the questionnaire contained 24 statements to measure organisational performance and leadership styles, including autocratic, democratic, transactional and transformational leadership. Each questionnaire statement represents a factor of organisational performance or leadership style, as shown in Table 4.2, Table 4.3, Table 4.4, Table 4.5, and Table 4.6 below.

**Table 4.2: Organisational Performance**

Code	Statements
OP 1	Employees motivation and engagement
OP 2	Employees capabilities and motivation

**Adapted from Avolio and Bass (2004) and Bhatti et al. (2012)**

Table 4.2 above shows two statements about organisational performance. Organisational performance is represented by the code OP, with a statement number. In this study, motivation was used to measure organisational performance. Motivation can be a strong indicator or metric for assessing the organisation's performance (Alsayyed et al., 2020). Alsayyed et al. (2020) state that it is possible to measure organisational performance by considering the employees' perceptions of motivation.

**Table 2.3: Autocratic leadership style statements**

Code	Statements
AL 1	Managers' resistance to new ideas
AL 2	Close performance monitoring by managers
AL 3	Managers' control over team achievements
AL 4	Clear procedures and orders from managers
AL 5	Close supervision and mistake tracking by managers

**Adapted from Avolio and Bass (2004) and Bhatti et al. (2012)**

As shown in Table 4.3 above, there are five statements about autocratic leadership styles. The code AL represents the autocratic leadership style with a statement number.

**Table 4.4: Democratic Leadership Style Statements**

<b>Code</b>	<b>Statements</b>
DL 1	Trust and autonomy from managers to employees
DL 2	Employee innovation acceptance by managers
DL 3	Employee input in decision-making
DL 4	Manager and employee work negotiation
DL 5	Employee coaching and training by managers

**Adapted from Avolio and Bass (2004) and Bhatti et al. (2012)**

Table 4.4 above depicts that there are five statements about democratic leadership styles. The code DL represents a democratic leadership style with a statement number.

**Table 4.5: Transactional Leadership Style Statements**

<b>Code</b>	<b>Statements</b>
TL 1	Exchanging rewards and performance
TL 2	Lack of confidence in employee capabilities by managers
TL 3	Rewards for meeting targets
TL 4	Clear work expectations from managers
TL 5	Proactiveness to problem-solving by managers
TL 6	Clear standard communication from managers

**Adapted from Avolio and Bass (2004) and Bhatti et al. (2012)**

Table 4.5 above shows that there are six statements regarding transactional leadership. The code TL represents transactional leadership with a statement number.

**Table 4.6: Transformational Leadership Style Statements**

<b>Code</b>	<b>Statement</b>
TFL 1	Frequent communication and support from managers
TFL 2	Clear vision and strategy articulation by managers
TFL 3	Encouragement and motivation by managers
TFL 4	The setting of challenging standards by managers
TFL 5	Pride and insightfulness of managers
TFL 6	Prioritisation of employee needs and ambitions by managers

**Adapted from Avolio and Bass (2004) and Bhatti et al. (2012)**

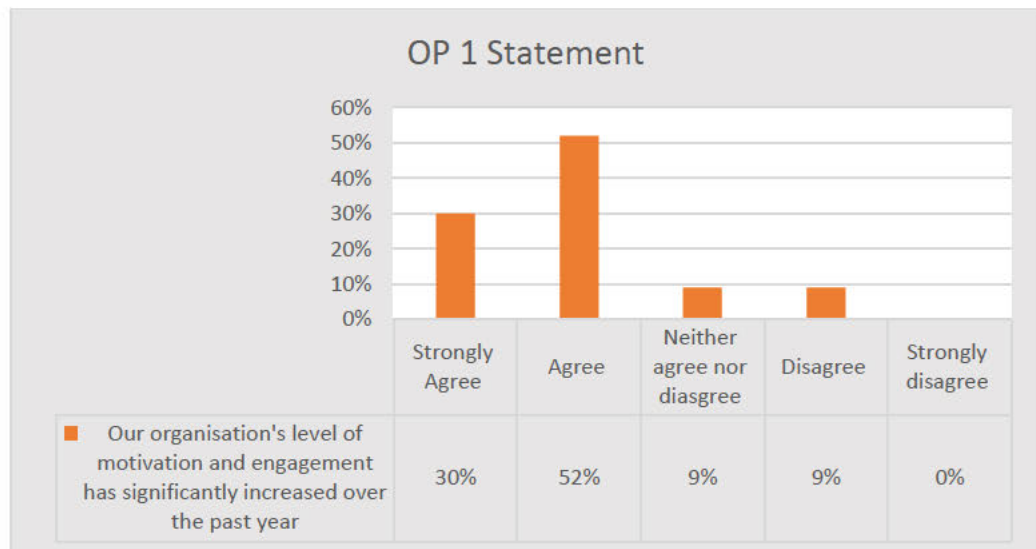
Table 4.6 above shows that there are six statements regarding transformational leadership style. The code TFL represents transformational leadership with a statement number.

The information obtained from respondents about the organisation's performance and the factors associated with four different leadership styles are described in the following subsections. This data will be further analysed statistically and discussed in Section 4.5 to address the study questions.

#### 4.4.1 Employees motivation and engagement.

In Figure 4.7, respondents provide their views on whether the organisation's level of motivation and engagement has significantly increased over the past year. Motivation and engagement are good indicators of organisational performance. This view is supported by Alsayyed et al. (2020), who postulates that organisational performance cannot be measured as a construct without objective data. However, it is possible to measure it by considering the employees' perceptions concerning motivation and engagement (Alsayyed et al., 2020). Figure 4.7 shows that the majority of respondents, 82% (combining 'Strongly agree' and 'Agree'), believe that the organisation's level of motivation and engagement has significantly increased over the past year. This is a positive indication that most employees feel engaged and motivated.

Only 9% of respondents disagree with this statement, suggesting that a small proportion of employees may not perceive increased motivation and engagement. Interestingly, no respondents strongly disagree, which can suggest no strong negative feelings about this statement within the organisation. A small proportion of 9% chose 'neither agree nor disagree', indicating they may be neutral or unsure about the change in motivation and engagement levels.



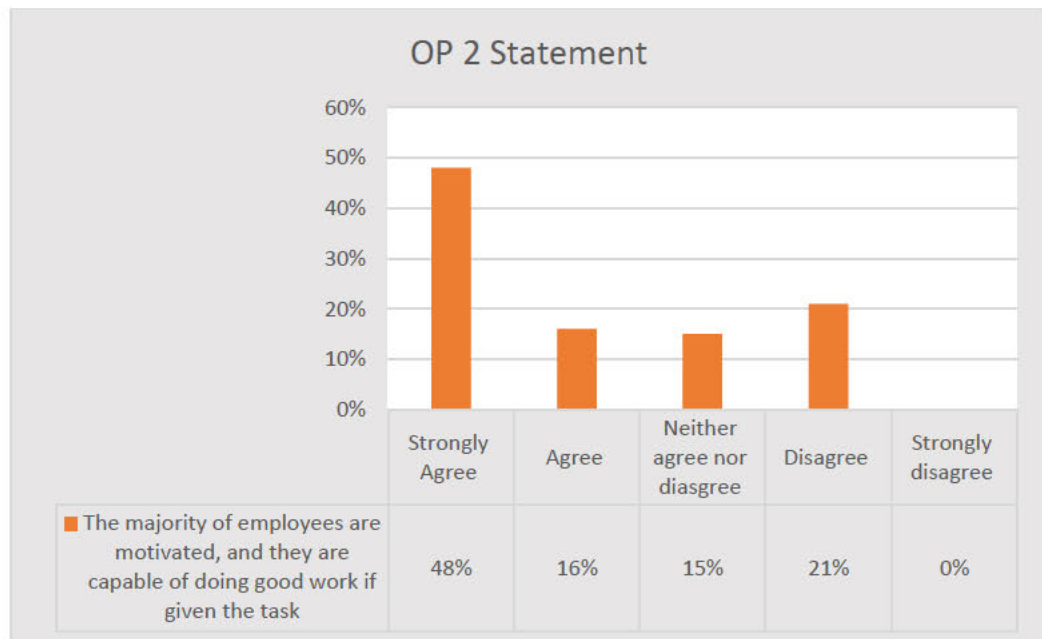
**Figure 4.7: OP 1 Statement Responses (Source: PPMD 2023 Survey)**

The overall results suggest a generally positive perception of increased organisational motivation and engagement over the past year. However, it might be beneficial to investigate further the reasons behind the 9% who disagree and

the 9% who are neutral to understand their perspectives and address potential issues.

#### 4.4.2 Employees capabilities and motivation.

The percentage of responses regarding employees’ capabilities and motivation is illustrated in Figure 4.8 below. Alhashedi et al. (2021) state that an organisation’s performance can also be measured on dimensions including employees’ capabilities and motivation. The majority of employees (48%) strongly agree with the statement, suggesting that most employees are motivated and capable of doing good work. Sixteen percent (16%) of employees agree with the statement, suggesting variations in the degree of motivation and capability among employees. Fifteen percent (15%) of employees are neither in agreement nor disagreement with the statement, suggesting that they are unsure of whether or not the majority of employees are motivated and capable of doing good work. Twenty-one percent (21%) of employees disagree with the statement, suggesting that some employees believe that the majority of employees are not motivated or capable of doing good work. Overall, the data suggests that most employees are motivated and capable of doing good work; however, there is a minority of employees who are not.



**Figure 4.8: OP 2 Statement Responses (Source: PPMD 2023 Survey)**

#### 4.4.3 Managers' resistance to new ideas.

Figure 4.9 below shows respondents' views on the statement, "My manager tends to resist new ideas". Twenty-eight percent (28%) of the respondents (combining 'Strongly agree' and 'Agree') believe their manager tends to resist new ideas. This suggests that a little over a quarter of the respondents perceive their managers as resistant to new ideas. A significant proportion of 44% disagree with this statement, indicating they do not perceive their managers as resistant to new ideas. These results suggest that more than half of the respondents perceive their managers as open to new ideas. However, a significant proportion of employees believe their managers resist new ideas. The results indicate that most managers are not autocratic. Pizzolitto et al. (2022) state that autocratic leaders restrict employees' freedom to voice their perspective and centralise decision-making.

Only a small portion (12%) of respondents strongly disagree, which suggests that there are no strong negative feelings about this item within the organisation. A considerable proportion of 16% chose 'neither agree nor disagree', indicating they may be neutral or unsure about their manager's openness to new ideas.

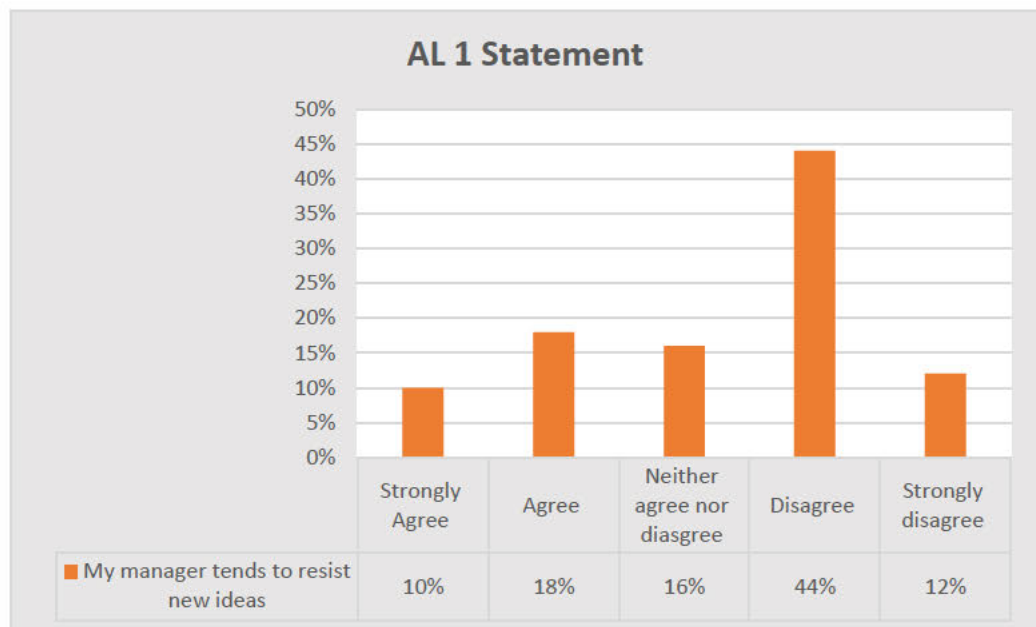
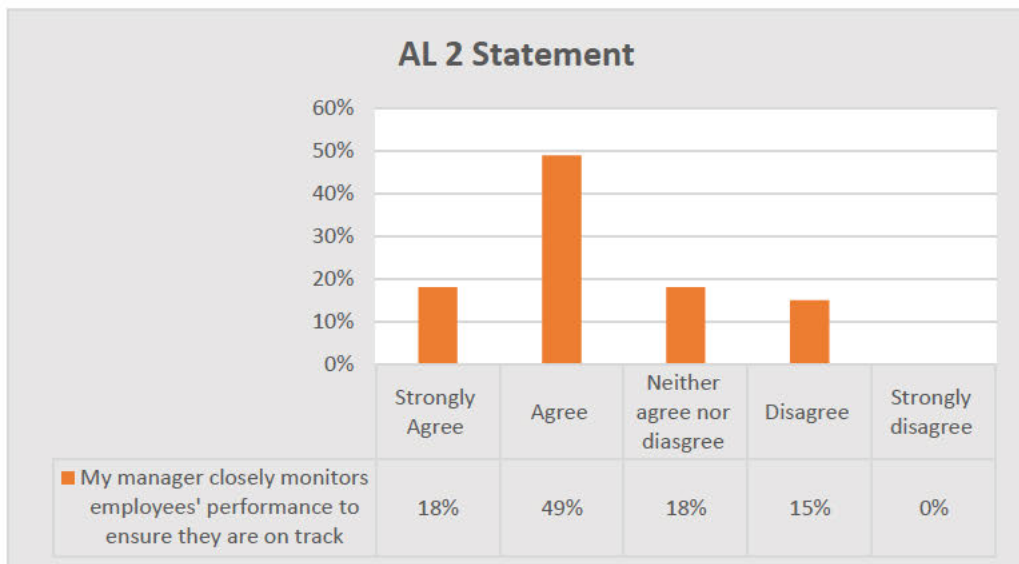


Figure 4.9: AL 1 Statement Responses (Source: PPMD 2023 Survey)

#### 4.4.4 Close performance monitoring by managers.

Below is Figure 4.10 showing the respondents' views on the statement, "My manager closely monitors employees' performance to ensure they are on track". A majority of respondents, 67% (combining 'Strongly agree' and 'Agree'), believe their manager closely monitors their performance to ensure they are on track. This observation is an indication of micromanagement. When managers engage in close surveillance of employees' performance, it can potentially create feelings of insecurity among employees, which in turn harm their performance. Dinibutun (2020) states that the team's performance improves when an authoritarian leader monitors employee performance closely. However, the team members can express dissatisfaction with the autocratic approach, leading to hostile sentiments and subordinates; performance can be adversely affected.

Only 15% of respondents 'Disagree' with this statement, suggesting a small proportion of employees may not perceive their performance as being closely monitored. Interestingly, there are no respondents who strongly disagree. A considerable proportion, 18%, chose 'neither agree nor disagree', indicating they may be neutral or unsure about the level of monitoring of their performance.



