

**THE RELATIONSHIP BETWEEN LEADERSHIP STYLE AND
ORGANISATIONAL PERFORMANCE: THE ROLE OF EMPLOYEE
SATISFACTION**

KNUST

By

Maxwell Adjei

A thesis submitted to the Department of Marketing and Corporate Strategy, School of
Business, Kwame Nkrumah University of Science and Technology in partial fulfilment
of the requirements for the award of

MBA IN STRATEGIC MANAGEMENT AND CONSULTING

OCTOBER, 2023

DECLARATION

I affirm that the thesis I am submitting is my original work and that, to the best of my knowledge and belief, it does not include any material that has been published or written by another person or that has been accepted for the award of any degree or diploma at Kwame Nkrumah University of Science and Technology, Kumasi or any other educational institution, with the exception of work for which proper citation has been made.

Adjei, Maxwell (PG3965120)
(Student) **Signature** **Date**

Certified by:
Dr. Joseph Owusu
(Supervisor) **Signature** **Date**

Certified by:
Prof. Ahmed Agyepong
(Head of Department) **Signature** **Date**

ABSTRACT

Organizational performance is intricately linked to profitability, encompassing both short and long-term growth and profits. Business investors and leaders are driven to ensure the effective functioning of their organizations to maximize profits, achieve rapid growth, and gain a competitive advantage within the industry. Nevertheless, the achievement of these objectives is contingent upon the performance of the organization's leaders and employees, as they play a pivotal role in determining the overall success and prosperity of the organization. This study aimed to explore the relationship between leadership style and organizational performance from the perspective of employee performance. The research was structured into five chapters, comprising a general introduction, a literature review, the research methodology, presentation of results and discussions, and the conclusions and recommendations. Three objectives were set for the study: assessing the impact of transformational, transitional, and transactional leadership styles on employee satisfaction; identifying the effect of employee satisfaction on organizational performance; and assessing the mediating role of employee satisfaction in the relationship between leadership style and organizational performance. A purposive and snowball sampling technique were employed for the study, and a survey questionnaire using a quantitative method was used to collect data from professionals in community pharmacy companies in Kumasi and Accra. The analysis involved using the One Sample T-test, Relative Importance Index (RII), Mean Score Ranking, and Standard Deviations. The Statistical Package for Social Sciences (SPSS) version 25 and Microsoft Excel 2019 were used for data analysis, and the results were presented in charts and tables. A total of 61 responses were obtained, representing 61% of the targeted 100 responses, and were considered for data analysis. The findings revealed that transformational, transitional, and

transactional leadership styles had a significant impact on employee satisfaction, with specific factors such as building employees' confidence, establishing an attractive vision, emphasizing team spirit, providing attention to employees, and providing instruction and monitoring being identified. Regarding the effect of employee satisfaction on organizational performance, the study found that it positively influenced various aspects of organizational success, including overall performance, productivity, growth, development, and innovation. Furthermore, the research identified crucial variables for the mediating role of employee satisfaction, which included achieving organizational goals, enhancing overall performance, retaining skillful employees, and ensuring effective communication. This study has enriched the existing body of knowledge regarding leadership styles, employee satisfaction, and organizational performance, providing valuable insights for organizations in selecting leaders and guiding them to enhance team performance and achieve organizational goals. Additionally, the study recommends further research to explore the impact of leaders' soft skills on employee performance in organizational success. In conclusion, organizations should focus on building employees' confidence, establishing attractive visions, and promoting team spirit and shared values to foster a positive work environment and drive organizational success.

KEY WORDS: LEADERSHIP, RELATIONSHIP, EMPLOYEE SATISFACTION, ORGANISATIONAL PERFORMANCE

TABLE OF CONTENTS

Contents

KNUST



LIST OF TABLES

KNUST



LIST OF FIGURES

KNUST



DEDICATION

I dedicate this thesis to my loving family, whose unwavering support and encouragement have been the driving force behind my academic journey. To my parents, you have always believed in me and instilled in me the value of education and hard work. Your sacrifices and constant encouragement have been the foundation upon which I have built my aspirations. This thesis is a testament to your love and belief in me.

To my siblings, you have been my pillars of strength and my greatest cheerleaders. Your words of encouragement and belief in my abilities have been a constant source of inspiration. Thank you for being there for me through every challenge and triumph. I also dedicate this thesis to my dear friends, who have been my source of laughter, support, and understanding throughout this journey. Your presence in my life has made the difficult moments bearable and the joyous ones even more meaningful. Your friendship has enriched my life in ways I cannot express in words.

To my mentor and supervisor, Dr. Joseph Owusu, your guidance, expertise, and patience have been invaluable in shaping the direction of this research. Your belief in my abilities and dedication to my academic growth have been truly motivating. I am grateful for the opportunity to learn from you and for the trust you placed in me to undertake this study.

Lastly, I dedicate this thesis to all the participants of this study, whose willingness to share their insights and experiences has contributed significantly to the findings. Your valuable input has enriched this research, and I am deeply grateful for your cooperation. This thesis is a culmination of the love, support, and encouragement of all those who have been a part of my journey. Your belief in me has given me the strength and determination to overcome challenges and reach for my dreams. I am forever grateful for your presence in my life and for being my source of inspiration. Thank you all for being a part of this incredible journey.

ACKNOWLEDGEMENT

My sincerest gratitude goes to God for helping me with the direction, strength, and wisdom from commencement to the end of this study. I also express a special gratitude to my supervisor, Dr. Joseph Owusu, who, despite his busy schedules sacrificed a great deal of time to give me the needed attention, without him this study would not have been possible. Additionally, I would like to extend my heartfelt appreciation to my family and friends for their unwavering support and encouragement throughout this academic journey. Their constant motivation and belief in my abilities have been instrumental in keeping me focused and determined to complete this study.

I am also deeply grateful to the staff and faculty members of the department for their invaluable guidance and assistance. Their expertise and willingness to share their knowledge have been invaluable in shaping the direction of this research.

Furthermore, I would like to acknowledge the participants of this study, whose cooperation and willingness to share their insights have contributed significantly to the data collection process. Their valuable input has enriched the findings and conclusions of this research.

Lastly, I would like to express my gratitude to all those who have offered their help and support in various ways, be it through reviewing drafts, providing technical assistance, or simply lending a listening ear during challenging times. Your contributions have been immensely valuable, and I am truly grateful for your presence in my academic journey.

In conclusion, this study would not have been possible without the collective efforts of all those mentioned and the countless others who have played a role in its completion. Your contributions have been invaluable, and I am deeply grateful for each and every one of you.

CHAPTER ONE

GENERAL INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Organizational performance is closely linked to its profitability and growth in both the short and long term (Fahlevi et al., 2019). Investors and businessmen strive for their organizations to operate efficiently, leading to increased profit, rapid growth, and a competitive edge in the industry (Syakur et al., 2020). Effective leadership plays a crucial role in achieving this success, as the leadership style of an organization's leader directly impacts its performance (Thomas et al., 2020). Various leadership theories, such as charismatic, transitional, transformational, and culturally oriented leadership styles, have been proposed by different writers (Manzoor et al., 2019; Khan and Adnan, 2014; Bass, 1985; Selznick, 1957).

Numerous studies have demonstrated the significant impact of leadership style on various aspects of an organization. For instance, transformational leadership has been found to have a positive and immediate effect on management performance (Ridwan et al., 2021; Bass, 1985; Berson and Avolio, 2004). Transformational leaders inspire and energize their followers with a compelling vision for the future and stimulate their creativity and problem-solving abilities (Bass, 1985; Berson and Avolio, 2004). This leadership style fosters an organizational culture of creativity and innovation and is particularly suitable for dealing with a changing and unpredictable environment (Jung et al., 2003; Jung et al., 2008; Garca-Morales et al., 2012).

On the other hand, transactional leadership relies on rewards and punishments to motivate employees and is focused on short-term objectives (Purwanto et al., 2020; Odumeru and Ogbonna, 2013). It favors standardized procedures and policies, encouraging employees to follow rules and behave appropriately (Sousa, 2003). Transitional leaders, on the other hand, are appointed to handle specific organizational challenges or transitions, such as restructuring, mergers, or new department setups (Fletcher et al., 2019; Pandey and Verma, 2005). Transitional leadership refers to a leadership style that emphasizes guiding an organization or team through periods of change, crisis, or transition (Fletcher et al., 2019). Further, leaders employing this style provide stability, clear communication, and direction during uncertain times. They help the team adapt to new circumstances and navigate challenges effectively.

Research has consistently shown that employee performance is directly related to organizational performance and is greatly influenced by the type of leadership within an organization (Wang et al., 2011; Angle and Perry, 1981). Leadership style plays a pivotal role in shaping employees' behavior, attitudes, and performance, ultimately impacting the overall success of the organization.

In conclusion, this study emphasizes the crucial relationship between leadership style and organizational performance, particularly from the perspective of employee performance. The findings underscore the significance of effective leadership in achieving organizational success and provide valuable insights for leaders and managers seeking to optimize employee performance and enhance overall organizational outcomes.

1.2 PROBLEM STATEMENT

An organization's leadership plays a significant role in shaping its beliefs, values, and behaviors through role modeling and effective communication (Kane-Urrabazo, 2006). Thorough academic research on leadership enhances our understanding of how leaders can achieve long-term goals and make organizations more effective (Choudhary et al., 2013). Unfortunately, the pharmaceutical sector, including pharmaceutical organizations, lacks strong leadership, despite the pressing need for increased efficiency and effectiveness in pharmacy-related areas. Market orientation, a strategic motivator for competitive advantage, remains unexplored in the context of pharmaceutical firms (Mahmoud et al., 2010), further highlighting the importance of addressing leadership issues in the industry.