**Figure 4.10: AL 2 Statement Responses (Source: PPMD 2023 Survey)**

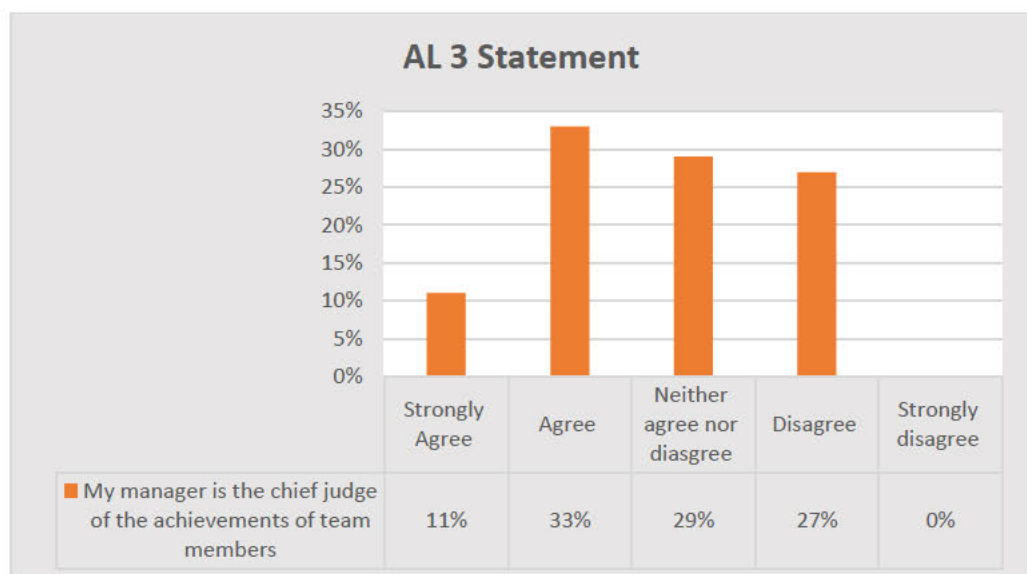
These results suggest a general perception of managers closely monitoring employee performance. The managers must carefully consider the benefits and drawbacks of closely monitoring employee performance. If they decide to

monitor employee performance closely, they must do so fairly and transparently, providing employees with regular feedback and support.

#### 4.4.5 Managers’ control over team achievements.

The responses based on employees' perception of their manager's role as the chief judge of team members' achievements are shown in Figure 4.11 below. A total of 44% of respondents agree with the statement (with 11% strongly agreeing and 33% agreeing). Twenty-nine percent (29%) of respondents are neutral, meaning they neither agree nor disagree with the statement. Twenty-seven percent (27%) of participants disagree with the statement. Interestingly, none of the participants expressed strong disagreement with the statement.

The results of this statement suggests that nearly half of the team members view their manager as the primary evaluator of their achievements, while a significant portion either disagrees or is neutral. This indicates varying perceptions of managerial roles within the team. Also, employees have mixed perceptions about their manager's role in judging achievements. While most view their manager as the chief judge, many disagree or are unsure. This indicates a need for clearer communication about performance evaluation processes within the team. The results also suggest that employees perceive their managers as controlling. This leadership approach is characterised by authority, discipline, and control over followers (Dinibutun, 2020).

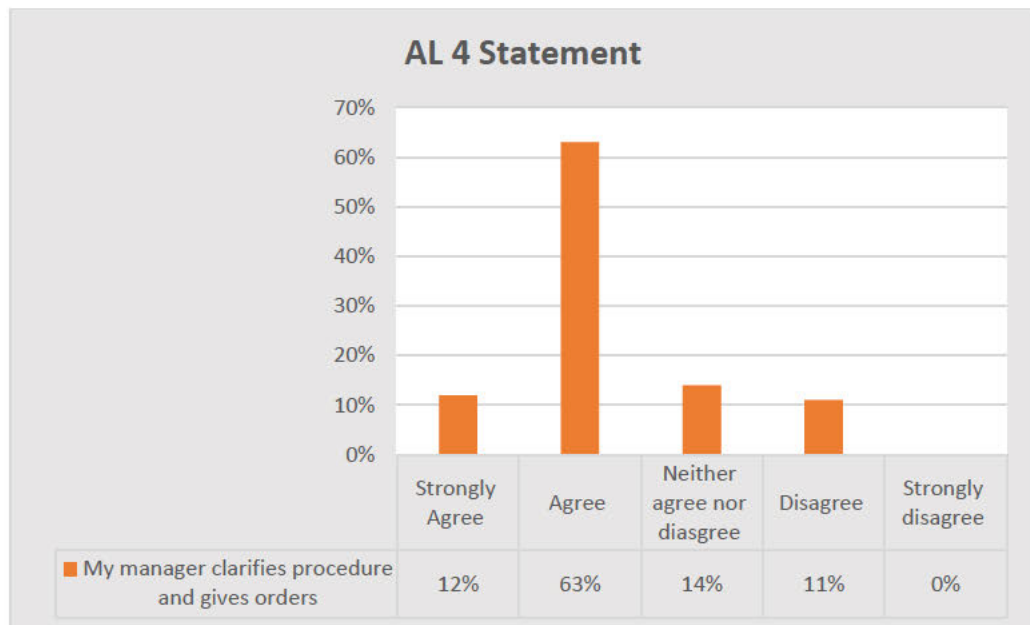


**Figure 4.11: AL 3 Statement Responses (Source: PPMD 2023 Survey)**

#### 4.4.6 Clear procedures and orders from managers.

Figure 4.12 below demonstrates the participants' responses to the statement: "My manager clarifies procedures and gives orders". This statement is congruent with Pizzolitto et al. (2022), who state that the autocratic leaders provide clear procedures for adhering to instructions. A majority of 75% of respondents agree with the statement (with 12% strongly agreeing and 63% agreeing). Fourteen percent (14%) of respondents are neutral, meaning they neither agree nor disagree with the statement. Only 11% of participants disagree with the statement. None of the participants expressed strong disagreement with the statement.

The analysis of this statement suggests that most team members perceive their manager as someone who provides clear procedures and directives. This indicates that employees are provided with clear and concise orders. As a result, tasks can be completed efficiently. However, certain employees can be dissatisfied with a controlling leadership style because this approach does not promote the learning mindset necessary for employees to develop proactive attitudes (Dyczkowska & Dyczkowski, 2018). There might be room for improvement to ensure this approach works for everyone. It can be beneficial to discuss communication styles and preferences within the team to ensure everyone's needs are met.



**Figure 4.12: AL 4 Statement Responses (Source: PPMD 2023 Survey)**

#### 4.4.7 Close supervision and mistake tracking by managers.

The responses from the participants to the statement, "My manager monitors the performance of each employee and keeps a record of mistakes committed", are demonstrated in Figure 4.13 below. These leaders supervise employees closely, expect them to fulfil high standards, and discipline them for mistakes (Pizzolitto et al., 2022). Eight percent (8%) of respondents strongly agree that their manager monitors the performance of each employee and keeps a record of mistakes committed. 33% of respondents agree with the statement. Twenty-five percent (25%) of respondents are neutral and neither agree nor disagree with the statement.

Thirty-two percent (32%) of respondents disagree with the statement. Interestingly, none of the participants expressed strong disagreement with the statement. This suggests a mixed response from employees. A majority (41%) agree to some extent (either agree or strongly agree) that their manager monitors performance and keeps a record of mistakes. However, a significant proportion (32%) disagrees with this practice. A quarter of respondents are neutral on this matter. Understanding the reasons behind these responses can be beneficial for a more comprehensive analysis.

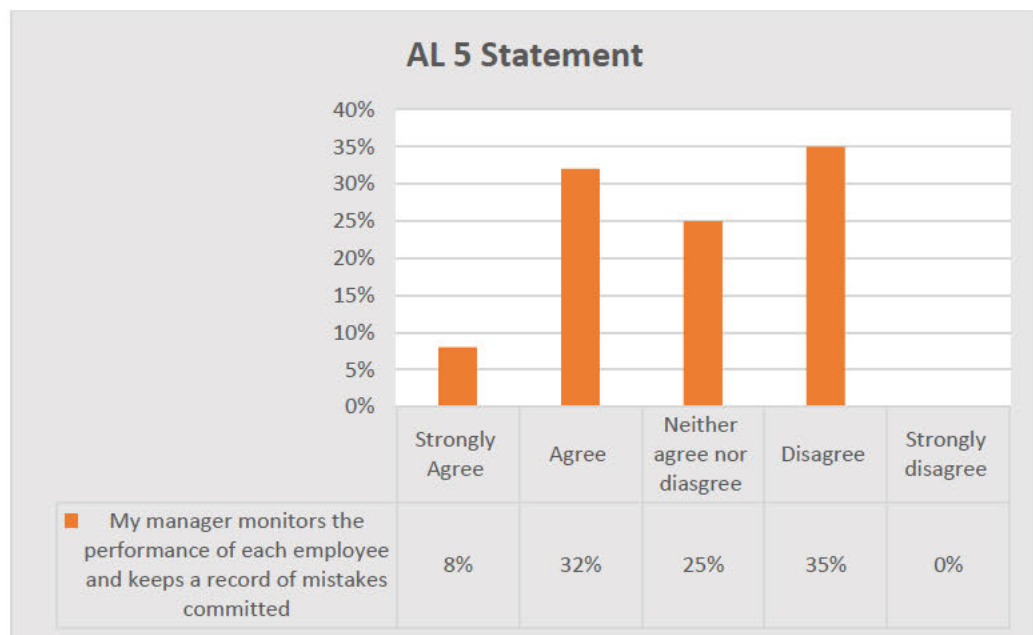


Figure 4.13: AL 5 Statement Responses (Source: PPMD 2023 Survey)

#### 4.4.8 Trust and autonomy from managers to employees.

Figure 4.14 below represents participants' responses to the statement, "My manager fully trusts employees to solve problems and make decisions independently". Sixty-four percent (64%) of employees agree (15% strongly agree and 49% agree) that their manager fully trusts them to solve problems and make decisions independently. This suggests a high level of trust and autonomy within the team.

Nineteen percent (19%) of employees neither agree nor disagree, indicating they are unsure about their trust or autonomy level. Seventeen percent (17%) of employees disagree with the statement, suggesting they may feel their manager does not fully trust them to make decisions independently. Interestingly, none of the employees strongly disagree with the statement.

This data suggests that while a majority of employees feel trusted and empowered, there is still a small percentage who may not feel the same way. It can be beneficial to address this to improve team dynamics and performance. Allowing employees to make decisions independently and take ownership of their work can be very beneficial. Jony et al. (2019) state that by using a democratic approach, there is potential for a positive impact on both employee happiness and organisational efficiency.

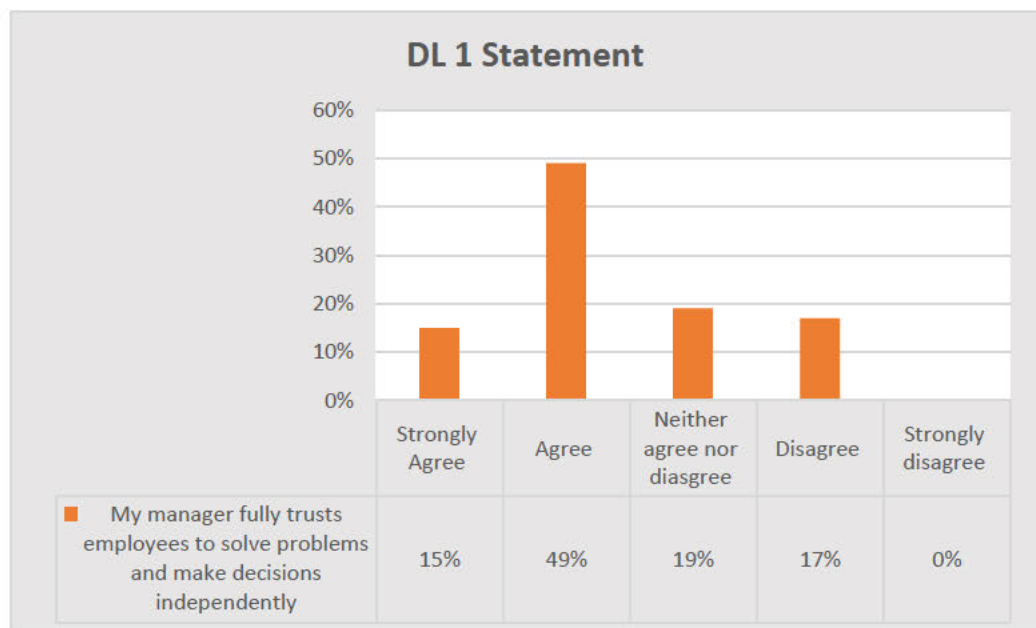


Figure 4.14: DL1 Statement Responses (Source: PPMD 2023 Survey)

#### 4.4.9 Employee innovation acceptance by managers.

Respondents' views about the statement, "My manager encourages and acknowledges innovative employees", are shown in Figure 4.15 below. Most employees agree that their manager encourages and acknowledges innovative employees, with 19% strongly agreeing and 36% agreeing. Nineteen percent (19%) of employees neither agree nor disagree with the statement, indicating they are neutral or unsure about their manager's encouragement and acknowledgement of innovative employees. Nineteen percent (19%) of employees disagree with the statement, suggesting they do not feel their manager encourages or acknowledges innovative employees. Interestingly, no employees strongly disagree with the statement.

This data suggests that most employees feel their manager supports innovation. However, a significant proportion still feels otherwise or is neutral. It can be beneficial to know the reasons of the participants who feel otherwise or are neutral about this positive statement. Hiwa et al. (2021) state that leaders who encourage innovation create an environment conducive to generating new and innovative ideas that will benefit the organisation in the long run. As a result, organisations become better at implementing strategies that lead to success and becoming more adaptable to the rapidly changing business environment.

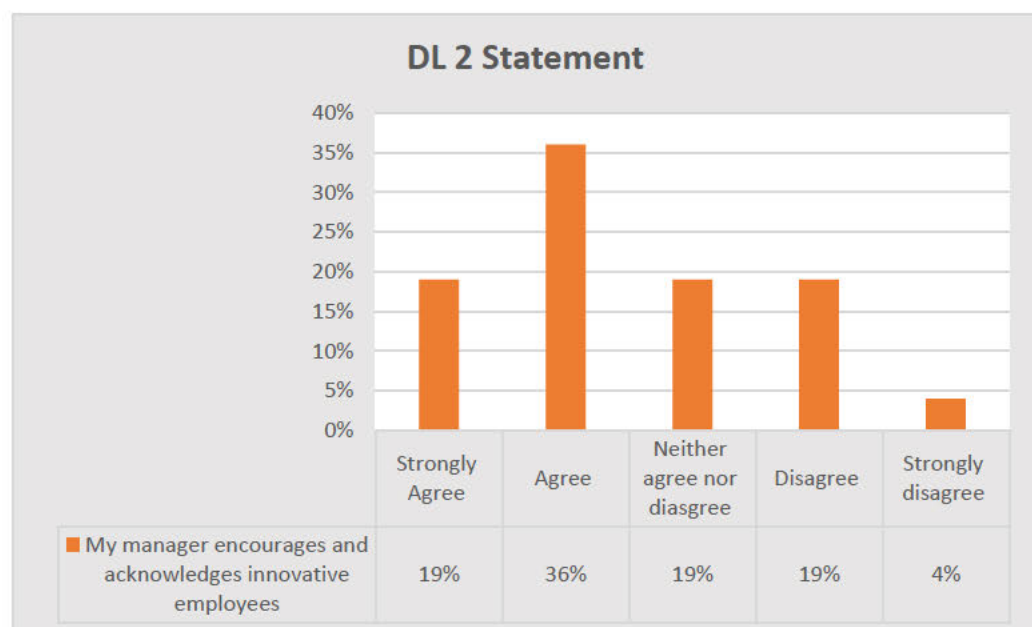
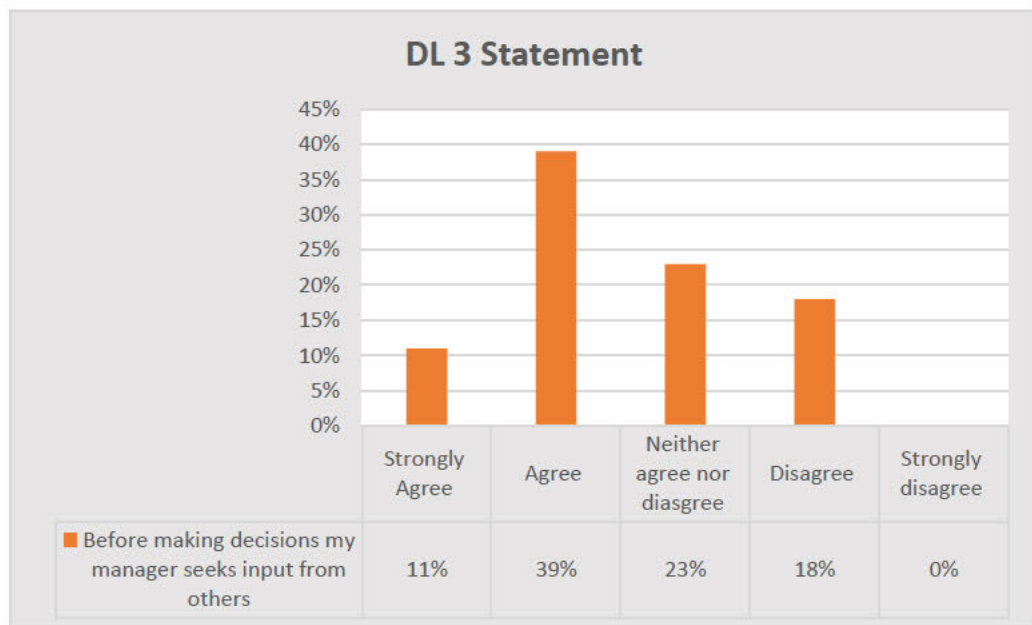


Figure 4.15: DL2 Statement Responses (Source: PPMD 2023 Survey)

#### 4.4.10 Employee input in decision-making.

The responses to the statement, “Before making decisions, my manager seeks input from others”, are shown in Figure 4.16 below. Participative leadership has many benefits. Participating in decision-making increases the subordinate’s motivation and satisfaction (Cherian et al., 2020). Furthermore, employees are more likely to care about the outcome of a project when they feel involved and committed to it.

Most respondents (39%) agree with the statement, suggesting that it is common practice for managers to consult with employees before making important decisions. Only 11% of respondents strongly agree with the statement, suggesting that respondents are consulted by their managers before they make important decisions. Eighteen percent (18%) of respondents disagree with the statement, suggesting that some respondents' managers do not consult them before making important decisions. Twenty-three percent (23%) of respondents neither agree nor disagree with the statement, suggesting that they are unsure or may vary their manager's behaviour depending on the decision.



**Figure 4.16: DL 3 Statement Responses (Source: PPMD 2023 Survey)**

#### 4.4.11 Manager and employee work negotiation.

Figure 4.17 below shows the results of the respondents under the statement, "My manager works out agreements with employees regarding their work". This statement is about a manager's collaborative approach to management. It suggests that the manager is willing to work with their employees to develop mutually agreeable work arrangements. Omonona et al. (2019) state that democratic leadership emphasises collaboration and cooperation between leaders and followers.

The analysis of the survey results shows that a majority of employees, 57% (4% strongly agreeing and 53% agreeing), agree that their manager works out agreements with them regarding their work. This is a positive finding, as it suggests that most employees feel they have a say in their work and that their manager is willing to listen to their needs and concerns. However, it is important to note that not all employees agree with this statement. A significant minority of employees (22%) disagree with the statement. Twenty-one percent (21%) neither agree nor disagree with the statement. This suggests that there is room for improvement in how managers work out agreements with their employees. Overall, the analysis of the survey results suggests that most employees have a positive view of their manager's collaborative approach to management.

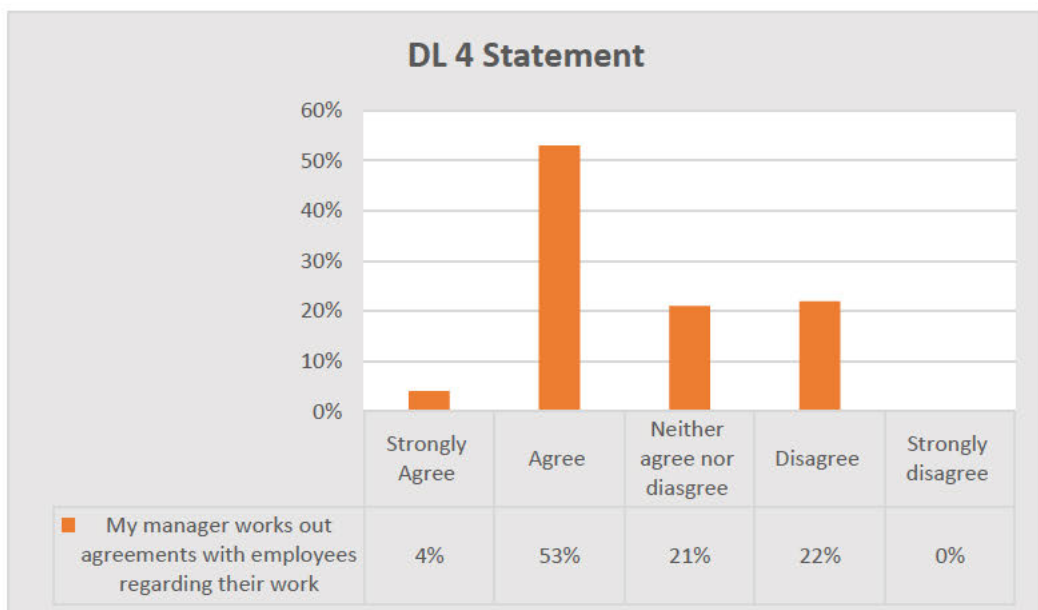


Figure 4.17: DL 4 Statement Responses (Source: PPMD 2023 Survey)

#### 4.4.12 Employe coaching and training by managers.

The participants' responses to the statement, "My manager devotes time to coaching and training employees", are demonstrated in Figure 4.18 below. This statement is associated with democratic leadership because it emphasises training and coaching that can allow employees to demonstrate initiative and contribute valuable ideas. Akparep et al. (2019) state that democratic leaders coach and assist subordinates in completing tasks. Team members receive objective praise and criticism and develop a sense of responsibility.

Most employees agree they are coached and trained by their manager, with 10% strongly agreeing and 38% agreeing. Twenty percent (20%) of employees neither agree nor disagree with the statement, indicating they are neutral or unsure about their manager spending time on coaching and training. A significant minority, 32% (combining 'strongly disagree' and 'disagree') of employees do not feel their manager devotes time to coaching and training.

This analysis suggests that most employees feel their manager is supportive and provides necessary training and coaching. However, a significant portion still feels otherwise or is neutral. This indicates that managers must consider coaching and providing all employees with the tools needed to enhance their performance.

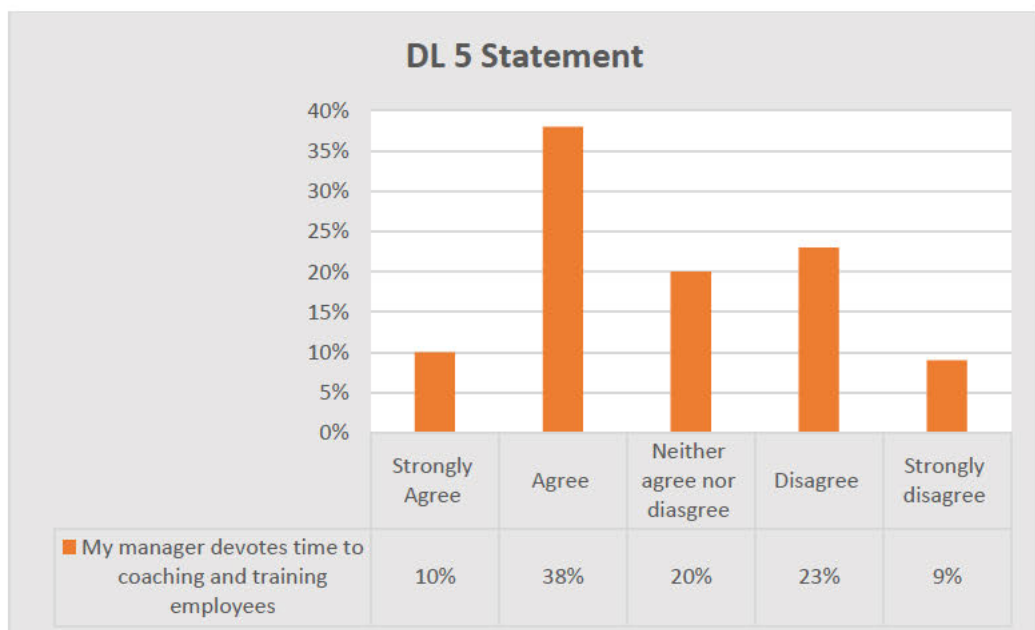


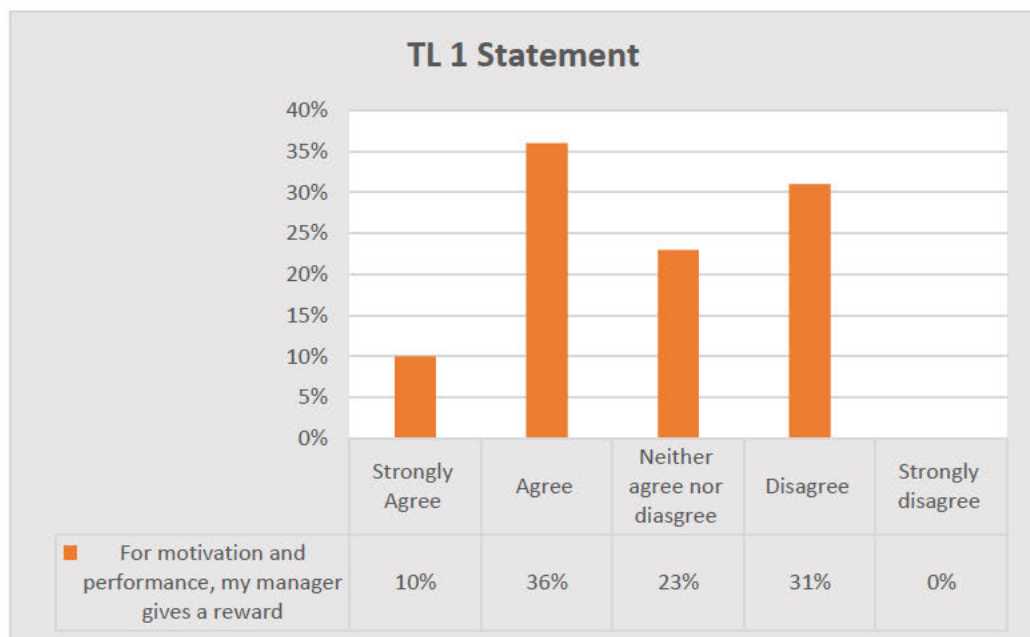
Figure 4.18: DL 5 Statement Responses (Source: PPMD 2023 Survey)

#### 4.4.13 Exchanging rewards and performance.

Figure 4.19 below illustrates the respondents' views on whether their managers give rewards for motivation and performance. Dinibutun (2020) states that leaders' transactional actions motivate and correct followers. Reis Neto et al. (2019) also support the transactional approach and posit that when a transaction takes place, and the requirements of both the leader and the followers are fulfilled, and if the leader possesses the official authority to facilitate this transaction, it often strengthens the achievement of the desired performance.

Forty-six percent (46%) of respondents (combining 'strongly agree' and 'agree') believe that their managers give rewards for motivation and performance. Thirty-one percent (31%) of the respondents disagree with this statement, indicating they may not find the rewards effective for motivation and performance. There are no respondents who strongly disagree. A considerable proportion of 23% chose 'neither agree nor disagree', indicating they may be neutral or unsure about the effectiveness of the rewards.

Overall, these results suggest mixed feelings about the effectiveness of rewards for motivation and performance by managers. It might be beneficial to investigate further the reasons behind the 31% who disagree and the 23% who are neutral to understand their perspectives better and address potential issues.



**Figure 4.19: TL 1 Statement Responses (Source: PPMD 2023 Survey)**

#### 4.4.14 Lack of confidence in employee capabilities by managers.

In Figure 4.20 below are the participants' responses to the statement, "Employees who are not closely supervised are unlikely to do their jobs well". This statement is associated with transactional leadership and suggests a negative perception of the leader's confidence in employees' capabilities. Beauty and Aigbogun (2022) posit that transactional leaders supervise their subordinates closely, identify mistakes, and use corrective actions to rectify problems. They strictly adhere to specified parameters to achieve maximum performance from their subordinates.

The results show that 11% of respondents strongly agree with the statement, and 21% of respondents agree with the statement. Twenty-seven percent (27%) of respondents neither agree nor disagree with the statement. Forty-one percent (41%) of respondents disagree with the statement. None of the respondents strongly disagree with the statement.

This suggests that most of the respondents (41%) disagree that employees need close supervision to do their jobs well. However, it is worth noting that a significant portion of respondents (27%) are neutral and do not have a strong opinion. The data indicates diverse opinions on the relationship between close supervision and employee job performance. This suggests that managers must consider the benefits and drawbacks of giving employees more autonomy and less supervision.

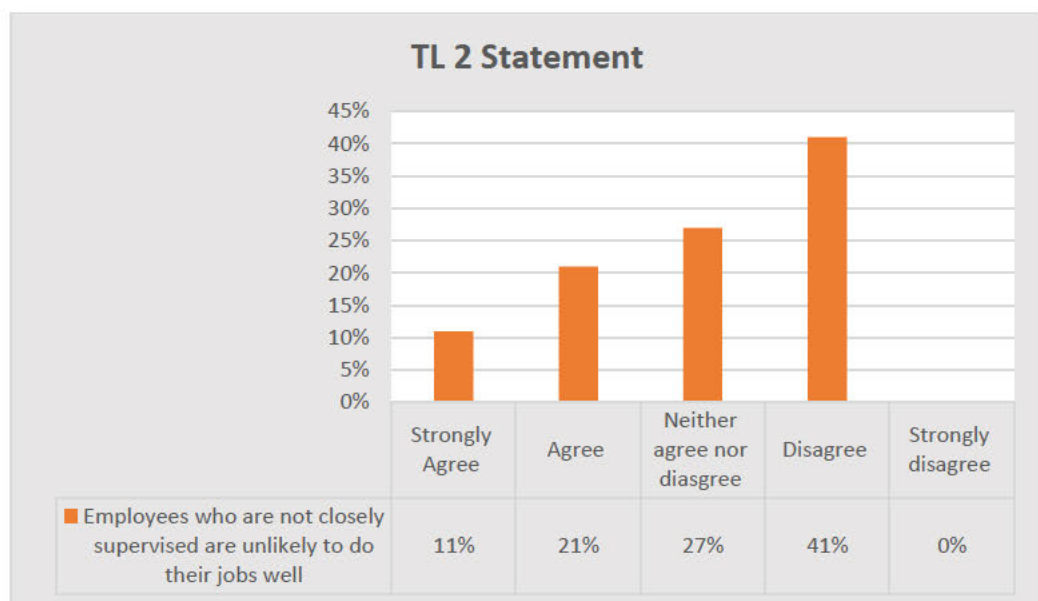
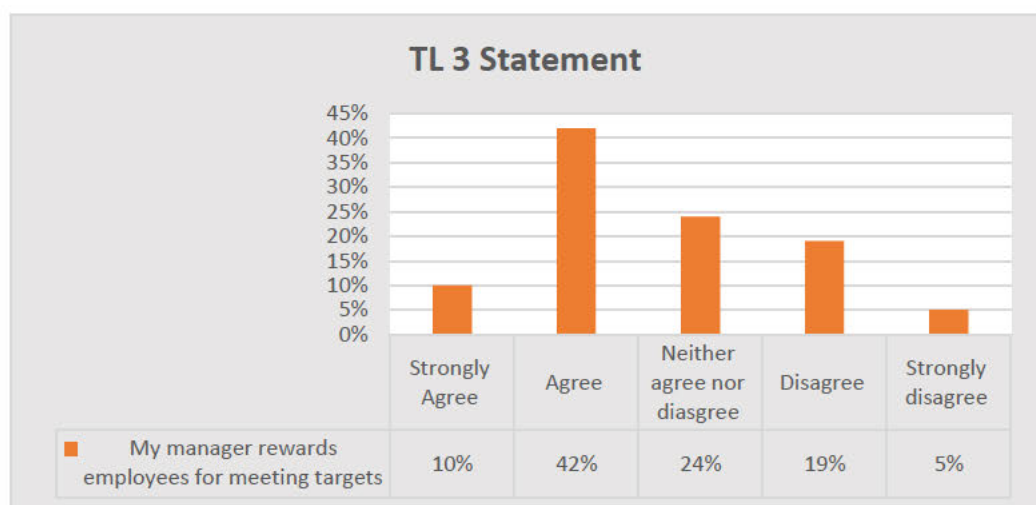


Figure 4.20: TL 2 Statement Responses (Source: PPMD 2023 Survey)

#### 4.4.15 Rewards for meeting targets.

The percentage distribution of the respondents to the statement, “My manager rewards employees for meeting targets”, is illustrated in Figure 4.21 below. This statement is associated with transactional leadership. Hoxha (2019) posits that contingent rewards encompass forms of compensation, such as bonuses, pay increments or promotions, granted to employees upon successfully completing their given tasks. The provision of contingent rewards serves as a form of acknowledgement and appreciation for employees who have demonstrated commendable performance.