In Ghana, leadership styles significantly impact employee and organizational performance in various industries, including the pharmaceutical sector (Akpapere et al., 2019). However, there is a lack of endorsed leadership style specific to community pharmacy firms, and its absence hinders the potential for improved employee and customer satisfaction in the field of medicine (Olayisade, 2021). Successful pharmaceutical companies in Ghana, such as Entrance Pharmaceuticals and Ernest Chemist Limited, owe their achievements to effective management and leadership practices (Baxerres and Mahame, 2021).

Despite research on leadership styles in organisations, the lack of a comprehensive study on transitional, transformational, and transactional leadership's impact on employee and organizational performance within community pharmacy in Ghana necessitated the current study.

Hence, the researcher sought to examine and assess the impact of transitional, transformational, and transactional leadership on organizational performance, with a focus on the role of employee satisfaction. By conducting this research, we aim to shed light on the crucial role of leadership in the success of community pharmacy firms in Ghana and provide valuable insights for improving overall organizational performance and effectiveness in the pharmaceutical sector.

1.3 RESEARCH QUESTIONS

1. What is the effect of transformational, transitional and transactional leadership style on employee satisfaction?
2. What is the effect of employee satisfaction on organisational performance?
3. What is the mediating role of employee satisfaction in the relationship between leadership style and organisational performance?

1.4 AIM AND OBJECTIVES OF THE STUDY

1.4.1 Aim

This study aimed to explore the relationship between leadership style and organizational performance from the perspective of employee performance.

1.4.2 Objectives

1. To examine the effect of transformational, transitional and transactional leadership style on employee satisfaction.
2. To determine the effect of employee satisfaction on organisational performance.
3. To examine the mediating role of employee satisfaction in the relationship between leadership style and organisational performance.

1.5 SIGNIFICANCE OF THE STUDY

This study holds great significance both theoretically and practically. Theoretical importance lies in addressing a knowledge gap and raising awareness among professionals in Ghana's community pharmacy practice about the impact of transitional, transactional, and transformational leadership styles on organizational performance. Notably, no prior research has been conducted on these leadership styles' effects in the context of community pharmacy in Ghana.

Theoretical significance is supported by Contingency Theories (Situational), which argue that no single leadership approach is universally sufficient. Instead, the quality of followers and external factors heavily influence the leadership style employed. According to these theories, effective leadership requires adaptation to the internal and external characteristics of the environment, as changes in leadership can significantly affect organizational dynamics and employee behavior. Contingency theories propose that what works well in one context might not yield the same results in another (Greenleaf, 1977).

Practically, the study's literature will provide valuable insights to managers and senior staff members in community pharmacies in Ghana who have already adopted or plan to adopt transitional, transactional, and transformational leadership styles. Understanding the potential impact of these styles on organizational performance becomes crucial. The practical significance aligns with the Managerial Grid of Blake and Mouton (1960), which introduces a range of management styles that balance interests in tasks, objectives, results, and performance with a focus on the welfare and development of personnel.

In conclusion, this study's contributions both theoretically and practically will enrich the understanding of leadership styles' effects on organizational performance in the context of community pharmacy in Ghana. It provides a unique opportunity for professionals and managers to make informed decisions regarding leadership approaches to optimize organizational outcomes.

1.6 BRIEF METHODOLOGY

The research methodology played a vital role in this study as it guided the researcher in determining the appropriate strategies and procedures for conducting the research. For this study, a quantitative research design was adopted, focusing on the collection of numerical data, which was then statistically analyzed to draw conclusions and make generalizations (Jackson, 2010).

The target population for the study was professionals working in community pharmacies in Ghana. The sample was selected using purposive and convenience sampling techniques. Purposive sampling involved the researcher's judgment in selecting individuals who possessed the knowledge and expertise required to provide the necessary information for the study, as explained by Greener (2008). Convenience sampling, on the other hand, helped in obtaining readily available samples for the study (Teddle and Yu, 2007).

To gather data from the respondents, a structured survey questionnaire was utilized. The quantitative data obtained through the questionnaire was coded and entered into the Statistical Package for Social Sciences (SPSS) version 25 for analysis. Both descriptive statistics (such as mean score ranking and standard deviation) and inferential statistical analysis (including factor analysis, one-sample t-test, and multiple

regression analysis) were conducted. The reliability and consistency of related variables were assessed using the Cronbach's Alpha Coefficient.

In summary, the selected research methodology enabled the researcher to systematically collect and analyze numerical data from professionals in community pharmacies in Ghana. The use of quantitative analysis techniques enhanced the rigor and accuracy of the study's findings, providing valuable insights for drawing meaningful conclusions and making informed decisions.

1.7 ORGANIZATION OF THE STUDY

There were five sections to this research. Each chapter's contents were described in detail below. The first chapter (chapter 1) served as an introduction to the study, detailing its context, issue statement, research aim, objectives, and questions, as well as providing a brief overview of the research technique and discussing its significance and breadth. In the second chapter, a comprehensive literature evaluation of the available and relevant material was undertaken. There was careful consideration of the conceptual review, theoretical review, empirical review, and construction of a conceptual framework. Chapter three described the research philosophy, research design and strategy, data sources, study population and sampling procedure, data collection instrument, and methodologies for the analysis of data, which were all devoted to the study's research methodology. The outcomes of the data analysis, which were conducted with consideration of the study's aims, were presented and discussed in chapter four. Chapter five wrapped up the study by summarising its findings, contributions, recommendations, limits, and future research directions. The study had been orderly subdivided into five chapters as highlighted in Figure 1 below.

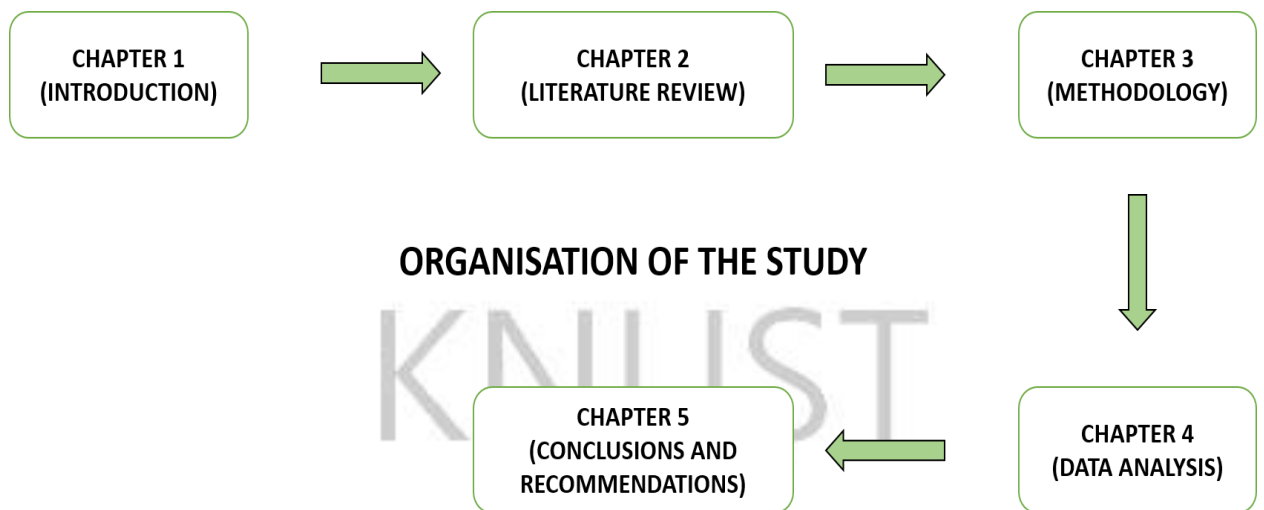
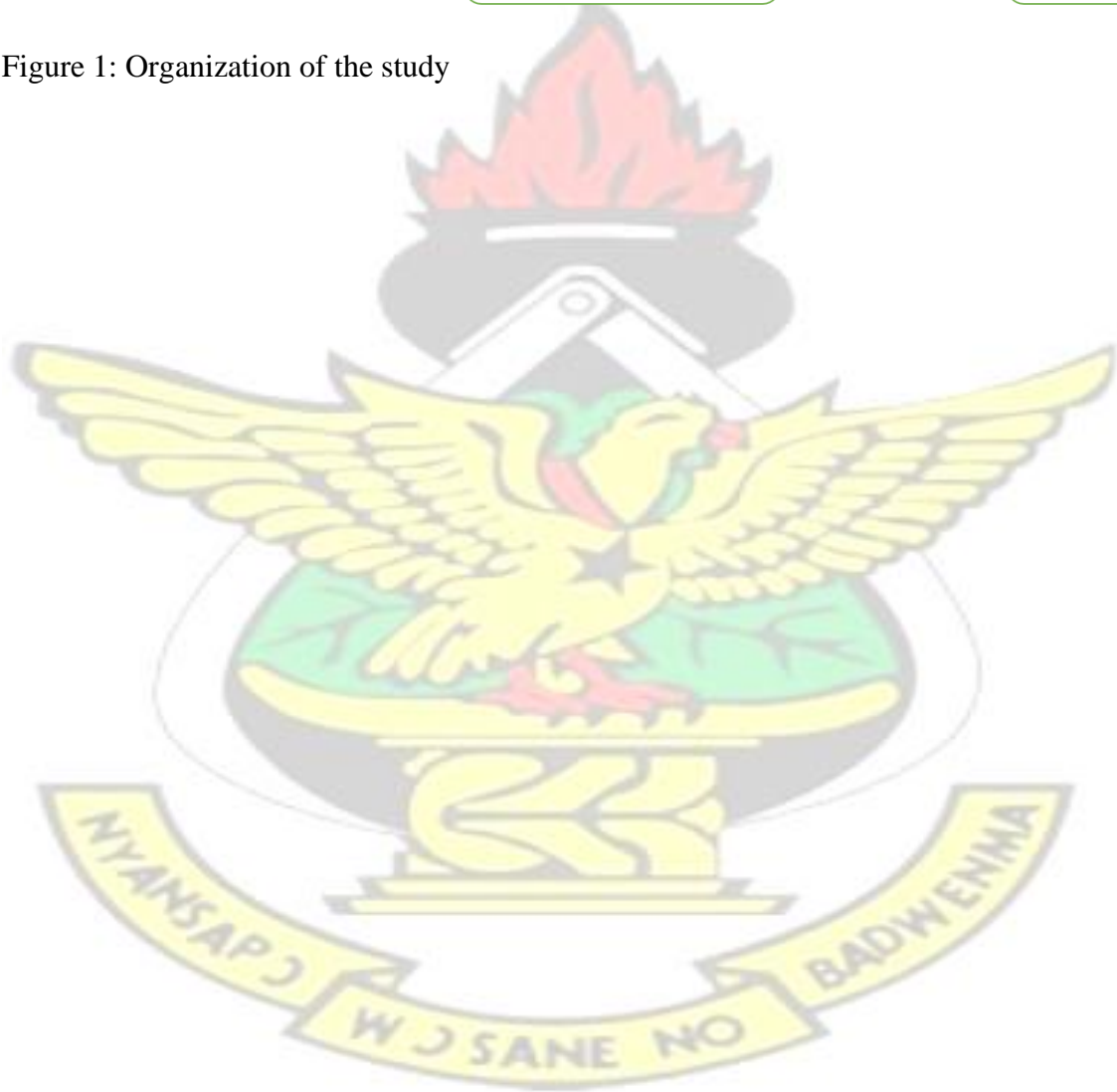


Figure 1: Organization of the study



CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

An essential aspect of any academic work is to examine previous, relevant literature as it aids in the development of theories, identifies gaps in existing research, and highlights areas that require further investigation (Webster and Watson, 2002).

The significance of leadership cannot be underestimated as it serves as the lifeblood of any organization. Therefore, organizations must prioritize leadership training and development as a key strategic initiative (Koohang et al., 2017). Effective leadership is the cornerstone of an organization's success, providing the necessary drive and foundation (Walumbwa et al., 2011).

This chapter of the study provides a general overview of leadership and organizational performance. It includes definitions and explanations of key terms. Additionally, all the research objectives outlined in chapter one are thoroughly discussed, supported by relevant and up-to-date literature from various sources, including books, journals, conference papers, articles, and online materials.

2.2 THEORETICAL REVIEW OF LEADERSHIP

Leadership can be defined as a social influence process where the leader motivates subordinates to willingly participate in achieving organizational goals (Nanjundeswaraswamy et al., 2014; Bhatti et al., 2012). It is heavily influenced by culture, encompassing traditional beliefs, norms, and values (Prideaux, 2006). The success or failure of an organization largely depends on its leadership style (Ojokuku et al., 2012). According to Ngambi et al. (2010) and Ngambi (2011), as cited in Jeremy et

al. (2011), leadership involves inspiring others to reach their full potential, pursuing a shared vision with passion and integrity. This influence encourages team members to willingly collaborate in achieving both individual and group objectives set by the leader. Leadership is a crucial management skill that involves motivating a group of people toward a common goal (Ojokuku et al., 2012), with a focus on the development of followers and their needs (Nagendra and Farooqui, 2016).

Michael (2011) emphasizes the direct impact of leadership on organizational success, highlighting it as one of the most significant aspects of management (Wehrich et al., 2008; Ameen et al., 2018). Leadership is seen as an exceptional ability within an individual's characteristics (Forbes, n.d.; Ameen & Ahmad, 2012). As a human theory, the concept of leadership is continuously researched and evolves to exhibit characteristic features (Horner).

2.2.1 Leader

A leader can be described as an individual who delegates tasks or influences others to take actions in order to achieve specific objectives (Mullins, 2007). According to Ojokuku et al. (2012), a leader is someone who influences, guides, and motivates others to perform particular tasks and inspires subordinates to efficiently work towards achieving corporate goals. An effective leader has the ability to influence followers in a way that aligns with desired outcomes.

Leaders play a pivotal role in shaping an organization's values, culture, tolerance for change, and employee motivation. They are responsible for developing and implementing institutional strategies and ensuring their effectiveness. Leaders can emerge at various levels within an organization, and their impact is not limited to

management positions. Successful leaders share a common trait: they influence those around them to maximize the organization's resources, including its most valuable and costly assets. Leaders significantly influence organizational variables and productivity (Badran and Khalifa, 2016; Mohamed et al., 2018; Al-Shamsi et al., 2018). Leadership is a methodical process, not a mystical one (Schmoker and Schmoker, 2001). While some natural traits may contribute to leadership potential, becoming a good leader requires desire and hard work, as leadership is not solely an innate quality but can be developed through effort (Jago, 1982).

2.2.2 Leadership Style

In leadership, the leadership style plays a crucial role in the functioning of an organization (Ojokuku et al., 2012). The leadership style refers to the manner and approach adopted by a leader in providing direction, implementing plans, and motivating people. It significantly influences the relationship between the leader and employees, as well as the quality of employees' performance (Jeremy et al., 2011). The leadership style employed in an organization is a key factor that can either enhance or hinder the interest and commitment of individuals within the organization (Obiwuru et al., 2011).

The organizational culture is also influenced by the leadership style, and as a result, the leadership style has a direct impact on the organizational performance (Nazarian et al., 2017). Leadership style is essentially the consistent pattern of behavior that characterizes a leader (Nanjundeswaraswamy et al., 2014).

In the context of modern organizations, effective leaders who comprehend the complexities of the rapidly changing global environment are essential (Isaac et al., 2001). Different leadership styles can have varying effects on organizational effectiveness and performance (Nahavandi, 2009). Oladipo et al. (2013) acknowledge that the success or failure of proper organizations, nations, and other social units can largely be attributed to the nature of their leadership style. Today's organizations require competent leaders who can navigate the challenges of the dynamic global landscape (Nahavandi, 2009). It is noted that when a task is highly structured and the leader maintains good relationships with employees, it results in increased effectiveness among the employees (Yiing and Ahmad, 2009).

2.2.2.1 Transformational Leadership

Transformational leadership is defined as a style of leadership that affects both individuals and social systems (Metwally *et al.*, 2014). Its optimal form produces valuable and positive change in followers, with the ultimate goal of growing followers into leaders. Transformational leadership, when practiced authentically, improves followers' motivation, morale, and performance through a variety of processes (Zohar and Tenne-Gazit, 2018). These include connecting the follower's sense of identity and self to the mission and the collective identity of the organization, inspiring followers by being a role model, challenging followers to take greater ownership of their work, and understanding followers' strengths and weaknesses so the leader can align followers with tasks that optimize their performance (Zohar and Tenne-Gazit, 2018). The determinants of transformational leadership include the following:

Influence Idealism: Influence Idealism refers to leadership behaviour that is a role model for subordinates (Chuang and Chiu, 2018). Therefore, the leader becomes a figure that is admired and imitated by the subordinates. Also, this relationship consists of trust and confidence among leaders and followers.

Influence Idealism instills pride, garners respect, and builds trust by serving as a role model for ethical conduct (Okoth *et al.*, 2021). Transformational leadership is already being used in all sectors of Western society, including government agencies (Ghasabeh *et al.*, 2015). For example, the Deep Lead Model is widely used in the Finnish Defense Forces' leadership development and training (Nissinen, 2001). Transformational leadership is at the heart of The Deep Lead Model (Nissinen *et al.*, 2022).

Intellectual Stimulation: Transformational leaders involve their subordinates' intellect and provide room for their ideas to be expressed. The intention behind granting this freedom is to enable them to tackle challenges and enhance their thinking for a more advantageous future (Wong, 2004). In simpler terms, this approach isn't a conventional system; rather, it's a method to attain organizational objectives. Therefore, if team members identify obstacles to these objectives, the leader can address or modify the prevailing strategies (Fernandez and Rainey, 2017).

The extent to which a leader challenges assumption, takes risks, and solicits the ideas of his or her subordinates is known as intellectual stimulation (Datche and Mukulu, 2015). Leaders using this type of leadership style inspire and motivate their subordinates to think outside the box. They cultivate individuals who are able to think for themselves. Such a leader places a high priority on learning and sees the unexpected as an opportunity to grow. It's up to the followers to ask questions and think critically about their work.

Individual Consideration: This approach gives precedence to collaboration, involving every member contributing to the organization. Additionally, they possess an understanding of the personal and professional needs of their team members. This aspect encompasses attending to individual requirements and nurturing the strengths of followers (Ameen and Kamsuriah, 2017). It also emphasizes the leader's methodology in overseeing subordinates' progression toward their potential targets.

Consequently, leaders assume a crucial advisory role, suggesting to subordinates to embrace challenges for personal growth (Bass et al., 1987; Bass, 1999). Yukl (2006) elaborated on this, stating that leaders shape individual behaviors by providing support, motivation, and offering training opportunities to their followers.

Inspirational Motivation: Leaders act in such a way as to motivate and inspire employees by providing a shared challenging task to their subordinates (McCleskey, 2014).

The extent to which the leader articulates an appealing and inspirational vision to followers is termed inspirational motivation. Leaders with inspirational motivation set high expectations for their followers, communicate optimism about future goals, and bring significance to the activity at hand (Bacha, 2014). If followers are to be inspired to act, they must have a strong sense of purpose. A group's energy is provided by its purpose and meaning. Communication abilities that make the vision understandable, accurate, powerful, and engaging assist the visionary qualities of leadership (Galvin *et al.*, 2010). Followers are willing to put in more effort in their tasks because they are encouraged and hopeful about the future and have faith in their talents.

2.2.2.2 Characteristics of Transformational Leadership

Nayab (2011); and McDonough and Nayab (2010) proposed the following as characteristics of transformational leadership style. **Keep Their Ids Under Control:** This is to say they keep their pleasure instinct under control. Leaders that are transformational know how to sacrifice immediate gratification for a higher purpose or goal. They know how to postpone their wants now for their needs tomorrow.