The majority of employees (42%) agree with the statement, suggesting that most managers reward employees for meeting targets. Only 10% of employees strongly agree with the statement, suggesting some variation in how managers reward their employees. Twenty-four percent (24%) of employees neither agree nor disagree with the statement. Five percent (5%) of employees strongly disagree, and 19% disagree with the statement, suggesting that some managers do not reward their employees for meeting targets or some employees are not motivated by rewards. The study by Hoxha (2019) found that the rewards provided by transactional leaders may not always have significant value for employees since they do not contribute to enhancing knowledge and cultivating creativity. Instead, these rewards tend to promote the repetition of the same behaviours. Overall, the results suggest that it is common for managers to reward employees for meeting targets; however, not all managers do it.



**Figure 4.21: TL 3 Statement Responses (Source: PPMD 2023 Survey)**

#### 4.4.16 Clear work expectations from managers.

The percentage distribution of respondents' opinions on the statement, "My manager gives clear expectations and standards for employees to work on", is shown in Figure 4.22 below. This statement is associated with transactional leadership. Transactional leaders primarily concentrate on establishing clear work standards, allocating tasks, and establishing goals for job completion. They focus on managing day-to-day business activities and maintaining the status quo (Dinibutun, 2020).

The majority of employees, 72% (combining 'strongly agree' and 'agree'), believe that most managers give clear expectations and standards for their employees to work on. Only 23% of employees strongly agree with the statement, suggesting some variation in how managers give their employees expectations and standards. Sixteen percent (16%) of employees neither agree nor disagree with the statement, suggesting they are unsure whether their manager gives clear expectations and standards. Twelve percent (12%) of employees disagree with the statement, suggesting that some managers do not give clear expectations and standards to their employees. Overall, the results suggest that it is common for managers to give clear expectations and standards to their employees. However, not all managers do it effectively.

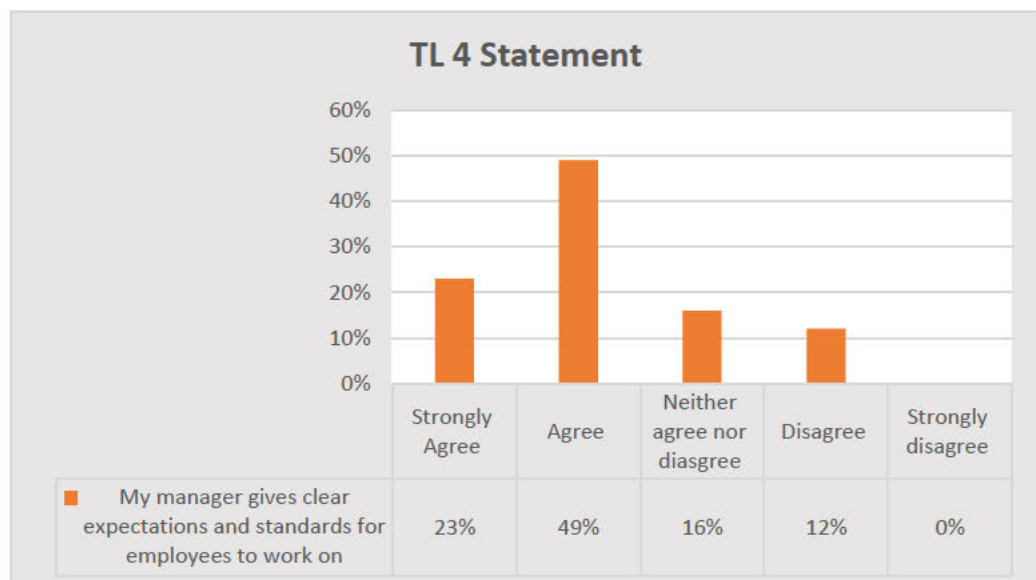


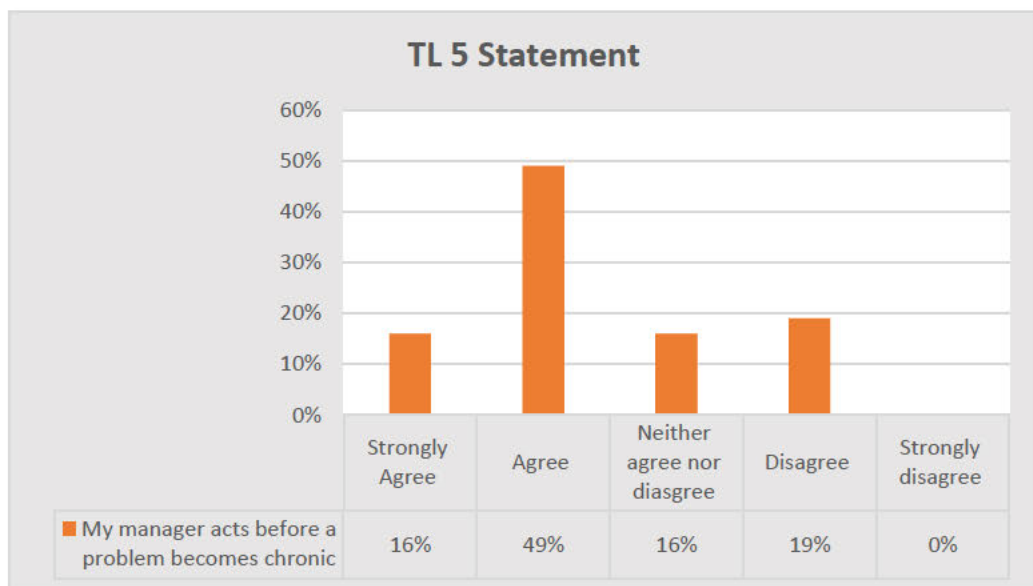
Figure 4.22: TL 4 Statement Responses (Source: PPMD 2023 Survey)

#### 4.4.17 Proactiveness to problem-solving by managers.

Figure 4.23 below shows the results of the respondents in the study for the statement, “My manager acts before a problem becomes chronic”. This statement is based on a transactional approach, ‘active management by exception’. ‘Active management by exception’ refers to the actions undertaken by a leader to address any issues that may develop (Hoxha, 2019). If deemed essential, they are prepared to rectify the issue (Hoxha, 2019). It suggests that the manager can identify and address potential problems early on before they become more serious.

The results show that most employees, 65% (combining ‘strongly agree’ and ‘agree’) feel that their manager acts before a problem becomes chronic. This is a positive finding, as it suggests that most employees have high trust and confidence in their manager’s ability to handle problems effectively.

However, it is important to note that not all employees agree with this statement. A significant minority of employees (30%) disagree or strongly disagree with the statement. This suggests there is room for improvement in how managers proactively address potential problems. Overall, the analysis of the survey results suggests that most employees have a positive view of their manager’s proactiveness. However, there is room for improvement, as not all employees agree that their manager always acts before a problem becomes chronic.

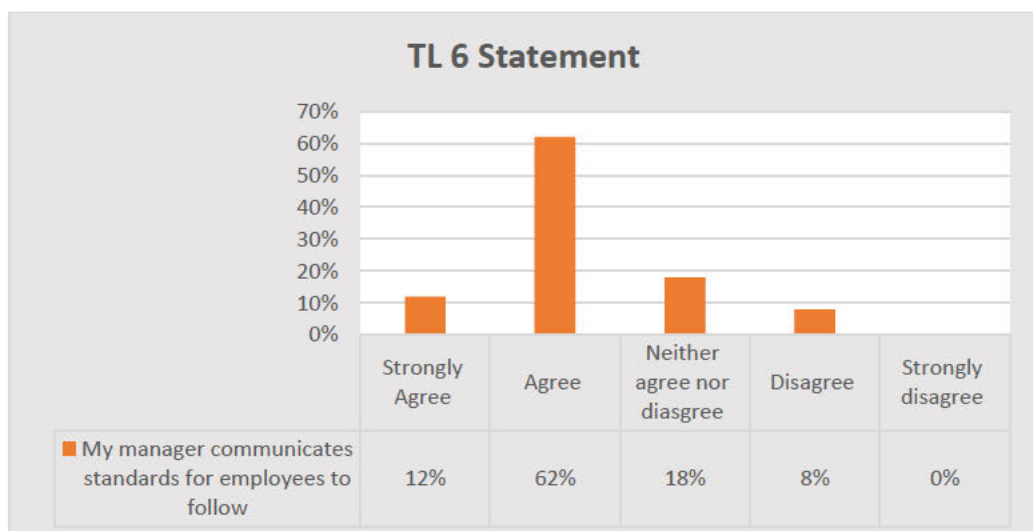


**Figure 4.23: TL 5 Statement Responses (Source: PPMD 2023 Survey)**

#### 4.4.18 Clear standard communication from managers.

The results of the respondents on the statement, “My manager communicates standards for employees to follow”, are shown in Figure 4.24 below. This statement suggests that the manager can articulate what is expected of their team members and provide them with the information and resources they need to succeed. This statement is associated with transactional leadership. Dinibutun (2020) argues that the purpose of transactional leadership is to maintain control within an organisation. One advantage of transactional leadership is its ability to establish a well-defined hierarchical structure and unambiguous performance goals for each individual inside the organisation (Dinibutun, 2020).

The statement analysis shows that most employees, 74%, agree (combining ‘strongly agree’ and ‘agree’) that their manager communicates standards to them. This is a positive finding, as it suggests that most employees feel they know what is expected of them and have the support they need to succeed. However, it is important to note that not all employees agree with this statement. A small portion of respondents (8%) strongly disagree with the statement. A significant minority of employees (18%) either disagree or neither agree nor disagree with the statement. This suggests that there is room for improvement in how managers communicate standards to their employees. Overall, the analysis of the survey results suggests that most employees have a positive view of their manager’s ability to set and communicate clear expectations.



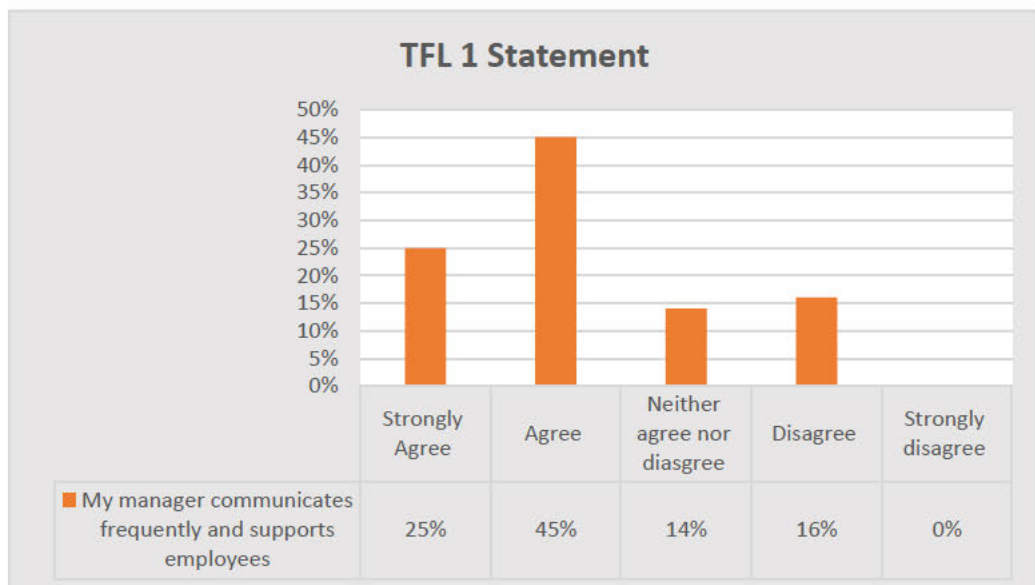
**Figure 4.24: TL 6 Statement Responses (Source: PPMD 2023 Survey)**

#### 4.4.19 Frequent communication and support from managers.

Figure 4.25 below shows the responses to the statement, “My manager communicates frequently and supports employees”. This statement is associated with transformational leadership. Transformational leaders communicate well and allow employees to be open without fear of criticism (Bass & Bass Bernard, 1985). They strive to support their employees in attaining set objectives (Asrar-ul-Haq & Anwar, 2018).

The majority of employees (45%) agree with the statement, suggesting that most managers communicate frequently and support their employees. Only 25% of employees strongly agree with the statement, suggesting variations in how managers communicate and support their employees. Fourteen percent (14%) of employees neither agree nor disagree with the statement, suggesting they are unsure whether or not their manager communicates frequently and supports them. Sixteen percent (16%) of employees disagree, suggesting that some managers do not communicate frequently or support their employees.

The results suggest that it is common for managers to communicate frequently and support their employees. However, not all managers do it.



**Figure 4.25: TFL 1 Statement Responses (Source: PPMD 2023 Survey)**

#### 4.4.20 Clear vision and strategy articulation by managers.

The responses to the statement, “The Company’s vision and strategy are explained to employees by my manager”, are illustrated in Figure 4.26 below. This statement is associated with transformational leadership. Leaders practising transformational leadership work with their teams to identify the necessity for change and create a vision for leading that change (Dastane, 2020). Dinibutun (2020) states that transformational leaders formulate strategies and facilitate organisational change and progress. To minimise resistance to change, they advocate for a convincing vision of the future and emphasise new possibilities (Dinibutun, 2020).

Most employees (58%) agree with the statement, suggesting that most managers explain the company’s vision and strategy to their employees. Only 22% of employees strongly agree with the statement, suggesting some variation in how managers explain the company’s vision and strategy to their employees. Eleven percent (11%) of employees neither agree nor disagree with the statement, suggesting they are unsure whether their manager explains the company’s vision and strategy. Nine percent (9%) of employees disagree with the statement, suggesting that some managers do not explain the company’s vision and strategy to their employees. Interestingly, none of the employees strongly disagree with the statement. Overall, the study results suggest that it is common for managers to explain the company’s vision and strategy to their employees. However, not all managers do it effectively.