Self-Management: Because transformational leadership has a lot to do with not just transforming the work place but individuals, one must be a master at self, before others. This allows for the followers of the transformational leader to see the leader lead by example and hence give them the confidence and trust to follow suit.

The capacity to take calculated risks: Transformational leaders usually take paths that have never been taken before. One needs to be bold and courageous to take risky steps that lead to a desired goal.

Take Crucial Decisions: With risks come crucial decisions that need to be made. You will find with transformational leaders that crucial decisions are the order of the day for them. An individual who can handle crucial and instant decision making is one who is likely to be a transformational leader.

Share the collective consciousness of the organization: For leaders such as transformational leaders, they do not just look ahead to the desired goal. They also look within to pay attention to the general atmosphere within the organization. This is so they can be abreast with the overall mood of the organization at each step of the way towards achieving the desired goal.

Motivate People Around Them: Inspiring people comes with transformational leadership. People are naturally not motivated to do anything worthwhile unless an external force charges them to. This is one of the critical characteristics of those found to be transformational leaders.

Consider New Ideas: The norm seldomly produces transformation. One would need to think outside the box to be considered a transformational leader. Such leaders usually ask themselves the question: ‘What else can be done?’

Easily and quickly adapt.: Transformational leaders are not rigid people. They flow with trends and easily make changes when needed.

2.2.2.3 Transitional Leadership

A transitional leader is a member of the board or the executive team who is brought in to address a company’s challenge with a clear purpose and direction (Bell and Kozlowski, 2002). Typically, they are engaged to lead a significant transition, such as a corporate reorganisation, sale, turnaround, integration of an acquisition, or the launch of a new division.

For a variety of reasons, transitional leadership is critical at both the organizational and individual levels (Gumusluoglu and Ilsev, 2009). As a transitional leader, a board or executive-level individual is brought in to tackle a specific corporate problem and set of objectives (Richter and Wagner, 2014). In most cases, they are appointed to oversee a major transition, such as a firm restructure, sale, or turnaround, the integration of an acquisition, or the start-up of a new organization (Armenakis and Lang, 2014).

When the people in an organization are ill-equipped to deal with the coming of a new leader, every transition is fraught with worry and uncertainty. It is up to them whether they want to help or hinder the new leader's admission, or maintain a neutral stance to promote their own or their group's interests. Leadership behaviour affects employee decisions, and vice versa. There is no way for the new leader to tell people how to respond to the situation (Tannenbaum *et al.*, 2017). The best the leader can do is express his awe and admiration for the gravity of the issue.

2.2.2.3.1 Characteristics of a Transitional Leader

Amado and Amato (2018), Kramer (2018), and Ponomarenko (2017) determined the following as the characteristics of transitional leadership characteristics:

Responsiveness to novel ideas: If the leader is going to move to the next level or dimension of business, accommodating new ideas would be absolutely necessary. But not just accommodating them, but working and running with them to see new heights attained and conquered.

Ability to Expand Minds.: Moving from one phase to other demands more or new skills set, behavior, thinking, or even habits. These are all found in the mind. That is what a transitional leader brings to the table.

Dedication to active listening: Transitional leaders know how to actively listen to the people they are leading. This is because the leader's follows will definitely voice out their concerns and remarks in the change process. The leader needs to pay attention at this point to ensure that he or she assures them on the benefits of the transition and allay all their fears.

Preparedness to take calculated risks: Transition would always come with the unknown factor. The what ifs. The side effects. The one thing you might have overlooked that could cost. The transitional leader must be ready to embarrass all that.

Possibility of Acceptance: This involves the risk of possibly being pushed out by followers or otherwise.

Responsibility: The leader who is transitional usually takes ownership of the change. Almost projecting it as his or her life's work. That the kind transitional leaders are made up of.

Credibility of teammates.: Even though transitional leaders own the vision, they are willing to share the spoil and glory when all goes well as a show of how equipped the leader's team was in facilitating the task.

Being able to Encourage Participation: They bring all on board to ensure the task get them with input from all angles.

2.2.2.4 Transactional Leadership

Managers that use transactional leadership, also known as managerial leadership, rely on praise and punishment to get the most out of their employees (Odumeru and Ogbonna, 2013). Athletic team coaches are one illustration of transactional leadership (Rowold, 2006). These leaders motivate their employees by emphasizing the benefits of victory. They inspire such a strong sense of commitment in their workers that they are willing to incur pain and harm to get the desired objectives.

The transactional leader opposes change. However, they are focused on short-term objectives. They also favour standardized procedures and policies. Followers can only thrive by following rules and conducting themselves properly (Sousa, 2003).

Transformational leadership is frequently contrasted with transactional leadership (Burton and Peachey, 2009). Transactional leadership requires individuals who are self-motivated and excel in a structured, directed atmosphere. Transformational leadership, in contrast, tries to excite and inspire employees, opting to influence rather than command others (Barth-Farkas and Vera, 2014).

Transactional leadership focuses on outcomes, conforms to an organization's current structure, and gauges success using the organization's system of incentives and punishments. Transactional leaders have positions of formal power and accountability inside an organization. This sort of leader is responsible for routine maintenance through the management of individual performance and facilitation of group performance (Dai *et al.*, 2013).

A German sociologist named Max Weber studied leadership styles extensively in the early 20th century and came up with the categories of conventional, charismatic, and rational-legal, which is also known as bureaucratic. Rational-legal leadership, or transactional leadership as it would later be known, was coined by Max Weber in 1947 when he described it as "control exercised on the basis of knowledge."

The theory of transactional leadership is predicated on the notion that managers provide employees with something they desire in exchange for something they desire. It asserts that employees are not self-motivated and need framework, instruction, and supervision to execute jobs accurately and on schedule (Sarros and Santora, 2001).

2.2.2.4.1 Characteristics of Transactional Leadership

According to Rodrigues and Ferreira (2015); and Avci (2015), the following represents characteristics of transactional leadership style:

Focused on short-term goals: They never see the long-term goal. They seem to be a bit shorted in vision, only looking for what the immediate goal is.

Favor structured policies and procedures: Anything outside of the standards seems to upset them and make them a bit uncomfortable. They stick to the known for comfort and solace

Revel in efficiency.: If they are to stick to the rules, then they will definitely make sure they are good at it. And it's true. They are usually very good or perhaps excellent at their jobs so far as they are allowed to stay within the standards.

1. Very left-brained: These are leaders who are analytical, logical and structured in their thinking. They may lack creativity and ingenuity.

The determinants of transactional leadership include the following:

Contingent Reward: Performance is tied to incentives, wherein a leader provides rewards to team members in exchange for accomplishing the objectives set by the leader (Janssen et al., 2004). Subordinates receive the agreed-upon rewards upon achieving the leader's goals. Conversely, if the leader's set objective is not met, there's a corresponding consequence termed "contingent punishment" (Odumeru and Ifeanyi, 2013), indicating repercussions for inadequate performance.

Management by exception (active and passive): Leaders take corrective measures when their subordinates make errors. Proactive management involves leaders anticipating issues, continuously tracking work progress, and implementing corrective actions as necessary. Reactive management, on the other hand, involves leaders addressing problems solely if they actually arise. Effective leadership styles contribute to improved performance in the face of new problems, according to (McGrath and MacMillan, 2000); this notion of a positive association between transactional

leadership and organizational performance is further backed by (Gumusluoglu and Ilsev, 2009; Mahdinezhad *et al.*, 2013). In the majority of research examining the relationship between the performance of an organization and its managerial leadership, a high correlation is observed.

Leadership is essential at all organizational levels. However, the management level is of great importance. Leadership appears to be one of the most effective methods in many businesses for influencing individuals and eliciting their greatest performance (Veliu *et al.*, 2017). According to Rickards and Moger (2006), leaders of an organization have the ability to teach and assist their people while also challenging them with creative and new tasks. Leaders inspire employees to exert additional effort by their words, actions, and demeanour in order to facilitate the attainment of predetermined objectives and goals. Other research, however, demonstrate a negative correlation between transactional leadership and organizational effectiveness (Geyer and Steyrer, 1998; Parry and Proctor-Thomson, 2002).

Task-orientation and Employee-orientation: When a leader places an emphasis on getting things done rather than on people, they are said to be task-oriented (Rath and Conchie, 2008). This means that they prioritize getting things done over people in the group, and they do this by assigning specific tasks, outlining the procedures to be followed, planning the work to be done, and making sure everyone knows what is expected of them.

More importantly, having a strong focus on employees means that a leader is able to foster an atmosphere of emotional support, friendliness, and trust within the organization (Yukl, 2008). Leadership that is focused on the needs of employees is characterized by the following characteristics: friendliness, trustworthiness, respect,

and a warm relationship with team members (Belias and Koustelios, 2014). Personal favours are given to members of the team, all members of the team are treated as equals, and the decision-making process is participative (Ko and Hur, 2014). Transactional leadership takes into consideration of both the two aspects explained above.

Clear Structure in Organization: Since the theory of transactional leadership is predicated on the notion that managers provide employees with something they desire in exchange for something they desire (Dartey-Baah, 2015). When there is clarity in the operation structure before work starts, it creates a sense of satisfaction on the part of employees in the working environment since terms are already established (Raja and Palanichamy, 2011). Transactional leadership focuses on outcomes, conforms to an organization's current structure, and gauges success using the organization's system of incentives and punishments (Basham, 2012).

Clarity of Statement between Reward and Penalty among Leaders and Subordinates in an Organization: In an organization, there is a correlation between the reward and punishment behaviour of leaders and the attitudes, perceptions, and actions of subordinates (Podsakoff *et al.*, 2006). Since in transactional leadership, there is establishment of a reward and to the extent of punishment, employees are not left in disarray with regards to the outcomes of any.

2.3 LEADERSHIP THEORIES

The study of leadership has been segmented into four distinct eras. It commenced with the trait approach and extended until World War II, eventually culminating in the contemporary new leadership perspective, which includes charismatic and

transformational leadership (Storey, 2016). However, this enumeration is not exhaustive but rather offers a basic overview. Notably absent from this discourse are theories like attribution theory, motivational approaches, and learning theories, among others.

Research patterns have altered over time, but this did not mean the demise of previous stages; rather, a shift in emphasis and perspective was suggested. The following tendencies include elements of the previously mentioned strategies. As an example, a new leadership strategy, for example, focuses on charisma and leadership behaviours and blends the first two decades of research with contemporary theoretical ideas. A lot of work has gone into organizing the various theories of leadership, but so far it has only been somewhat successful (Yukl, 2002). It's more useful to categorize variables according to the sort of variable that is most important. When conducting research on leadership, it is important to keep in mind that there are three primary variables: Firstly, the leader's traits and skills, secondly, his or her ability to influence his or her followers and thirdly or lastly, the environment in which he or she operates (type or size of organizational unit, position power, task structure, environmental uncertainty, external dependencies, etc.).

2.3.1 Traditional Leadership Theories (1640 – 1980)

There are different theories of leadership, such as the behavioural, participatory and contingency theories. Aside from the theories' qualities and components, they're also examined.

2.3.1.1 The Trait Leadership Theory

The trait approach was widely utilized until the 1940s. The premise of this school of thought is that effective leaders share similar characteristics. It assumes that leaders are born, rather than made. According to Turner and Muller (2005), attempts to identify the traits of effective leaders have focused on three main areas: the abilities traits demonstrate hard management skills, the personality traits address issues such as self-confidence and emotional variables, and the physical appearance includes size and appearance.

According to Bolden *et al.* (2003), the Trait Approach evolved from the "Great Man" notion as a method for identifying the main attributes of effective leaders. It was believed that by using this method, crucial leadership attributes could be identified, and individuals possessing these traits could then be recruited, chosen, and placed in leadership roles. This technique was widely adopted within the military and remains employed in the selection of candidates for commissions. This approach operates on the assumption that specific individuals possess inherent leadership qualities by virtue of their personal characteristics, while others do not. It suggests that leadership is confined to a chosen group and not universally accessible. The problem with the characteristic approach is that after many years of research, it became evident that no consistent qualities could be established. Despite the fact that a significant number of investigations discovered certain characteristics, the results were often inconclusive. Certain leaders may have held particular characteristics, but the absence of other characteristics did not necessarily indicate that a person was not a leader.

Despite the lack of consistency in the results of the various trait studies, certain traits appeared more frequently than others. These included technical skill, friendliness, task motivation, application to task, group task supportiveness, social skill, emotional control, administrative skill, general charisma, and intelligence. In a meta-analysis conducted by Kilpatrick and Locke (1991), a common thread emerged in relation to the following attributes: determination to achieve, aspiration to lead, ethical principles and sincerity, self-assuredness encompassing the capacity to endure setbacks, unwavering resolve, emotional robustness, and proficiency in business matters. They also emphasize the significance of managing others' views of these features. The list of characteristics identified by different investigations is compared historically by Northouse (1997).

Furthermore, Rajan and Van Eupen (1997) proposed that leaders exhibit high levels of emotional intelligence, encompassing qualities like self-awareness, passion, resilience, and the ability to comprehend the emotions of others. These traits, according to them, play a pivotal role in fostering and deploying interpersonal skills. Similarly, Herfetz and Laurie (1997) maintain that for leaders to effectively manage emotional distress within organizations, particularly during transitional phases, they must possess the "emotional capacity to navigate uncertainty, frustration, and distress." In a similar vein, Goffe (2002) contends that inspiring leaders need to identify and acknowledge their own shortcomings (within reasonable limits), as well as possess empathy and self-awareness.

2.3.1.2 The Behavioural Theory of Leadership

The findings from trait studies were inconclusive. Traits, among various factors, proved challenging to quantify. For instance, attributes such as honesty, integrity, loyalty, and

perseverance presented difficulties in assessment. To circumvent this predicament, a distinct approach, the behavioral school, emerged in the study of leadership. During the period from the 1940s to the 1960s, the focus shifted to behavioral patterns or styles. The underlying assumption was that effective leaders demonstrate specific styles or behaviors, suggesting the potential for leaders to be cultivated. Many prominent leadership theories classify leaders based on one or two criteria, positioning them along a one-dimensional spectrum or a two-dimensional framework (Blake and Mouton, 1978; Hershey and Blanchard, 1988). Parameters include considerations like concern for people or relationships, emphasis on production, utilization of authority, team involvement in decision-making, and the balance between adaptability and adherence to rules.

2.3.1.2.1 The Managerial Grid of Blake and Mouton

Using a self-assessment technique such as the managerial grid model, individuals and organizations can learn more about their own leadership style. In the 1960s, Robert R. Blake and Jane S. Mouton devised the grid, which has since evolved.

They introduced the organization to every conceivable management style. The link or compromise between: (1) interest based on tasks, objectives, results, and performance was attempted to be brought out and (2) a focus on men and personnel.

The Impoverished Management (1, 1) is characterized by an apathetic management who ignores obligation and worries about his or her position. The management style of a social or country club (1, 9) is characterized by a focus on conviviality. In this context, it refers to a boss who pays more attention to the safety and well-being of his or her employees, often to the sacrifice of productivity.

Pressure and outcomes are the only things that matter to the manager under the Autocratic Compliance-Management (9, 1). This management style (9, 9) indicates a balanced manager that helps and supports his team to achieve predetermined goals.

The middle-of-the-road style (5, 5) describes a manager who places a high value on his employees and his company's output while also striving for a manageable standard of performance.

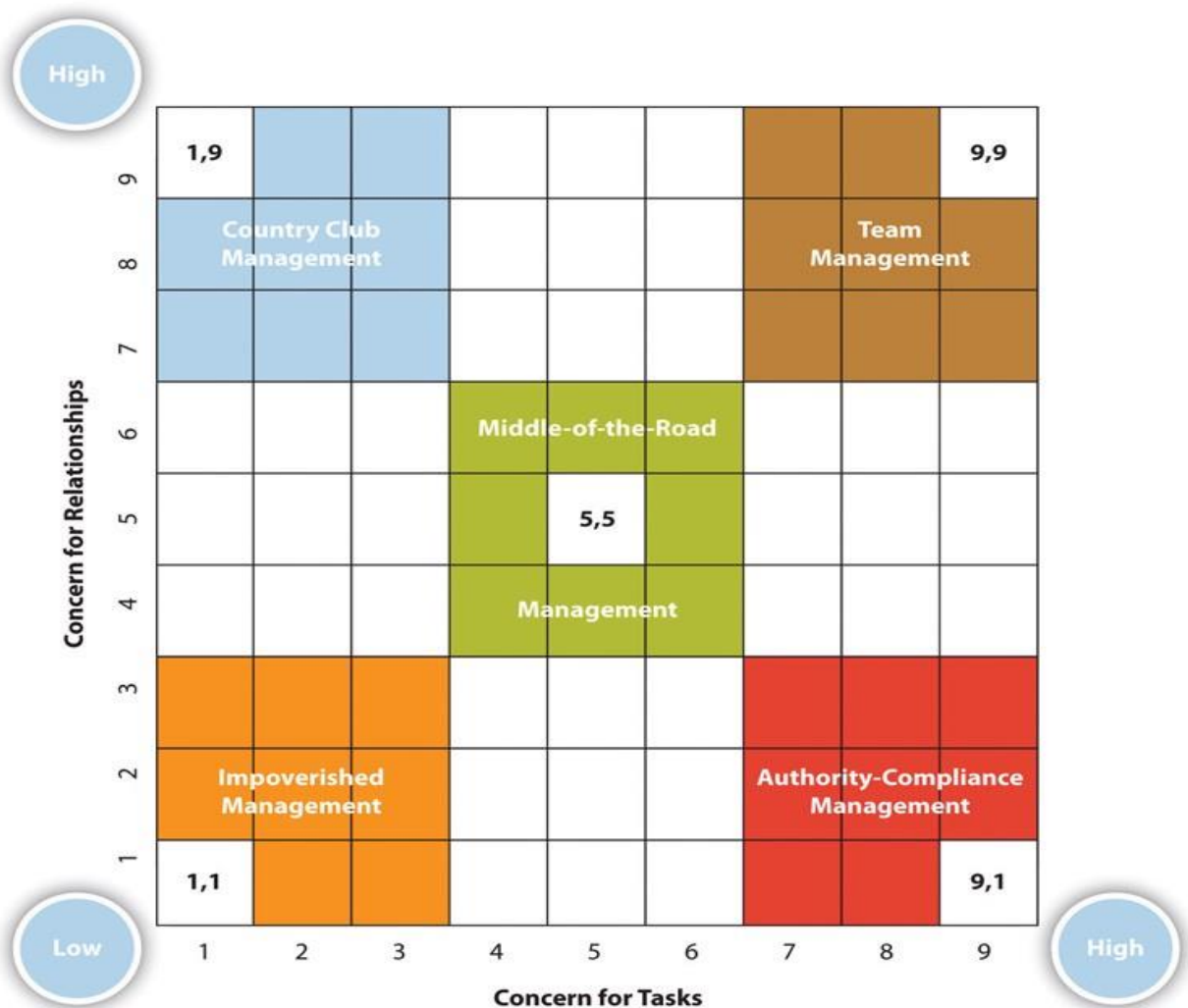


Figure 2: The Managerial Grid of Blake and Mouton

The two most significant leadership behaviours are outlined in this managerial grid. The first, and most important factor is leaders' behaviour that is task-oriented, productive, or results-oriented. They place a high value on efficiency at the expense of good working relationships because this is their primary concern.

Another factor is the behaviour of the leaders in respect to their employees. The leader is concerned about the atmosphere in the workplace and strives to preserve harmonious relationships amongst the members of the team.