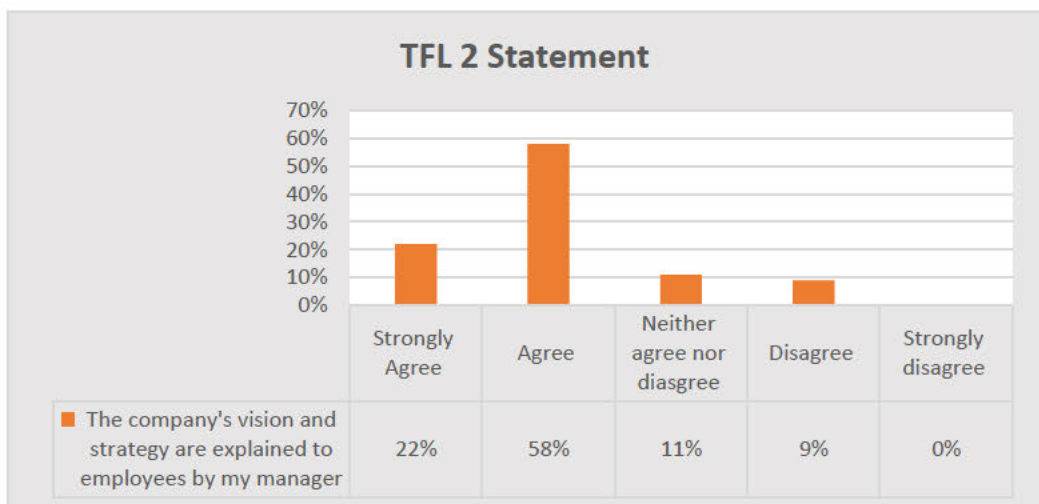


Figure 4.26: TFL 2 Statement Responses (Source: PPMD 2023 Survey)

#### 4.4.21 Encouragement and motivation by managers.

Figure 4.27 below depicts the results of the respondents on the statement, “My manager encourages employees and motivates them to perform well”. This statement is associated with transformational leadership. Burns (1978) describes transformational leadership as a dynamic process involving encouraging and motivating followers by providing a clear vision and concentrating on their values to positively influence their performance. These leaders take on the role of a mentor or coach to help followers realise their greatest potential (Bass & Bass Bernard, 1985).

Sixty-one percent (61%) of employees agree (combining ‘strongly agree’ and ‘agree’) that their manager encourages and motivates them to perform well. Twenty-three percent (23%) of employees are neutral; they neither agree nor disagree. Sixteen percent (16%) of employees disagree with the statement. Interestingly, no employees strongly disagree.

The results show that the majority of employees have a positive view of the manager’s encouragement and motivation. This suggests that the manager is generally seen as encouraging and motivating. However, a small percentage of employees still feel otherwise. Understanding the concerns of the 16% who disagree can be beneficial, as their feedback can provide valuable insights for improvement.

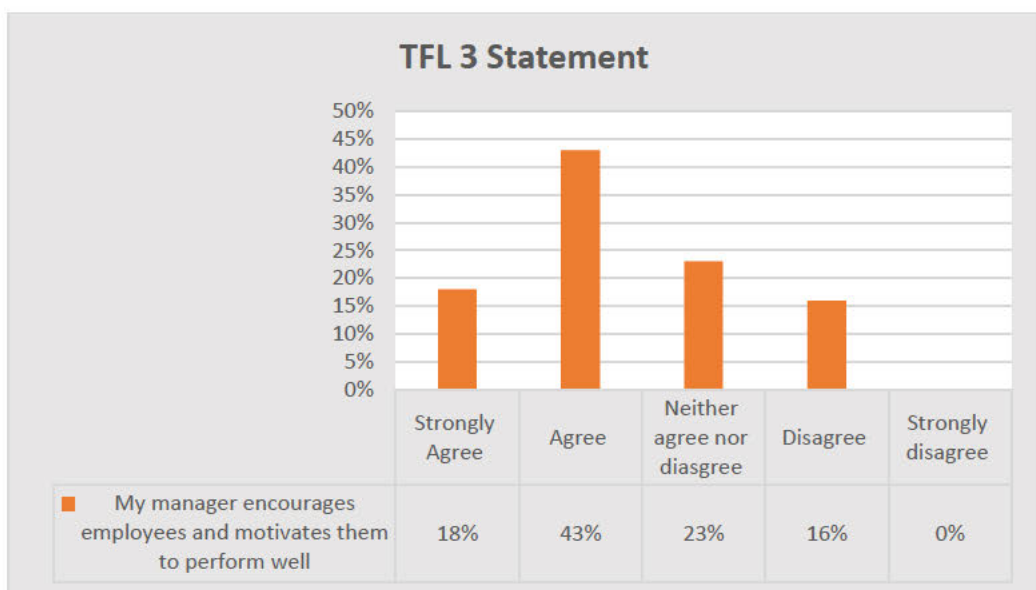


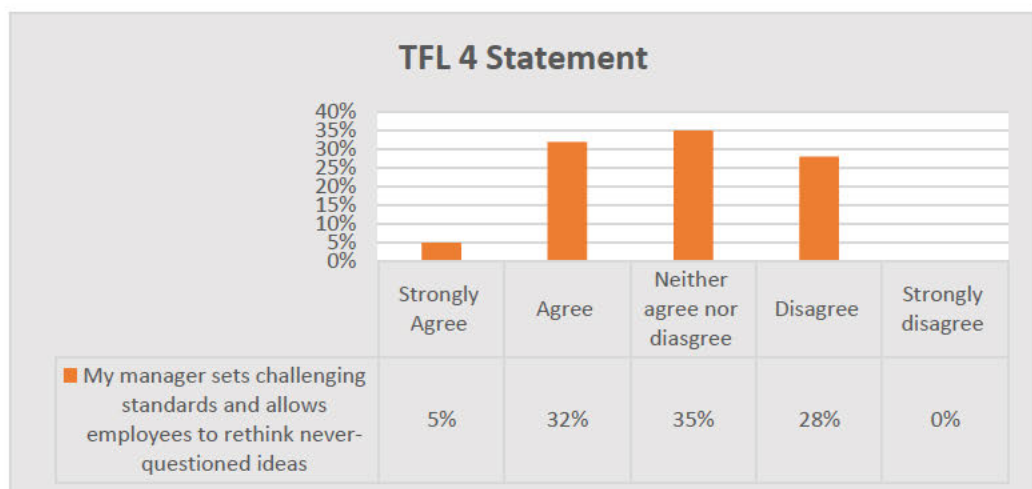
Figure 4.27: TFL 3 Statement Responses (Source: PPMD 2023 Survey)

#### 4.4.22 The setting of challenging standards by managers.

In Figure 4.28 below are the participants’ responses to the statement, “My manager sets challenging standards and allows employees to rethink never-questioned ideas”. This positive statement suggests managers can inspire employees to be innovative and maximise their potential by setting challenging standards. Bass and Bass Bernard (1985) posit that these leaders allow their followers to question assumptions, reframe familiar problems, and apply new perspectives and frameworks to address existing challenges and situations. This aims to motivate and inspire individuals by offering a collective sense of purpose and presenting them with challenging objectives (Bass & Bass Bernard, 1985).

Thirty-seven percent (37%) of employees either strongly agree or agree that their managers set challenging standards and allow employees to rethink never-questioned ideas. Thirty-five percent (35%) of employees neither agree nor disagree, indicating they are unsure whether it is good practice for their managers to set challenging standards. Twenty-eight percent (28%) of employees disagree with the statement, indicating that their managers do not encourage innovation. Interestingly, none of the participants expressed strong disagreement with the statement.

The results indicate that most employees perceive their managers as encouraging them to surpass expectations and challenge existing norms by establishing demanding standards. However, it is noteworthy that a significant minority have differing sentiments in this regard.

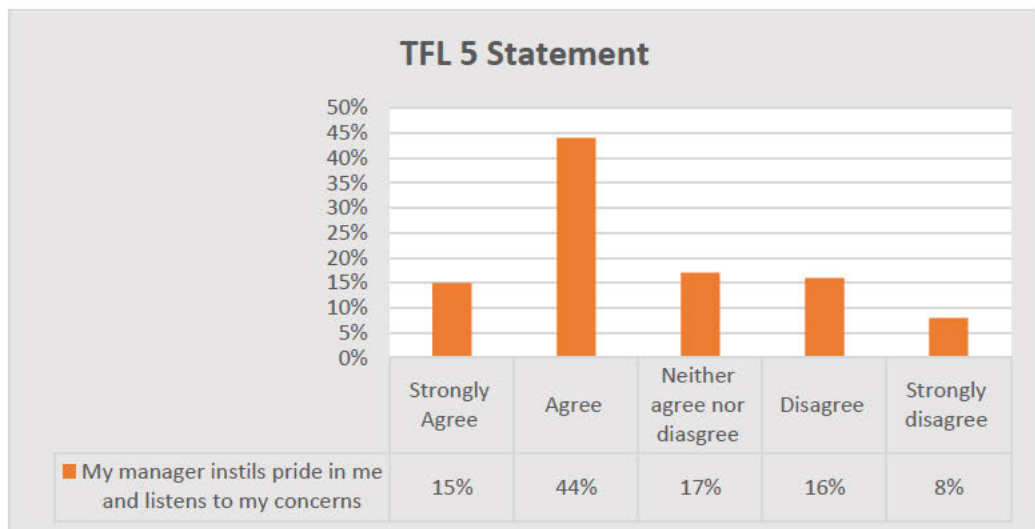


**Figure 4.28: TFL 4 Statement Responses (Source: PPMD 2023 Survey)**

#### 4.4.23 Pride and insightfulness of managers.

The results of the respondents under the statement, “My manager instils pride in me and listens to my concerns”, are demonstrated in Figure 4.29 below. This statement concerns a manager’s ability to foster a sense of employee pride and cultivate an environment conducive to open communication where concerns may be expressed. Alsayyed et al. (2020) state that leaders must practice *individualised consideration* and treat followers as individuals, not just as participants in a group. They must engage in teaching and coaching activities, fostering the development of their followers’ strengths, actively listening to their perspectives and concerns, and instilling pride in them (Alsayyed et al., 2020).

The analysis of the survey results shows that most employees, 59%, agree (combining ‘strongly agree’ and ‘agree’) that their manager instils pride and listens to their concerns. However, 24% of respondents disagree (combining ‘disagree’ and ‘strongly disagree’) with the statement. Seventeen percent (17%) neither agree nor disagree. This suggests room for improvement in how managers interact with their employees. There are many benefits associated with instilling pride in employees. It increases creativity and innovation, facilitates collaboration, and motivates employees to perform at their best. Overall, the analysis of the survey results suggests that most employees have a positive view of their manager’s ability to instil pride and listen to their concerns.



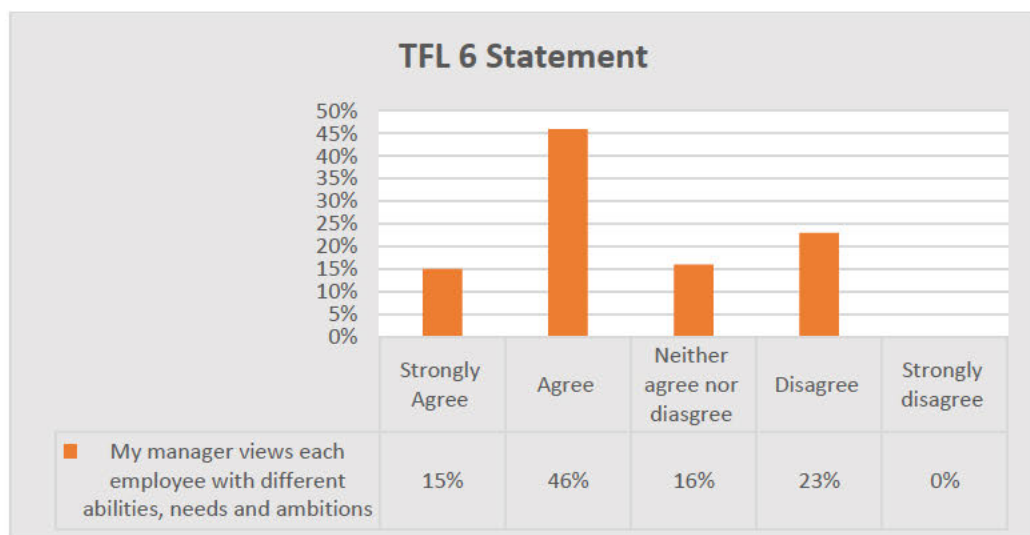
**Figure 4.29: TFL 5 Statement Responses (Source: PPMD 2023 Survey)**

#### 4.4.24 Prioritisation of employee needs and ambitions by managers.

Figure 4.30 below illustrates the responses to the statement, "My manager views each employee with different abilities, needs and ambitions". This statement concerns a manager's ability to individualise their leadership approach. It suggests that the manager can recognise and appreciate each employee's unique qualities and tailor their leadership style accordingly. Leaders must learn to be empathetic figures who can prioritise their followers' needs and make efforts to fulfil them, hence improving work productivity (Dastane, 2020).

The analysis of the survey results shows that most employees, 62%, agree (combining 'strongly agree' and 'agree') that their manager views them as individuals with different abilities, needs, and ambitions. This positive finding suggests that most employees feel their manager understands them and values their uniqueness. However, it is important to note that not all employees agree with this statement. A significant minority of employees (33%) either disagree or neither agree nor disagree with the statement. This suggests that there is room for improvement in how managers individualise their leadership approach.

Overall, the analysis of the survey results suggests that most employees have a positive view of their manager's ability to individualise their leadership approach.

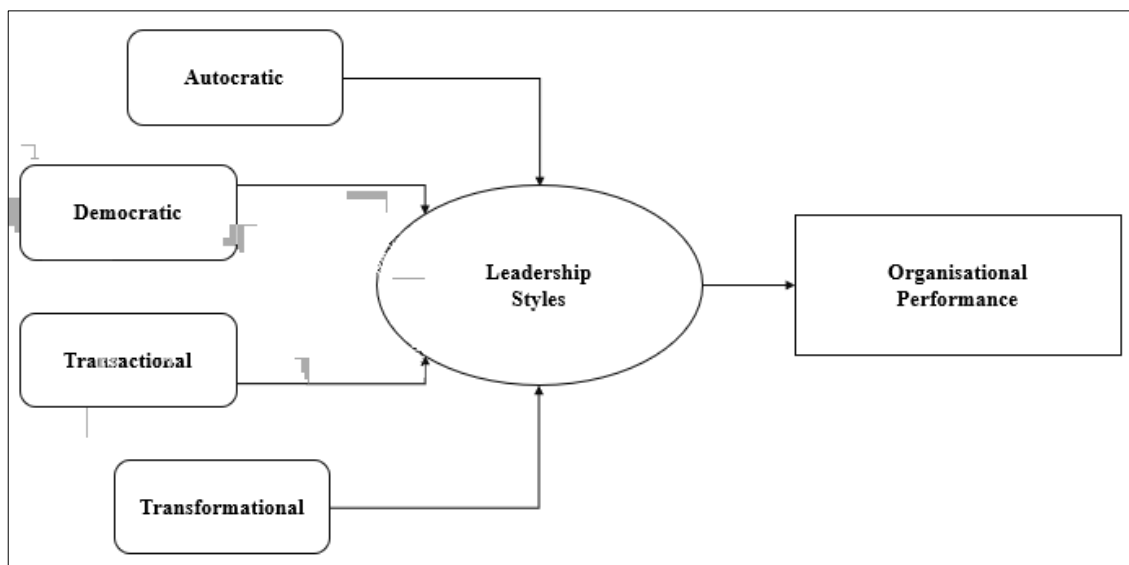


**Figure 4.30: TFL 6 Statement Responses (Source: PPMD 2023 Survey)**

#### 4.5 Inferential Statistics and Findings

This section presents the inferential statistical analysis and findings of the study. The inferential statistics used in this study encompassed calculating mean scores and using correlation coefficient analysis. These statistical methods were employed to ascertain the predominant leadership style managers adopted at PPMD and examine the relationships between leadership styles and organisational performance. The mean values and correlation coefficients were computed using Microsoft Excel.

Using a conceptual framework adapted from Al-Mahayreh et al. (2016), the researcher analyses data and explains how the phenomenon unfolds. The conceptual framework for this study is inferred from two types of variables, both the independent and dependent variables, as shown in Figure 4.31 below. The independent variable in this study is leadership style, while organisational performance is the dependent variable.