2.3.1.2.2 The Participative Leadership Theories of Kurt Lewin (1939)

The following assumptions were made by Lewin:

Participation in decision-making enhances the ability of those who must implement the decisions to understand the underlying issues at hand. People are more likely to stick with a plan if they were involved in the decision-making process. Joint goals make people less competitive and more cooperative. Having a group of people make decisions together increases their level of commitment to the outcome. Decisions made by a group of people are more effective than those made by a single person. Instead of making decisions on their own, a participative leader seeks input from others, such as subordinates, peers, superiors, and other stakeholders. Nearly all of the team's involvement is concentrated in the immediate vicinity.

2.3.1.3 Contemporaneous Leadership Theories (1980 – Present)

The examination of various modern leadership concepts, including transformational, transactional, and passive avoidance styles, will involve the utilization of the Full Range of Leadership Model (FRLM) developed by Bass and Avolio in 1998. The comprehensive leadership model, whether it's transformational or transactional, has

garnered significant attention over the past two decades (Avolio, 1999; Bass, 1998). Consequently, existing leadership models fell short in fully elucidating diverse leadership approaches, encompassing charismatic, inspirational, and laissez-faire leaders, in a holistic manner. To broaden the scope of research in this domain, the creation of the full-range leadership model was undertaken.

"Full range" was chosen for the model's name because it challenges those working in the leadership profession to think beyond the box when it comes to the types of leadership styles that can exist. Based on the active/passive divide, the whole range model of leadership believes that different leadership styles are more effective than others. From the laissez-faire style of leadership, through the traditional transactional model, and on to transformational leadership, there are several broad categories to choose from.

2.4 ORGANIZATIONAL PERFORMANCE

The ultimate dependent variable of interest to researchers in nearly every field of management is the performance of the organization. In today's competitive market, a company's ability to compete for customers, inputs, and money is critical. As a result, this concept has taken on a key position as the purpose of modern industry.

The notion of organizational performance is a surprisingly open subject with few studies utilizing similar definitions and measurements (Kirby, 2005). Performance is so widespread in management research that its structure and meaning are rarely explicitly justified. Instead, its appropriateness, in no matter what shape, is certainly assumed (March and Sutton, 1997) (March and Sutton, 1997).

As a general rule, the concept of organizational performance is based on the premise that an organization is a voluntary alliance of productive assets such as people, physical assets, and financial resources with the goal of fulfilling a common purpose (Alchian and Demsetz, 1972; Barney, 2001). However, job performance refers to the contribution of effective individual behaviours to corporate objectives (McCloy *et al.*, 1994).

People who donate assets will only do so if they believe the value they receive in return outweighs the worth of the items in question. As a result, performance is all about creating value. If the value created by the usage of the donated assets is more than the value expected by those who contribute the assets, the assets will be made available and the organization will continue to exist as long as they are equal in value. A company's total performance depends on its ability to create value for the resources it relies on. How such value is created is the essence of most empirical study in management. Conversely, how that value is measured is the essence of this research.

2.4.1 Performance

According to Hofer (1983), performance is a contextual notion related with the event being investigated. In the context of organizational financial performance, performance is a measurement of the change in an organization's financial status or the financial consequences that follow from management decisions and the execution of those decisions by organization members. Since the perception of these outcomes is contextual, the metrics used to describe performance are chosen based on the conditions of the observed organization(s). The selected metrics represent the accomplished outcomes, whether positive or negative.

The majority of management research focuses on performance drivers. Kunkel (1991) claimed, for instance, that new venture performance was a function of new venture strategy and industry structure (written as $P = (VS, IS)$). Kunkel examined the association between two independent factors and the dependent concept of new venture performance.

The emphasis of Kunkel's research was on the hypothesized relationship between certain independent variables and certain dependent variables, but the emphasis of this dissertation is only on "P." Proposed as determinants of the changes in the dependent variables are the independent variables. Fluctuations in the dependent measures are seen as "performance" resulting from variations in the independent measures. Performance as a notion necessitates measuring the outcomes of leadership behaviours and organizational outcomes.

2.4.2 Types/Indicators of Organizational Performance Measure

There are four distinct forms of organizational performance indicators:

1. Human resource outcomes;
2. Organizational outcomes;
3. Financial accounting outcome; and
4. Capital market outcomes.

2.4.2.1 How Organizational performance is measured?

One of the most prominent measures of organizational efficiency and performance is the degree to which a company meets its stated objectives (Terrien and Andreff, 2020; Maduenyi, 2015; Florez *et al.*, 2012). This methodology would examine elements such as an organization's ability to achieve its objectives.

2.4.2.2 Organizational Outcome

Input, output, efficiency, quality and outcome are the five categories of measurements that have been established to measure organizational performance (Terrien and Andreff, 2020; Florez *et al.*, 2012).

2.4.2.3 Human Resource Outcome

Moreover, there are three ways to evaluate employee performance: graphic rating scales, management by objectives, and forced ranking (Salkova, 2013). A line with 1 (poor), 2 (below average), 3 (average), 4 (above average), and 5 (exceptional) as endpoints could serve as a visual assessment system for an employee's performance.

Nonetheless, Management by Objectives (MBO) is a management idea framework promoted by management consultants in response to the growing requirement to direct businesses in accordance with their stated objectives. Companies and high-pressure workplace inform the design of MBO objectives. An example of a forced ranking system would be a company that ranks its staff from best to worst depending on performance. Top performers may be singled out, underperforming workers can be pinpointed, and a promotion and bonus structure can be established with the help of this system.

2.4.2.4 Financial Accounting Outcome

The income statement, balance sheet, and cash flow statement are all needed financial statements. These three statements are useful tools for organizations to utilize when analyzing a company's financial soundness and providing a fast picture of its financial health and underlying worth (Dasilas and Leventis, 2011).

2.4.2.5 Capital Market Outcome

The degree of accuracy of stock prices in response to key news releases from organizations in terms of profit declarations or dividend payments to shareholders is used to gauge capital market performance (Dasilas and Leventis, 2011). According to M'Pherson and Pike. (20010, there are two primary reasons why measurements of capital are developed: to quantify wealth (assets' market worth), and to examine capital's impact on output in an organization.

2.4.3 Significance of Measuring Organizational Performance

The evaluation of organizational performance is a crucial part of strategic management (Jabbar and Hussein (2017). In order to decide whether or not to alter their strategic course, executives need accurate information on how their firms are faring. However, performance is a complicated idea, therefore careful consideration must be given to the evaluation process (Higgins, 2020).

Management monitor and manage operations because doing so improves asset management, service delivery to customers, and the organization's business knowledge base (Dumas *et al.*, 2013). Also, an organization's reputation in the community can be affected by how well it performs on many metrics of success. According to Higgins (2020) and Eisingerich (2011), organisations measure performance to improve asset management, customer value, organizational knowledge, protect organizational reputation and employee engagement and productivity.

2.5 EMPIRICAL REVIEW

According to Fahlevi et al. (2019), leadership is a key component of organizational behavior. The study found out that the kind of behavior exhibited by employees is

greatly influenced by the type of leadership style in an organization. Consequently, Syakur et al. (2020) conducted a study titled “Sustainability of communication, organizational culture, corporation, trust, and leadership style for lecturer commitments in higher education” and found that “leadership is the single most influential factor in shaping how members of an organization work together”. In other words, a leader's skill determines how well a management team can carry out a joint initiative (Syakur et al., 2020). Even though research into leadership has gone through phases of skepticism as evidenced by the many leadership styles outlined, contemporary interest has centered on the critical nature of the leadership role in ensuring an organization's success.

Again, Thomas et al. (2020) conducted a study titled “Transformational school leadership as a key factor for teachers’ job attitudes during their first year in the profession”. This research investigates how both school-level (e.g., the principal's transformational leadership, professional collegial support) and teacher-level (e.g., self-efficacy) factors interact to shape these attitudes on the job. Some 292 first-year elementary school teachers were included. Positive teacher attitudes were found to have a direct correlation with the principal's transformative leadership, as determined by the path analysis. Furthermore, both professional collegial support and teachers' self-efficacy are inextricably intertwined with these perspectives, suggesting that a principal's capacity for transformational leadership influences them indirectly. Possible repercussions for the principal's ability to provide guidance to new instructors are discussed.

Fletcher et al. (2019) conducted a study examining the strengths and weaknesses of transactional leadership and how it may be applied in the field of nursing. The author argues that transactional leadership has continued utility as a method for achieving short-term objectives and finishing tasks, but that to be most effective in healthcare settings, it should be supplemented with other leadership styles.

Moreover, Purwanto et al. (2020) conducted a study titled “Effect of transformational and transactional leadership style on public health center performance”. This research attempts to compare and contrast the results of Health Center or Puskesmas under transformational and transactional leadership in Pati, Central Java. The examination of the data demonstrates that both transformational and transactional leadership styles have a favorable and highly significant impact on the performance of puskesmas personnel. According to the study's recommendations, the Puskesmas director should employ a mix of transactional and transformational leadership techniques, including instruction, consultation, participation, and delegation, to improve his or her team's everyday performance in areas like attendance, cooperation, quality of work, attitudes toward work, and knowledge of work.

Leadership and management literature both attest to a connection between leadership style and results (Ridwan, 2021). Fiedler (1996), one of the most renowned researchers on leadership, has provided a recent treatise on the significance of leadership, arguing that the effectiveness of a leader is a major determinant of the success or failure of a group, organization, or even a country. This finding is consistent with the results of other studies.

To achieve organizational goals, an effective leader not only motivates their followers to use their full potential but also anticipates and satisfies their needs. This is a view shared by numerous scholars (Alheet et al., 2021; Ridwan, 2021; Manzoor et al., 2019; Lee and Chuang, 2009). Leadership has been described in many ways by different researchers and scholars throughout history. Stogdill (1957), one of the era's most renowned researchers, defined leadership as the action of one person to direct another people toward the accomplishment of a shared goal. While Fry (2003) defines leadership as the application of a leading approach to motivate and develop one's team members, it is clear that the two definitions complement one another. There are a number of indicators that suggest a connection between leadership style, employee performance, and organizational effectiveness. Effective leaders know that their teams' efforts are crucial to the success of the organization, and that inspiring their teams to do their best is the single most important factor in reaching the organization's goals.

As stated by Wall, Solum, and Sobole (1992), "effective organizations require successful leadership" because "effective organizations require effective people to be inspired to commit themselves to the organization's objective." It has been shown by Fiedler and House (1988) that a lack of strong leadership is directly correlated with a decline in organizational effectiveness. Relationships inside an organization need to be both functional and stimulating if it is to succeed (Paulus, Seta, and Baron, 1996). Many studies have concluded that a group's performance is substantially determined by the quality of its leadership. This is because good leadership makes it easier for followers to get what they want, which in turn leads to good performance. Despite this, there are countless anecdotal instances of gains in firm performance attributed to changes in leadership, which have been extensively lauded as cases of direct leadership-performance link. There has been a dearth of empirical research into the

relationships between leadership and performance. Given this, it is clear from their analysis of the skewed relationships between leadership and organizational success that more work has to be done to disentangle the two. As Fenwick and Gayle (2008) note, present data is equivocal and difficult to interpret despite the hypothesized leadership-performance association reported by certain researchers. Booysen and Van Wyk's (1994) preliminary research in a South African context cited by Celattia (2011) found that outstanding leaders are perceived to demonstrate a strong and direct, but democratic and participative leadership style, and are viewed as agents of change and visionaries who boost organizational performance. Many studies have shown, as cited by Bass (1997), that leaders in today's corporate world don't affect their subordinates' productivity or the success or failure of their firms. Kotter (1998) contends that the significance of leadership in organizations will continue to grow as a result of fundamental changes in the business environment, such as the increased competitiveness of the market and the requirement for greater input from the entire workforce.

The correlation between leadership approach and organizational effectiveness has been a frequently discussed topic. Numerous studies have indicated a notable connection between leadership style and organizational performance. The nature of this correlation can be positive or negative, contingent on the variables investigated by researchers (Fu-Jin et al., 2010). McGrath and MacMillan (2000) assert that a substantial association exists between leadership styles and organizational performance. A proficient leadership style is deemed a potent catalyst for management advancement and enduring competitive advantage. This style aids the organization in achieving its current goals more effectively by aligning job performance with valued rewards and ensuring that employees possess the necessary resources to accomplish their tasks.

Sun (2002) undertook a comparison of leadership style and performance in educational institutions and businesses, revealing a notably positive correlation between leadership style and organizational performance in both settings. In a broader context, the efficacy of leadership parallels that of the organization as a whole. The accomplishments attributed to business management are often attributed to leadership effectiveness, underscoring the substantial impact of administrative supervisors' leadership styles on organizational performance (Sun, 2002).

Fu-Jin et al. (2010) contend that when leaders employ their leadership style to demonstrate concern, care, and respect towards employees, it contributes to heightened employee engagement, resulting in improved performance and positively influencing job satisfaction. Howell and Frost (1989), as cited by Fu-Jin et al. (2010), further validate a favorable link between leadership style and organizational performance.

When a new leader joins a company, it can be particularly difficult. There's a lot of scepticism about his leadership abilities and whether or not he'll be taken seriously (Coutu and Beschloss, 2009). In order to successfully improve the performance of employees in organizations, greater leadership abilities and skills can be built through a number of different strategies (Simon *et al.*, 2015).

Human resources are the most important factor in a company. Without the right and qualified human resources, an organization will find it difficult to achieve their goals or targets (Daily and Huang, 2001). However, the prime motive of many organizations is to achieve its stated objectives, hence the need to effectively coordinate and motivate the workers by an effective leader.

Leaders may not be aware of environmental shifts. To succeed, a leader must be able to adapt to new and diverse situations at each change (Yukl and Mahsud, 2010). Whether or not leaders are able to perceive, navigate, and make personal changes throughout time has an impact on their performance in an organization.

An organization's position in a new or changing environment often necessitates corresponding alterations inside the organization itself. A company's ability to adapt to change is influenced by a variety of factors, including the culture of the company's employees, as well as the methods used to bring about the change (Jenkins, 2009).

Managers lose confidence in their ability to forecast and respond to the trends affecting their enterprises when the rate of environmental change increases, the environment becomes more complicated and the resources become scarcer (Fabricius *et al.*, 2007).

Firms frequently consider altering their strategy or product mix in response to changes in the competitive environment. This form of change is made possible by leaders who successfully accept it (Kavanagh and Ashkanasy, 2006).

Organizations engage in strategic change when they devise and implement new policies and procedures in an effort to improve their competitive position or accomplish some other important goal (Stiglitz, 2002). They could, for example, alter the company's policies, organizational structure, or operational procedures. The character and culture of an organization might alter dramatically as a result of a strategic shift (McKay *et al.*, 2013). Changing the values, attitudes, and assumptions that influence the organization's strategy and operations are good examples of this type of transformation (Kanker, 2003).

Many beneficial features of change in an organization lead to the retention of a competitive edge and the maintenance of relevance in the business field. Employee morale soars, productivity increases, and new business prospects arise as a result of strategic change (Cole *et al.*, 2019).

Organizational change is the process through which a firm or business modifies a significant aspect of its organization, such as its culture, underlying technology or facilities, or internal processes (Tidd and Bessant, 2020).

Before attempting organizational change, leaders who first solidify their stories and views about what counts experience personal transformation.

There are four basic components that serve as pillars for the successful implementation of change in organizations. These pillars represent distinct phases of change, including change planning, leadership, management, and maintenance. (Harraf *et al.*, 2015).

Managing an organization's transition effectively can boost employee morale and foster productive collaboration and job satisfaction (Paramita *et al.*, 2020; Baptiste, 2019). These characteristics can have direct and positive effects on productivity and job quality, while also accelerating production cycles and cutting expenses.

Transformational leadership is one of the most commonly employed leadership styles in businesses and has a significant impact on the efficiency of those organizations. Transformational leadership, according to Bass (1985), is one of the finest ways to improve the performance of individuals and groups.

Transformational leaders inspire their people to exert themselves and look for new opportunities, both old and new. Transformational leaders actively assist their followers in achieving their high standards-based goals (Antonakis, Avolio, and

Sivasubramaniam, 2003). Transformational leaders inspire their followers to go beyond their own self-interest (Bass, 1999). Employees are more likely to be inspired and engaged under the guidance of a leader who practices transformational leadership. An organization's performance is strengthened and its shareholders benefit financially when its personnel are highly motivated and work in an environment that encourages their success (Giroux and McLarney, 2014).

For Bass (1985), a transformational leadership style has four components that include a focus on idealized influence, motivation through inspiration, intellectual stimulation, and individual consideration. Leaders around the world are expected to exhibit TL-accepted behaviours including encouragement, intellectual challenge, inspiration, and individual consideration (Dorfman, 1996). Attention to the demands of each follower is essential for their growth and success as an individual (Bass and Avolio, 1990). When leaders give their staff favourable feedback, they inspire them to put in more effort and come up with new solutions to difficult situations. As a result, workers often act in a way that makes it easier for them to achieve high levels of task performance.

It also encourages workers to put the interests of their organizations and bosses ahead of personal gains (Bass, 1985). There have been numerous researches on transformational leadership undertaken in the past that help us better grasp the connection between transformational leadership and performance at all levels of analysis. Literature has shown that transformational leaders have an impact on their followers' performance through establishing a close relationship with them (Wang *et al.*, 2008; Wang *et al.*, 2005). Transformative Leadership fosters a greater sense of belonging and trust between the leader and the follower, resulting in a higher level of

performance. As a result, leaders have a favourable impact on the performance of their subordinates.

According to Lee (2008), innovative skills and transformational leadership are linked, and the latter is described as a leadership style that transforms followers by modifying their morale, ideals, interests and values. This encourages the staff to go above and beyond what was expected of them (Bass 1985). This refers to inspiring followers to go above and beyond expectations and persuading them to put the interests of the organization ahead of their own. Those who demand conceptual ideals and engage in knowing incentives that give purpose to their organization as well as their followers' work are backed up by research (Shamir *et al.*, 1993).

According to Bass (1997) and Price (2003), the aim of transformational leadership would be to transform people and organizations inside a literal sense which is to alter them in the mind and heart, enlarge vision, insight and understanding. Clarify reasons make behavior congruent with values, concepts and bring about changes which are permanent, self-perpetuating and momentum building. Managers exercising transformational leadership style focus on the development of value system of employees, their motivational level and moralities with the development of their skills (Ismail *et al.*, 2009). It basically helps followers achieve their goals as they work in the organizational setting; it encourages followers to be expressive and adaptive to new and improved practices and changes in the environment (Azka *et al.*, 2011).

According to Warrick (2011), transformational leadership happens when leader become wider and uphold the interests of the employees, once they generate awareness and acceptance for the purpose and assignment of the group, so when they blend employees to appear beyond their own self-interest for the good of the group.

According to Rafferty *et al.* (2004), transformational leaders encourage followers to view problems from new perspectives, provide support and encouragement, communicate a vision, stimulates emotion and identification. Transformational leadership style concentrates on the development of followers as well as their needs (Ojokuku *et al.*, 2012). Managers with transformational leadership style concentrate on the growth and development of value system of employees, their inspirational level and moralities with the preamble of their abilities (Ismail *et al.*, 2009).

Podsakoff *et al.* (1990), disclosed transformational leadership had active influence on individual and organizational outcomes such as employee satisfaction and performance. Higher levels of transformational leadership were associated with higher levels of group potency. Transformational leadership is a stronger predictor of both job satisfaction and overall satisfaction. Transformational leadership theory is deemed to improve the subordinates' performance by changing the motives and values of employees (Nanjundeswaraswamy and Swamy, 2014). Transformational leadership has the characteristics of individual influence, spiritual encouragement and intellectual stimulation (Long *et al.*, 2014). They often take individual into consideration, establish vision and aim inside, create open culture, trust the staff to reach their goals and give full play for staff's potential.