**Figure 4.31: Conceptual framework: Adapted from Al-Mahayreh et al. (2016)**

Based on the above conceptual framework, this study explores how autocratic leadership influences the performance of PPMD employees, how coerced they feel, and how this affects their performance. A further objective of the study is to examine how democratic leadership attributes influence the performance of PPMD employees. In addition, the study examines various types of transactional leadership attributes managers exhibit toward their employees to determine if employees perform better when they receive rewards or if they do not perform well when rewards are not provided. The study also aims to discover whether transformational leadership attributes affect organisational

performance at PPMD. The correlation coefficients will be used to assess the potential association between the leadership styles implemented at PPMD and its performance based on the above conceptual framework.

#### 4.5.1 Mean Scores

By comparing the mean scores in Table 4.7 below, the researcher successfully identified the predominant and least dominant leadership styles at PPMD.

**Table 4.7: Mean scores of four leadership styles**

<b>Variables</b>	<b>Mean</b>
Autocratic leadership style	<b>1.68</b>
Democratic leadership style	<b>2.25</b>
Transactional leadership style	<b>2.44</b>
Transformational leadership style	<b>2.26</b>

**Source: PPMD 2023 Survey**

The findings of the study indicate that the mean value of transactional leadership factors is greatest, with a value of 2.44, as presented in Table 4.7 above. This finding suggests that a significant portion of the participants agreed that the leadership of PPMD primarily employs transactional leadership. The transformational leadership style has the second highest mean of 2.26, suggesting that many respondents also think PPMD leaders use the transformational leadership style. The democratic leadership style factors have the third highest mean of 2.25, indicating that PPMD leaders also practice democratic leadership. The autocratic leadership style has the lowest mean value, recorded at 2.15, indicating that this style is the least dominant at PPMD.

The mean analysis and ratings align with Fiedler (2006) assertion that multiple leadership styles can be used based on context and that effective leaders adapt their leadership styles in response to environmental elements or situations. This implies that PPMD leaders must possess the ability to assess the context in which they operate and ascertain the most appropriate leadership style for the specific scenario. Based on the mean analysis, the researcher deduces that using different leadership styles within a single organisation is viable.

#### 4.5.2 Correlation Coefficients

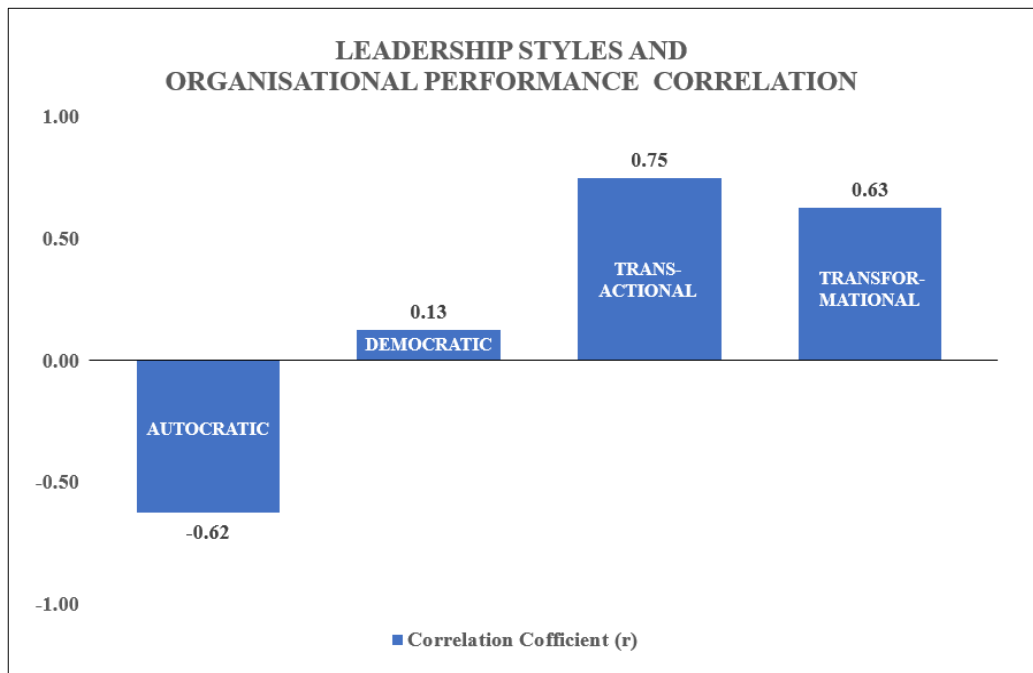
Correlation coefficients were used to assess the potential association between the leadership styles implemented at PPMD and its performance. The correlation coefficient is a statistical metric that quantifies the degree of relationship between two variables (Obilor & Amadi, 2018). This method is used to ascertain the correlation between data sets and assess the degree of its strength. The correlation coefficient is bounded within the interval of -1 to +1 (Obilor & Amadi, 2018). A correlation value of -1 indicates a negative association, whereas a correlation coefficient +1 signifies a positive association. A correlation coefficient close to 0 indicates a lack of a link between the variables (Obilor & Amadi, 2018).

This study determined the relationship between leadership style (independent variable) and organisational performance (dependent variable) using the correlation numbers in Table 4.8 below. Correlation analysis measured the influence of four leadership styles — autocratic, democratic, transactional, and transformational — on organisational performance. A graphic representation of the analysis results is shown in Figure 4.8 below.

**Table 4.8: Leadership style and organisational performance correlation coefficients**

<b>Leadership style and organisational performance</b>	<b>Correlation coefficient</b>
Autocratic leadership style	<b>-0.60</b>
Democratic leadership style	<b>0.13</b>
Transactional leadership style	<b>0.75</b>
Transformational leadership style	<b>0.63</b>

**Source :PPMD 2023 Survey**



**Figure 4.32: Correlation between leadership styles and organisational performance (Source: PPMD 2023 Survey)**

As shown in Table 4.8 and Figure 4.8 above, the correlation coefficient of the autocratic leadership style has a negative value of -0.62, suggesting a negative relationship between this leadership style and organisational performance. The correlation coefficient of the transactional leadership style is positive (0.75), close to +1. This suggests that transactional leadership has a strong positive impact on organisational performance. The correlation coefficient of transformational leadership style is 0.63, a positive value close to +1, also suggesting a strong correlation with organisational performance. Democratic leadership style also has a positive value of 0.13. However, this value is close to zero, suggesting no relationship between democratic leadership style and organisational performance.

### 4.5.3 Discussion

The quantitative data obtained from the respondents was analysed to ascertain the perspectives of employees about leadership styles and their impact on organisational performance at PPMD. The analysis of mean values revealed that PPMD leaders predominantly use a transactional leadership style. The analysis of correlation coefficients revealed that both transactional and transformational leadership styles positively impact organisational performance. The investigation

further revealed that the democratic leadership style does not influence organisational performance, whereas the autocratic leadership style negatively impacts organisational performance.

The prevailing consensus among respondents is that managers within the PPMD organisation predominantly exhibit transactional leadership behaviours. This observation suggests a positive correlation between the display of transactional leadership traits by PPMD managers and the subsequent increase in employee performance. Reis Neto et al. (2019) revealed that transactional leadership is a managerial approach that exchanges goals and rewards between employees and management. This suggests that providing incentives, such as bonuses and substantial salary increments, to employees can enhance their motivation and subsequent performance, improving the organisation's overall performance.

The findings of this study align with the perspective presented by Dinibutun (2020), who argued that leaders' transactional behaviours encourage and guide their followers. The perspective above is also endorsed by Reis Neto et al. (2019), who argue that fulfilling both the leader's and followers' requirements during a transaction, coupled with the leader's official authority to facilitate said transaction, frequently enhances the attainment of desired performance outcomes.

Dinibutun (2020) argued that the purpose of transactional leadership is to maintain control within an organisation, usually through organisational bureaucracy, policy, authority, and power. Transactional leaders primarily concentrate on establishing clear work standards, allocating tasks, and establishing goals for job completion (Cherian et al., 2020). Therefore, a transactional leadership style can be effective inside a pulp and paper mill characterised by well-defined business processes and personnel assigned particular duties. This is because transactional leaders prioritise achieving well-defined and measurable outcomes. Another advantage of transactional leadership is its ability to establish unambiguous performance goals for each individual inside the organisation. The repetition level in pulp and paper mills is high, and short-term goals must be met quickly. Therefore, transactional leadership can have a positive impact.

A possible drawback of transactional leadership lies in its prioritisation of maintaining the status quo rather than promoting transformative change. This phenomenon can result in an inflexible organisational structure, potentially disadvantaging the company if its competitors exhibit greater adaptability and foresight. Using transactional leadership is an effective strategy within the context of short- and medium-term objectives. However, it has limited potential for fostering employee growth, which may result in employees not performing to their fullest potential.

Furthermore, a significant portion of participants concurred that most of their leaders at PPMD exhibit transformational qualities. Moreover, the correlation coefficient analysis indicated a positive association between transformational leadership and organisational performance. The findings above align with the research conducted by OMOGERO and OKWUTU (2023), which demonstrated a positive correlation between transformational leadership style and employee performance. Akpan (2022) stated that this style promotes morale, motivation, growth, development of employees, the promotion of new ideas, intelligence, and improved productivity. As Burns (1978) described, transformational leadership results can be positively influenced by articulating a clear vision to followers and focusing on their values.

Al Khajeh (2018) also revealed that transformational leadership is characterised by passion, energy, and enthusiasm. To improve performance at PPMD, managers must practice transformational leadership and focus on developing the employees' overall value system, morals, skills, and motivation. According to Beauty and Aigbogun (2022), leaders who exhibit transformational qualities consistently strive to shape their followers' assumptions and attitudes to foster motivation. They inspire their subordinates to go above and beyond what they are expected to do with their clear vision and persuasive leadership (Beauty & Aigbogun, 2022). Leaders within the PPMD who employ the principles of transformational leadership can establish a conducive atmosphere that fosters the generation of novel and creative ideas, ultimately leading to long-term benefits for the organisation. Thus, PPMD can get better at putting strategic plans into action that lead to success while also making the company more flexible in a business world that is always changing.

The implementation of transformational leadership has the potential to provide advantageous outcomes within the context of PPMD since it is an organisation that places significant emphasis on factors such as engagement, efficiency, and productivity. Implementing transformational leadership styles by leaders in PPMD can facilitate the achievement of favourable organisational change. By implementing this approach, PPMD can effectively improve employees' understanding of how their contributions match and contribute to the organisation's overall success. Transformational leadership possesses the capacity to engender a workforce that is more actively engaged and motivated, thereby yielding enhanced levels of production.

Furthermore, leaders within the PPMD are expected to adhere to several fundamental beliefs for transformational leadership to be effective. First and foremost, developing a strong and resilient organisational culture is important. Creating an environment that fosters open communication and collaboration is of paramount significance. Effective leadership necessitates clearly and consistently communicating a company's fundamental principles and objectives. Finally, PPMD leaders need to foster a sense of empowerment among their employees. Also, granting employees the autonomy to make decisions and assume responsibility for their jobs can provide significant advantages.

This study also found that autocratic leadership negatively impacts the performance of an organisation. In the literature review, Pizzolitto et al. (2022) stated that autocratic leadership, often called authoritarian leadership, is characterised by exercising power, enforcing discipline, and exerting control over subordinates. This implies that the implementation of authoritarian leadership does not lead to an improvement in employees' productivity. Pizzolitto et al. (2022) further indicated that the autocratic leadership style elicits negative energy among people inside the organisation. The presence of negative energy is deemed unnecessary inside the company.

The findings of this study are consistent with those of Dinibutun (2020), who found that participants expressed dissatisfaction with the autocratic leadership style, leading to hostile attitudes. Pizzolitto et al. (2022) also disapproved of the autocratic leadership style, pointing out that in an authoritarian environment

where emotions are suppressed, subordinate performance is adversely affected, and the climate can become unpleasant. In such scenarios, a company may allocate a greater portion of their routine operational endeavours towards addressing the animosity that may have arisen as a consequence of the authoritarian style of leadership. This will necessitate regaining the trust of those in lower hierarchical positions.

The findings of the study suggest that autocratic leadership is associated with a negative effect on organisational performance. However, there are certain exceptional conditions where an autocratic leadership style can provide good outcomes for an organisation's performance. For instance, an autocratic approach can be effective in a workforce that adheres to traditional practices and resists change. This notion is supported by Dyczkowska and Dyczkowski (2018), who states that autocratic leadership must not only be viewed negatively. Subordinates operating under the framework of autocratic leadership are provided with clear and concise directives. As a result, activities are completed efficiently, challenges are resolved, and objectives and deadlines are met, particularly in time-sensitive scenarios.

Furthermore, although the mean scores proved that PPMD managers practice democratic leadership, the results of the study revealed no statistical evidence to prove that democratic leadership influences organisational performance. However, Akparep et al. (2019) highlighted the advantages of this style, including active participation by employees in the decision-making process. Engaging in decision-making processes can enhance employees' motivation, satisfaction, and engagement while fostering effective two-way communication (Cherian et al., 2020). However, it can present challenges when applied to a pulp and paper mill. The slow decision-making process associated with a democratic approach can disadvantage a pulp and paper company.

Conversely, Akparep et al. (2019) posit that a leader's reliance on the contributions provided by workers or subordinates can lead to poor decisions because team members may lack the expertise or knowledge to contribute meaningfully to decision-making. As a result, for PPMD to reap the full benefit of a democratic leadership approach, it is critical that the firm has a conducive

organisational culture and that its workforce is highly skilled and can handle greater responsibility. In order to achieve this, it is necessary to establish a culture of learning, identify training gaps, and provide employees with the necessary training.

Each of the four leadership styles examined in this study has some limitations, which present challenges for leaders when practising these styles. Leading employees from diverse backgrounds can present major challenges for organisational leaders because employees from different backgrounds can react differently when the same leadership style is implemented. Furthermore, their varying abilities and philosophical beliefs can determine whether or not the manager succeeds or fails in implementing any leadership style.

Cherian et al. (2020) observed that employees whom autocratic leaders lead do not have any decision-making authority and are often micromanaged. Dyczkowska and Dyczkowski (2018) also highlighted that the autocratic leadership style does not promote a learning mindset, which is necessary for employees to develop proactive attitudes. Therefore, a leader who adopts an autocratic style may face challenges while executing this style because employees are more likely to be emotionally suppressed, leading to higher emotional exhaustion and poor organisational performance. Also, employees with a high level of expertise and who are capable of working independently may perform poorly when placed under the guidance of an authoritarian leader.

Concerning the democratic leadership style, a leader can face challenges if the workforce is not highly skilled and cannot handle greater responsibility. This is because democratic leadership style is characterised by the active participation of group members in decision-making. Therefore, if employees do not possess a high level of expertise and lack the knowledge to contribute meaningfully to decision-making, there is a high potential for poor decisions. This can lead to incomplete tasks and communication breakdowns. The democratic manager can also face significant challenges if the organisation lacks a supportive learning culture that facilitates the development of essential skills among workers, enabling their meaningful participation in decision-making processes.

The study findings indicated a noteworthy positive association between the transactional leadership style and organisational performance at PPMD. However, leaders at PPMD may encounter significant challenges while implementing this leadership approach. As (Cherian et al., 2020) stated, the transactional leader possesses authority inside the organisational hierarchy to carry out tasks and administer rewards or punishments based on team performance. The rewards offered by transactional leaders may not always have significant value for certain employees, as they do not contribute to advancing knowledge and fostering innovation. However, these incentives encourage the repetition of the same actions. Therefore, innovative employees will likely react negatively to this leadership style.

Transformational leaders are known for transforming the organisation and its people from their present state to a more desirable one (Dinibutun, 2020). However, these leaders can also encounter challenges throughout the implementation of this leadership style. One such challenge that might occur during the implementation of transformational leadership is the resistance towards change. People often tend to oppose change that disrupts the current status quo. Modifying entrenched procedures and routines might challenge transformational leaders because employees have become used to them.

#### **4.6 Conclusion**

This chapter presented the findings of the study. Figures and tables were used to present the data. All research questions for this study were answered in the discussion section of this chapter. Based on the study results, transactional leadership is the most used style by PPMD managers, with transformational leadership coming in second. The study results also indicated that leadership styles positively or negatively affect organisational performance. This chapter also discussed the feasibility of implementing different leadership styles within a single organisation. Lastly, this chapter provided a discussion of the challenges managers encounter while practising the various leadership styles explored within the scope of this study. The next chapter presents conclusions and recommendations based on the results presented in this chapter.

## **CHAPTER 5**

### **CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

The study findings were presented in the previous chapter. The primary aim of this chapter is to provide key conclusions and recommendations. This chapter is comprised of five sub-sections, which encompass the introduction. The study's key conclusions are presented in Section 5.2, followed by the recommendations in Section 5.3. Section 5.4 discusses the potential areas for further research, while Section 5.5 summarises the chapter.

#### **5.2 Major Conclusion**

This study examined the influence of leadership styles on organisational performance. The results indicated that leadership styles positively or negatively influence an organisation's performance, with varying degrees of success. Additionally, the study results indicated that PPMD leaders practice all four leadership styles examined, with transactional leadership emerging as the dominant style. The findings suggest that transformational and transactional leadership styles positively impact organisational performance. The autocratic leadership approach is found to have a negative impact on employees' performance and is considered detrimental to organisational performance. Based on the analysis of the study, democratic leadership does not affect organisational performance.

Based on the discussion above, transactional and transformational leadership are the most effective leadership styles that can propel the PPMD organisation to increased productivity. Depending on the circumstances, these styles can be used interchangeably. This finding aligns with the assertion made by Bass and Bass Bernard (1985) Bass and Bass Bernard (1985), which suggests that transactional and transformational leadership styles are not mutually exclusive; however, they are interdependent. Most leaders possess traits associated with both transactional and transformational leadership styles, with the latter enhancing the former. Therefore, both leadership styles are effective in various situations, depending on the task and the followers (Bass & Bass Bernard, 1985). The conclusion can also be drawn that diverse leadership styles can be used in the same organisation. This view is supported by Olutoye and Asikhia (2022), who stated that a

leader can practice any leadership style, or a combination of styles, depending on the situation or time.

The study has also highlighted challenges leaders may face while executing any of the four leadership styles examined in this study. In order to overcome the challenges discussed in the previous chapter, a leader must be able to evaluate the circumstances in which they function and determine which leadership style is most suitable for the given situation. Fiedler (1967) stated that addressing the leader's leadership style and situational elements is necessary to enhance organisational performance. Enhancing organisational performance may be achieved by aligning the leader's characteristics with the specific circumstance or by aligning the situation with the leader's characteristics.

A manufacturing company that effectively utilises suitable leadership styles in conjunction with other operational aspects is more likely to attain its organisational objectives successfully. The researcher is confident that the results of this study met all the objectives and addressed all research questions successfully.

In Chapter 1, the limitations section explained that achieving the minimum required sample size of 302 was not possible. As a result, the findings of this study cannot be interpreted as a generalised representation of the opinions of every employee of PPMD. This study, however, draws conclusions from data representative of the sample reached. Despite the discrepancy in sample size, the researcher is confident that the study, achieved its objective by using an appropriate research strategy, sampling method, analysis technique, data collection methods, and answering all research questions.

Based on the results of this study, several implications can be drawn. The findings can improve business practices by providing PPMD managers with pertinent information necessary to improve organisational performance. Many organisations can also use the findings obtained in this research to determine the effectiveness of their existing leadership styles in executing their operational activities. It may be possible for manufacturing managers to use the information from this research to improve their employees' performance and uncover potential causes of underperformance. Furthermore, these findings can provide managers and team leaders valuable insights into the most appropriate leadership styles. This knowledge can enable them to adapt and enhance their leadership approaches, increasing their effectiveness and achieving desired outcomes. The firm may effectively attain its objectives by using appropriate leadership styles.

### 5.3 Recommendations

This study provides the following recommendations based on its findings:

- ❖ PPMD managers must embrace a transactional style, as this approach has been found to have a notable positive correlation with organisational performance. Several positive aspects are associated with transactional leadership styles. Therefore, this particular leadership style may prove advantageous in effectively managing a workforce primarily driven by a system of rewards.
- ❖ It is also highly recommended that PPMD managers practice a transformational leadership style in most cases. The transformational leadership style is well recognised for its substantial beneficial impact. This is because transformational leadership is centred on changing an organisation and its people from their current state to a more desired one consistent with its vision, mission, and objectives.
- ❖ The study findings indicated that the democratic leadership style does not significantly influence organisational performance. However, it is recommended that leaders adopt this particular approach since it emphasises fostering collaboration and cooperation among managers and employees. There is a higher probability of employees demonstrating concern for the result of a task when they perceive themselves as actively engaged and dedicated to its success.
- ❖ PPMD leaders can practice any leadership style or a combination of styles recommended above, depending on the situation or time. However, they must avoid adopting an autocratic leadership style because of its significant negative impact on organisational performance.
- ❖ Managers in PPMD must recognise each leadership style's strengths and weaknesses because one approach can yield unfavourable results. Leadership styles must be blended, and leaders must know when to use a specific approach.

#### **5.4 Areas of Future Research**

This study presented a comprehensive methodology for assessing the correlation between various leadership styles and their impact on the overall performance of an organisation within the context of a pulp and paper mill. As a result, this study provides insights into how to enhance leadership within pulp and paper companies. However, the present study was exclusively focused on quantitative methods and analysis. Future research endeavours can be directed towards other methods, such as qualitative or mixed methods. Future research can also develop alternative conceptual frameworks to explore the connection between leadership styles and other variables, such as employee turnover and job satisfaction. Moreover, there is a need for additional empirical research within the pulp and paper companies in order to affirm the extent to which leadership styles impact organisational performance. In order to provide a comprehensive view, it can be beneficial for future studies to include additional leadership styles, such as charismatic leadership and laissez-faire, within the context of the paper mill.

#### **5.5 Summary**

This chapter provided key conclusions and recommendations. The study also identified areas that require further research. This study looked at the connection between leadership styles and organisational performance. The study collected data from PPMD personnel using a quantitative approach method.

The study found that PPMD managers practice all four leadership styles, with transactional leadership being the most common. The findings also indicated a positive relationship between transactional and transformational leadership styles and organisational performance. The findings of the study further demonstrated a negative association between autocratic leadership styles and organisational performance. No association was seen between democratic leadership style and organisational performance. The study also examined the challenges associated with implementing all four leadership styles investigated in this study.

## REFERENCES

- Akkaya, B. (2020). Review of leadership styles in perspective of dynamic capabilities: An empirical research on managers in manufacturing firms. *Yönetim Bilimleri Dergisi*, 18(36), 389-407.
- Akpan, E. C. (2022). Transformational Leadership and Organizational Performance.
- Akparep, J. Y., Jengre, E., & Mogre, A. A. (2019). The influence of leadership style on organizational performance at TumaKavi Development Association, Tamale, Northern Region of Ghana.
- Al-Mahayreh, M., Kilani, Y. M., & Harahsheh, F. A. (2016). The influence of the leadership style on managerial creativeness from the perspective of employees within Jordanian industrial corporations. *International Business and Management*, 13(3), 27-39.
- Al Khajeh, E. H. (2018). Impact of leadership styles on organizational performance. *Journal of Human Resources Management Research*, 2018, 1-10.
- Alhashedi, A. A. A., Bardai, B., Al-Dubai, M. M. M., & Alaghbari, M. A. (2021). Organizational citizenship behavior role in mediating the effect of transformational leadership on organizational performance in gold industry of Saudi Arabia. *Business: Theory and Practice*, 22(1), 39-54.
- Allen, D. W. (1998). How nurses become leaders: Perceptions and beliefs about leadership development. *JONA: The Journal of Nursing Administration*, 28(9), 15-20.
- Alsayed, N. M., Suifan, T. S., Sweis, R. J., & Kilani, B. A. (2020). The impact of transformational leadership on organisational performance case study: The University of Jordan. *International Journal of Business Excellence*, 20(2), 169-190.
- AlTaweel, I. R., & Al-Hawary, S. I. (2021). The mediating role of innovation capability on the relationship between strategic agility and organizational performance. *Sustainability*, 13(14), 7564.
- Asenahabi, B. M. (2019). Basics of research design: A guide to selecting appropriate research design. *International Journal of Contemporary Applied Researches*, 6(5), 76-89.
- Asrar-ul-Haq, M., & Anwar, S. (2018). The many faces of leadership: Proposing research agenda through a review of literature. *Future Business Journal*, 4(2), 179-188.
- Avolio, B. J., & Bass, B. M. (2004). Multifactor leadership questionnaire (TM). *Mind Garden, Inc. Menlo Park, CA*.
- Bass, B. M. (1960). Leadership, psychology, and organizational behavior.
- Bass, B. M., & Bass Bernard, M. (1985). Leadership and performance beyond expectations.

- Beauty, M., & Aigbogun, O. (2022). Effects of Leadership Styles on Employee Performance: A Case Study of Turnall Holdings LTD., Harare. *International Journal of Academic Research in Business and Social Sciences*, 12(1), 289-305.
- Beckhusen, J. (2019). *Multiple jobholders in the United States: 2013*. US Department of Commerce, Economics and Statistics Administration, US ....
- Benmira, S., & Agboola, M. (2021). Evolution of leadership theory. *BMJ Leader*, leader-2020-000296.
- Berg, P., & Lingqvist, O. (2019). Pulp, paper, and packaging in the next decade: Transformational change. *McKinsey & Company*, 8(7), 2019.
- Bhatti, N., Maitlo, G. M., Shaikh, N., Hashmi, M. A., & Shaikh, F. M. (2012). The impact of autocratic and democratic leadership style on job satisfaction. *International business research*, 5(2), 192.
- Bougie, R., & Sekaran, U. (2019). *Research methods for business: A skill building approach*. John Wiley & Sons.
- Burns, J. M. (1978). *Leadership*. Harper & Row.
- Cherian, J., Gaikar, V., & Raj P, P. (2020). Do leadership styles impact organizational performance in the UAE context? A study. *International Journal of Mechanical Engineering and Technology (IJMET) Volume*, 11, 23-32.
- Chiang, J. T.-J., Chen, X.-P., Liu, H., Akutsu, S., & Wang, Z. (2021). We have emotions but can't show them! Authoritarian leadership, emotion suppression climate, and team performance. *Human Relations*, 74(7), 1082-1111.
- Çiçekler, M., & Tutuş, A. (2023). Challenges in Paper Industry: Addressing Environmental, Economic, and Social Concerns. International Conference on Engineering, Natural and Social Sciences,
- Cohen, W. A. (1990). The art of the leader. (*No Title*).
- Coy, M. J. (2019). Research methodologies: Increasing understanding of the world. *International Journal of Scientific and Research Publications*, 9(1), 71-77.
- Daft, R. L. (2018). *The leadership experience*. Cengage Learning.
- Dastane, D. O. (2020). Impact of leadership styles on employee performance: A moderating role of gender. *Australian Journal of Business and Management Research*, 5(12), 27-52.
- Deshwal, V., & Ali, M. A. (2020). A systematic review of various leadership theories. *Shanlax International Journal of Commerce*, 8(1), 38-43.

- Dinibutun, S. R. (2020). Leadership: A comprehensive review of literature, research and theoretical framework. *Research and Theoretical Framework (January 17, 2020)*.
- Dyczkowska, J., & Dyczkowski, T. (2018). Democratic or autocratic leadership style? Participative management and its links to rewarding strategies and job satisfaction in SMEs. *Athens Journal of Business & Economics, 4(2)*, 193-218.
- Fiedler, F. E. (1967). A THEORY OF LEADERSHIP EFFECTIVENESS. MCGRAW-HILL SERIES IN MANAGEMENT.
- Fiedler, F. E. (2006). The contingency model: A theory of leadership effectiveness. *Small groups: Key readings, 369*, 60051-60059.
- Frangieh, M., & Rusu, D. (2021). The effect of the carrot and stick transactional leadership style in motivating employees in SMEs. *Revista de Management Comparat International, 22(2)*, 242-252.
- Gray, D. E. (2021). Doing research in the real world. *Doing research in the real world*, 1-100.
- Greening, N. (2019). Phenomenological research methodology. *Scientific Research Journal, 7(5)*, 88-92.
- Grint, K. (2005). Chapter 1. What is leadership: Person, result, position or process? From Grint, K. *Leadership: limits and possibilities*.
- Harrison, C., & Harrison, C. (2018). Leadership research and theory. *Leadership Theory and Research: A Critical Approach to New and Existing Paradigms*, 15-32.
- Hauguth, D., & Wilson, A. (2022). The potential of standardizing and improving the change management process in the pulp and paper industry—A multiple case study. In.
- Hertzog, M. A. (2008). Considerations in determining sample size for pilot studies. *Research in nursing & health, 31(2)*, 180-191.
- Hiwa, H., Durmaz, O., & Demir, S. (2021). Leadership Styles and their effects on Organizational Effectiveness. *Black Sea Journal of Management and Marketing, 2(2)*, 26-33.
- Hoxha, A. (2019). Transformational and transactional leadership styles on employee performance. *International Journal of Humanities and Social Science Invention, 8(11)*, 46-58.
- Hunt, T., & Fedynich, L. (2019). Leadership: Past, present, and future: An evolution of an idea. *Journal of Arts and Humanities, 8(2)*, 22-26.
- Indu, P. V., & Vidhukumar, K. (2019). Research designs-an Overview. *Kerala Journal of Psychiatry, 32(1)*, 64-67.

- IRADAWTY, S. N. (2022). THE EFFECT OF LEADERSHIP STYLE ON WORK PRODUCTIVITY OF EMPLOYEES IN HRD PT. BEAUTIFUL PULP AND PAPER TIPS, CIKANDE, SERANG, BANTEN. *Jurnal Penelitian Ilmu Manajemen*, 7(1), 90-99.
- Jony, M. T. I., Alam, M. J., Amin, M. R., & Jahangir, M. (2019). The impact of autocratic, democratic and laissez-faire leadership styles on the success of the organization: A study on the different popular restaurants of Mymensingh, Bangladesh. *Canadian Journal of Business and Information Studies*, 1(6), 28-38.
- Kahn, R. L., & Katz, D. (1952). *Leadership practices in relation to productivity and morale*. Institute for Social Research, University of Michigan Ann Arbor, MI.
- Kandel, B. (2020). Qualitative Versus Quantitative Research. *Journal of Product Innovation Management*, 32(5), 658.
- Kekeya, J. (2019). The commonalities and differences between research paradigms. *Contemporary PNG Studies*, 31, 26-36.
- Khan, Z. A., Bhat, S. J., & Hussanie, I. (2017). Understanding leadership theories-A review for researchers. *Asian Journal of Research in Social Sciences and Humanities*, 7(5), 249-264.
- Khatri, K. K. (2020). Research paradigm: A philosophy of educational research. *International Journal of English Literature and Social Sciences (IJELS)*, 5(5).
- King, A. S. (1990). Evolution of leadership theory. *Vikalpa*, 15(2), 43-56.
- Kouzes, J. M., & Posner, B. Z. (1995). An instructor's guide to the leadership challenge. In: San Francisco: Jossey-Bass.
- Likert, R. (1967). The human organization: its management and values.
- Lord, R. G., De Vader, C. L., & Alliger, G. M. (1986). A meta-analysis of the relation between personality traits and leadership perceptions: An application of validity generalization procedures. *Journal of applied psychology*, 71(3), 402.
- Madgavkar, A., Manyika, J., Krishnan, M., Ellingrud, K., & Yee, L. (2019). The future of women at work.
- Majid, U. (2018). Research fundamentals: Study design, population, and sample size. *Undergraduate research in natural and clinical science and technology journal*, 2, 1-7.
- Mann, R. D. (1959). A review of the relationships between personality and performance in small groups. *Psychological bulletin*, 56(4), 241.

- Mehrad, A., & Zangeneh, M. H. T. (2019). Comparison between qualitative and quantitative research approaches: Social sciences. *International Journal For Research In Educational Studies, Iran*, 5(7), 1-7.
- Meindl, J. R., Ehrlich, S. B., & Dukerich, J. M. (1985). The romance of leadership. *Administrative science quarterly*, 78-102.
- Mohajan, H. K. (2017). Two criteria for good measurements in research: Validity and reliability. *Annals of Spiru Haret University. Economic Series*, 17(4), 59-82.
- Nanjundeswaraswamy, T., & Divakar, S. (2021). Determination of sample size and sampling methods in applied research. *Proceedings on engineering sciences*, 3(1), 25-32.
- Nguyen, T. T. L. (2019). Selection of research paradigms in English language teaching: Personal reflections and future directions. *KnE Social Sciences*, 1–19-11–19.
- Nsom, N. K., Teih, M. M., & Sundjo, F. (2019). THE EFFECTS OF TRANSACTIONAL AND TRANSFORMATIONAL LEADERSHIP ON PERSONNEL CONDUCT. *International Journal of Research - Granthaalayah*, 7(6), 155-164.
- Obilor, E. I., & Amadi, E. C. (2018). Test for significance of Pearson's correlation coefficient. *International Journal of Innovative Mathematics, Statistics & Energy Policies*, 6(1), 11-23.
- Olutoye, A. A., & Asikhia, O. (2022). The effect of leadership and organisational behaviour on performance—A systematic literature review. *International Academic Journal of Human Resource and Business Administration*, 4(1), 165-183.
- OMOGERO, E. F., & OKWUTU, A. J. (2023). EFFECT OF LEADERSHIP STYLES ON EMPLOYEE JOB PERFORMANCE IN MANUFACTURING INDUSTRY IN NIGERIA: A STUDY OF DUFIL PRIMA FOODS PLC, PORT HARCOURT. *International Journal of Applied Research in Social Sciences*, 5(2), 29-39.
- Omonona, S., Olabanji, O., & Obamen, J. (2019). Effects of leadership style on employee performance of fast moving consumer goods (FMCGS) in South Africa. *Journal of Economics and Behavioral Studies*, 11(1 (J)), 1-10.
- Pierce, J. L., & Newstrom, J. W. (2000). Leaders & the leadership process: Readings, self-assessments & applications. (*No Title*).
- Pizzolitto, E., Verna, I., & Venditti, M. (2022). Authoritarian leadership styles and performance: a systematic literature review and research agenda. *Management Review Quarterly*, 1-31.
- PPMD. (2023). *Quartely Performance Review*.

- Reis Neto, M. T., de Araújo, R. N., & Avelar Ferreira, C. A. (2019). Leadership theories and individual performance. *Pensamiento & Gestión*(47), 148-179.
- Shafiu, A. M., Manaf, H. A., & Muslim, S. (2019). The impact of leadership on organizational performance. *International Journal of Recent Technology and Engineering*, 8(3), 7573-7576.
- Shreyashee Tripathi, R. K. C. (2023). Exploring Ethical Consideration in Research: guidelines and Practices. *Adhyayan A Journal of Management Sciences*.
- Siedlecki, S. L. (2020). Understanding descriptive research designs and methods. *Clinical Nurse Specialist*, 34(1), 8-12.
- Sileyew, K. J. (2019). Research design and methodology. *Cyberspace*, 1-12.
- Sivaruban, S. (2021). A critical perspective of leadership theories.
- Stogdill, R. M. (1948). Personal factors associated with leadership: A survey of the literature. *The Journal of psychology*, 25(1), 35-71.
- Stogdill, R. M. (1974). *Handbook of leadership: A survey of theory and research*. Free Press.
- Stogdill, R. M., & Coons, A. E. (1957). Leader behavior: Its description and measurement.
- Sürücü, L., & Maslakci, A. (2020). Validity and reliability in quantitative research. *Business & Management Studies: An International Journal*, 8(3), 2694-2726.
- Tannenbaum, R., & Schmidt, W. H. (1973). Harvard Business Review. *How to Choose a Leadership Pattern*.
- Udayanga, M. (2020). The impact of the transactional leadership on organizational productivity: A monographic study. *International Journal of Multidisciplinary and Current Educational Research*, 2(5), 297-309.
- Van Teijlingen, E., & Hundley, V. (2001). The importance of pilot studies. *Social research update*(35), 1-4.
- Vasilescu, M. (2019). Leadership styles and theories in an effective management activity. *Annals-Economy Series*, 4, 47-52.
- Victoria, O., Olalekan, U., & Adedoyin, O. (2021). Leadership styles and organisational performance in nigeria: qualitative perspective. *International Journal of Engineering and Management Research*, 11.
- Wahyuni, N. P. D., Purwandari, D. A., & Syah, T. Y. R. (2020). Transactional leadership, motivation and employee performance. *Journal of Multidisciplinary Academic*, 3(5), 156-161.
- Wang, B. (2018). The future of manufacturing: A new perspective. *Engineering*, 4(5), 722-728.
- Wolinski, S. (2010). Leadership theories. *Retrieved June, 14(2014)*, 182-186.

- Yamane, T. (1967). Sampling Formula. *E-Book*. [www.albookez.com](http://www.albookez.com).
- Yukl, G. (1981). *Leadership in Organizations*, 9/e. Pearson Education India.
- Yukl, G. (1989). Managerial leadership: A review of theory and research. *Journal of Management*, 15(2), 251-289.
- Yukl, G. (1999). An evaluation of conceptual weaknesses in transformational and charismatic leadership theories. *The leadership quarterly*, 10(2), 285-305.

## APPENDIX

### APPENDIX 1: INFORMED CONSENT LETTER

# UKZN HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE (HSSREC)

## APPLICATION FOR ETHICS APPROVAL For research with human participants

### INFORMED CONSENT

Note to researchers: Notwithstanding the need for scientific and legal accuracy, every effort should be made to produce a consent document that is as linguistically clear and simple as possible, without omitting important details as outlined below. Certified translated versions will be required once the original version is approved.

There are specific circumstances where witnessed verbal consent might be acceptable, and circumstances where individual informed consent may be waived by HSSREC.

#### Information Sheet and Consent to Participate in Research

Date: 03 July 2023

Dear Participant

My name is Sinothi Phoswa, and I am currently enrolled at the University of KwaZulu Natal, conducting research to satisfy the Master of Commerce (Leadership Studies) course requirements. The research will add value to my organisation, PPMD, given how leadership style contributes greatly to organisational performance. I can be contacted on [REDACTED] or by email: [REDACTED].

You are invited to consider participating in a study that involves research to examine the influence of leadership styles on organisational performance. The study aims to examine the influence of leadership styles on organisational performance at PPMD. You are requested to participate in this study because the researcher aims to understand the types of leadership styles employed at PPMD and explain the relationship between leadership style and workplace performance. You were selected as a possible participant because you are an employee of PPMD. You will be given a questionnaire with 30 questions to answer. This questionnaire is divided into two sections; Section A is mainly descriptive, whereas Section B questions are based on leadership styles and organisational performance. This questionnaire is expected to take approximately 20 minutes to complete.

Your participation is purely voluntary. There are no anticipated risks or benefits to your participation.

This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee.

In the event of any problems or concerns/questions you may contact the researcher on [REDACTED] or by email: [REDACTED] or the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows:

**HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION**

Research Office, Westville Campus

Govan Mbeki Building

Private Bag X 54001

Durban

4000

KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557- Fax: 27 31 2604609

Email: [HSSREC@ukzn.ac.za](mailto:HSSREC@ukzn.ac.za)

Participation in this research is voluntary and participants may withdraw participation at any point. In the event of refusal/withdrawal of participation the participants will not incur penalty or loss of treatment or other benefit to which they are normally entitled. There were no potential consequences identified that you as a participant may undergo for withdrawal from the study and the procedure/s required from the participants for orderly withdrawal. There were no circumstances identified where the researcher will terminate the participant from the study, except through continuous unavailability.

No costs will be incurred by participants because of participation in the study and no incentives or reimbursements for participation in the study will be given.

The participant's confidentiality will be of highest priority, and no personal information will be shared with both UKZN and PPMD. The information obtained from questionnaires will be analysed and consolidated results will be made available to all participants, UKZN and PPMD.

-----

## CONSENT

I \_\_\_\_\_(Name) have been informed about the study entitled 'Examining the influence of leadership styles on organisational performance at PPMD by Sinothi Phoswa.

I understand the purpose and procedures of the study.

I have been given an opportunity to answer questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time without affecting any of the benefits that I usually am entitled to.

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher on 0 [REDACTED] or by email: [REDACTED].

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers then I may contact:

### HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus

Govan Mbeki Building

Private Bag X 54001

Durban

4000

KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557 - Fax: 27 31 2604609

Email: [HSSREC@ukzn.ac.za](mailto:HSSREC@ukzn.ac.za)

\_\_\_\_\_  
Signature of Participant

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Witness  
(Where applicable)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Translator  
(Where applicable)

\_\_\_\_\_  
Date

## APPENDIX 2: CRONBACH'S ALPHA CALCULATION

**Table 3.2: Cronbach alpha sample calculation**

Participant	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20	Q21	Q22	Q23	Q24	Total score
P1	1	1	4	1	3	1	2	3	1	1	1	2	2	1	1	4	1	1	1	2	3	1	1	2	41
P2	1	3	4	1	4	1	1	4	1	3	3	1	1	1	1	3	1	1	1	1	1	1	1	1	41
P3	2	3	5	1	1	1	2	2	1	1	3	1	2	2	2	1	1	1	1	1	1	1	1	3	40
P4	1	4	1	3	4	4	4	4	1	4	3	3	3	3	3	3	3	3	3	3	3	4	4	4	76
P5	1	3	4	3	3	4	3	4	1	3	3	3	4	1	4	4	4	3	3	3	3	4	3	1	73
P6	4	4	1	4	4	4	4	4	1	4	4	4	1	3	3	1	3	4	1	4	4	4	4	4	78
P7	1	3	3	3	4	3	3	1	1	3	3	3	1	4	3	1	3	4	3	3	1	3	1	3	61
P8	4	5	4	1	4	1	4	3	1	1	4	1	4	4	1	1	3	4	1	3	4	3	4	4	69
P9	2	1	4	2	2	2	1	3	2	1	1	2	2	1	2	3	1	2	2	2	1	1	2	1	43
P10	2	4	4	1	3	1	1	4	3	1	3	1	1	1	1	4	1	3	1	1	1	1	1	3	47
P11	4	4	3	3	4	3	3	3	3	3	3	3	1	4	3	3	1	4	1	1	4	1	1	4	67
P12	1	5	4	1	4	1	4	4	1	1	4	1	1	1	1	1	1	1	1	1	1	1	1	4	46
P13	3	1	4	1	4	1	2	1	2	1	1	2	3	3	1	4	1	1	1	2	1	1	2	1	44
P14	1	4	1	1	3	3	3	1	1	3	3	1	1	1	3	1	1	1	1	3	3	3	3	1	47
P15	2	3	5	2	2	2	5	5	3	3	3	3	3	4	1	5	3	3	3	3	4	3	3	3	76
																									225.9714
<b>Total variance</b>	1.43	1.74	1.83	1.12	0.92	1.55	1.60	1.64	0.70	1.46	1.03	1.07	1.29	1.78	1.14	2.11	1.27	1.69	0.83	1.03	2.12	1.50	1.57	1.60	<b>34.01</b>

Source: PPMD 2023 Survey

$$\alpha = \frac{(K)}{(K-1)} \times \frac{Sy^2 - \text{Sum } Si^2}{Sy^2} = \frac{(24)}{(24-1)} \times \frac{(225.97 - 34.01)}{225.97} = 0.88$$

Where  $\alpha$  = Cronbach Alpha

$k$  = The number of items in the scale

$Sy^2$  = The sum of total scores for all items

$\text{Sum } Si^2$  = The sum of the item scores for each item

**APPENDIX 3 : INSTRUMENT (QUESTIONNAIRE)**

**Questionnaire**

**Section A.**

*Demographic information of the sample*

**1 Gender?**

Male

Female


**2 Ethnic group?**

African

Coloured

Indian

White


**3 Age group?  
(Years)**

18 - 25

25 - 34

35 - 44

45+


**4 Work experience?**

Less than 5 years

Between 5 - 10 years

Between 10 - 15 years

Above 15 years


**5 Highest educational qualification?**

Postgraduate Qualification (NQF 8 - 10)

Bachelor's Degree (NQF 7)

National Diploma (NQF 6)

Grade 12/ Matric

No Matric (NQF 1 -3)


**6 Designation group?**

Management Team

Team Leader

Individual Contributor

Administration or Support


*Linkert Scale: Strongly Agree (SA) = 1, Agree (A) = 2, Neutral (N) = 3, Disagree (D) = 4 & Strongly Disagree (SD) = 5*

<b>Section B.</b>	<i>Inferential statistics of the sample</i>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
-------------------	---	-----------	----------	----------	----------	-----------

<b>7</b>	Our organisation's level of motivation and engagement has significantly increased over the past year.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>8</b>	For motivation and performance, my manager gives a reward	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>9</b>	My manager tends to resist new ideas.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>10</b>	My manager closely monitors employees' performance to ensure they are on track.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>11</b>	Employees who are not closely supervised are unlikely to do their jobs well.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>12</b>	My manager fully trusts employees to solve problems and make decisions independently.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>13</b>	My manager encourages and acknowledges innovative employees.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>14</b>	My manager is the chief judge of the achievements of team members.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>15</b>	My manager clarifies procedures and gives orders.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

<b>16</b>	Before making decisions, my manager seeks input from others	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>17</b>	My manager rewards employees for meeting targets.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>18</b>	My manager communicates frequently and supports employees.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>19</b>	The company's vision and strategy are explained to employees by my manager.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>20</b>	The majority of employees are motivated, and they are capable of doing good work if given the task.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>21</b>	My manager gives clear expectations and standards for employees to work on.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>22</b>	My manager monitors the performance of each employee and keeps a record of mistakes committed.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>23</b>	My manager acts before a problem becomes chronic.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>24</b>	My manager works out agreements with employees regarding their work.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

<b>25</b>	My manager communicates standards for employees to follow.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>26</b>	My manager encourages employees and motivates them to perform well.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>27</b>	My manager sets challenging standards and allows employees to rethink never-questioned ideas.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>28</b>	My manager instils pride in me and listens to my concerns.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>29</b>	My manager views each employee with different abilities, needs and ambitions.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>30</b>	My manager devotes time to coaching and training employees.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

## APPENDIX 4: TURNITIN SIMILARITY REPORT

### Leadership Dissertation

---

ORIGINALITY REPORT

---

<b>1</b> %	<b>1</b> %	<b>1</b> %	<b>0</b> %
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

---

PRIMARY SOURCES

---

<b>1</b>	<b>uir.unisa.ac.za</b> Internet Source	<b>1</b> %
----------	---	------------

---

Exclude quotes	Off	Exclude matches	< 1%
Exclude bibliography	On		

## APPENDIX 5 : ETHICAL CLEARANCE



19 May 2023

Sinothi Phoswa (218052643)  
Grad School of Bus & Leadership  
Westville Campus

Dear S Phoswa,

Protocol reference number: HSSREC/00005602/2023

Project title: Examining the influence of leadership styles on organisational performance at pulp and paper mill in Durban

Degree: Masters

### Approval Notification – Expedited Application

This letter serves to notify you that your application received on 10 May 2023 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted FULL APPROVAL.

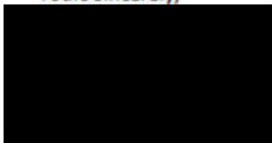
Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number. PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

This approval is valid until 19 May 2024.

To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

HSSREC is registered with the South African National Health Research Ethics Council (REC-040414-040).

Yours sincerely,



Professor Dipane Hlalele (Chair)

/dd

### Humanities and Social Sciences Research Ethics Committee

Postal Address: Private Bag X54001, Durban, 4000, South Africa

Telephone: +27 (0)31 260 8350/4557/3587 Email: hssrec@ukzn.ac.za Website: <http://research.ukzn.ac.za/Research-Ethics>

Founding Campuses:  Edgewood  Howard College  Medical School  Pietermaritzburg  Westville

INSPIRING GREATNESS