Salem (2015) asserted that transformational leaders are able to define and articulate a vision for their organizations and their leadership style can influence or "transform" individual-level variables such as increasing motivation and organization-level variables, such as mediating conflict among groups or teams. In addition to having a favourable impact on employees' ability to adapt to change, transformational leaders

motivate staff to go above and beyond what is required of them, which enhances organisational performance (Son *et al.*, 2020).

This leadership style emphasises the growth of its subordinates and their requirements. Workers' morality and motivation are also developed as a result of managers' transformational leadership style (Ismail *et al.*, 2009).

With the help of transformational leadership, leaders and followers can have a better knowledge of each other's interests, values, and levels of motivation (Odumeru and Ogbonna, 2013). It essentially aids those who adhere to it in achieving their professional objectives while employed by a firm.

Transformational leadership technique encourages its adherents to be flexible in adapting to new or improved practices and environmental shifts (Bass, 1994). There are many ways in which a transformational leader tries to expand the horizons of his or her subordinates (Bass, 1990). When he works with others, he spends time getting to know them and finding out what they need in order to perform at their best (Avolio, 1999).

Developing teammates and subordinates to higher skill levels and potential, promoting awareness of the mission or vision of the team or organization, encouraging teammates and subordinates (Fapohunda, 2013) to look other than their own interests toward those that will enhance organizational performance, and stimulating interest among teammates and subordinates are all illustrations of transformational leadership, according to Bass and Avolio (1994).

To achieve the common goals and visions, followers of transformational leaders "buy into" and "internalise" their leaders' visions, thus becoming intrinsically motivated to work toward them (Hoffman *et al.*, 2011). As a result, they encourage them to go

beyond their own self-interests. Transformational leaders, according to Bass (1998), put the greater good ahead of self-interest and security in their pursuits. As a result, those who are influenced by them are willing to put forth greater effort in order to achieve their goals.

The values and self-esteem of their subordinates are addressed and modified by transformational leaders in order to push people to achieve more than they believe is possible (Chauhan *et al.*, 2019). The term "integrity" alludes to honesty, trustworthiness, and reliability in leaders (Engelbrecht *et al.*, 2017). Leaders with integrity live true to their words and own up to their faults instead of covering them up, blaming their team, or finding other ways to avoid responsibility (Bauman, 2013). In transformational leadership, integrity is practiced and this has a huge positive impact on organizational performance since employees are the immediate witnesses of their leader's performing what he/she says (Chauhan *et al.*, 2019). Since transformational leaders inspire and motivate employees, their emotional intelligence will have a great impact on employee satisfaction towards organization performance.

Changing the emotions, values and needs of your employees is part of the transformative process (Groves and LaRocca, 2011). "Transactional leadership must take individual needs into account. During this time, the leadership interaction shifts from transactional to transformational leadership. Emotional intelligence is the capacity to comprehend and control one's own emotions and those of others (Kilduff *et al.*, 2010). People with a high level of emotional intelligence are aware of their feelings, what they signify, and how they can affect others.

The results show that a transformational leader's ethical conduct has a significant mediation influence between their leadership styles and workers' job performance. A positive interpersonal identification with the leader, a shared vision of the future, and transcending far beyond self-interest trade for rewards are all part of the transformative phenomena (Hater and Bass, 1988).

Transactional leadership is considered as the subordinates' rewards through their efforts and performance (Xu and Wang, 2008). Transactional leadership is focused on staff's basic and external demand, the relationship between leaders and subordinates are based on the contract. They tend to attain organizational goal by pacific job roles and mission design, their basic purpose is to maintain a stable organization.

Transactional leadership relies more on "trades" between the leader and follower by which followers are compensated for meeting specific goals or performance criteria (Trottier *et al.*, 2008). The transactional leader will first validate the relationship between performance and reward and then exchange it for an appropriate response that encourages subordinates to improve performance (Bryant, 2003).

Transactional leadership in organizations play an exchange role between managers and subordinates (Jung, 2001). Transactional leadership style is understood to be the exchange of rewards and targets between employees and management (Khan *et al.*, 2018). Transactional leaders motivate subordinates through the use of contingent rewards, corrective actions and rule enforcement (Clarke, 2013).

Emery and Barker (2007) explained that transactional leadership depends on contingent reinforcement, either positive contingent reward or the more negative active or passive forms of management-by-exception. Transactional leaders motivate followers through exchange; for example, accomplishing work in exchange for rewards or preferences

(Yang, 2007). Kahai *et al.* (1997) found group efficacy was higher under the transactional leadership condition. According to Sundi (2013), transactional leader tends to focus on task completion and employee compliance and these leaders rely quite heavily on organizational rewards and punishments to influence employee performance.

The management of multinational corporations has gained prominence in the twenty-first century. The world has become a global village as a result of the growth of technology, knowledge workers, and globalization; social responsibility and diversity are no longer the only important issues facing enterprises. Organizations must compete for strong leaders who have the capacity for creativity and innovation as well as the adaptability to change and survive in the long run.

A board or executive-level person hired to take on a company challenge with a clear purpose and direction is referred to as a transitional leader. Typically, they are engaged to oversee a significant transition, such as a corporate restructure, sale, turnaround, integration of an acquisition, or the launch of a new business segment.

Today, the performance of multinational organisations around the world is evaluated on an annual basis, typically. Hurduzeu (2015) defines organisational performance as the conversion of inputs into outputs for the purpose of achieving specific results. Additionally, he stated in his article that organisational performance sheds light on the connection between economy (minimal and efficient cost) and the overall effectiveness of an organization's performance. According to Khan and Adnan (2014), Organizational performance is defined as an organization's capacity to reach predetermined goals for production and profit as well as the development and growth that the founder or leader had in mind (Sattayaraksa and Boon-itt, 2016).

Organizational performance includes achieving goals or objectives like maximum profit, high-quality products, increased market share, profitable financial results, and a successful development and growth strategy.

2.6 CONCEPTUAL FRAMEWORK

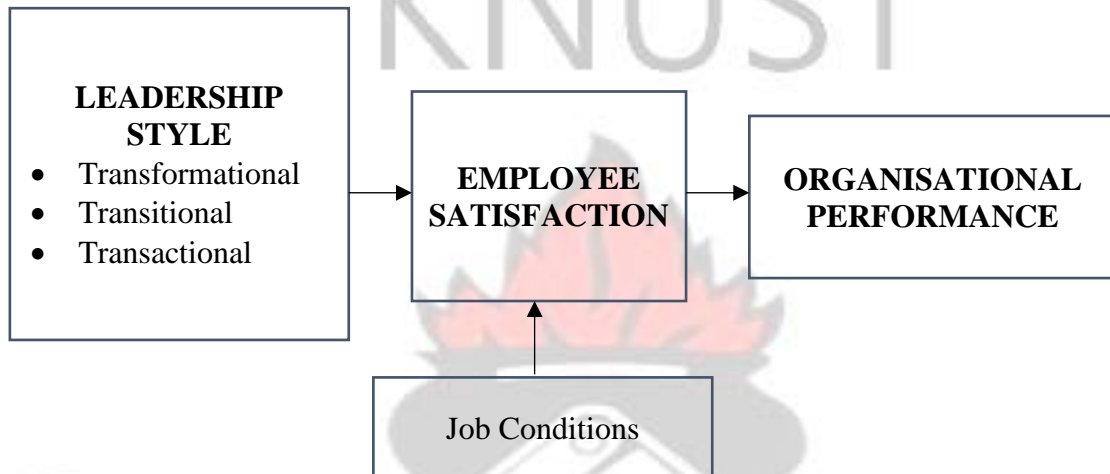


Figure 3: Conceptual framework of the relationship between leadership styles and organisational performance on the role of employee satisfaction

Source: Author's Construct, 2022 (Adapted from Hussein, 2013)

2.7 CONCLUSION

This section of the study started with an introduction, then continued with the theoretical approach of leadership where leadership, leader and leadership styles (transitional, transactional and transformational) were explained. Further, the conceptual approach to leadership has been captured, taking into consideration behavioural theories including the Managerial Grid of Blake and Mouton as well as the Participative Leadership Theories of Kurt Lewin (1939). Nonetheless, the concept of organizational performance was also considered. Again, the relationship between transitional leadership and organizational performance has been discussed in detail. Moreover, the relationship between transformational leadership and organizational

performance has been discussed under this section of the study. The mediating role of employee satisfaction in transformational leadership and organizational performance has also been discussed. Finally, the mediating role of employee satisfaction in transactional leadership and organizational performance has been discussed accordingly.

KNUST



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter outlines the research methods employed and the tools utilized to collect data for the study. The selection of these methods was based on relevant literature to ensure the study could effectively achieve its objectives and address the research questions. The chapter covers various sections, starting with the philosophical position adopted for the study. The second section introduces the study's framework and design, including the research design and strategy, outlining the overall plan to achieve the study's goals. The research instrument's design is then presented. Subsequently, the chapter describes the data collection sources and methods used. The population and sampling procedure are discussed in the fourth section. The data analysis technique is presented, outlining how data were gathered and analyzed, along with the model's specification and the estimation method used. Finally, the chapter concludes with a discussion of the study's validity and reliability.

3.2 PHILOSOPHICAL POSITION OF THE RESEARCH

The philosophy of research pertains to the process of knowledge creation and design within a specific field. This knowledge generation can lead to the development of new theories or the resolution of particular problems faced by an organization. The selected research philosophy comprises core beliefs that mold the comprehension of the topic, steering the research approach and methodology within the broader strategy (Saunders et al., 2009). The selection of the research strategy significantly impacts the phenomenon being studied (Johnson and Clark, 2006). Philosophical thought raises questions about the nature of reality, understanding, and values, thus influencing the

research's overall structure (Christou et al., 2008). Philosophical thought involves considerations of ontological, epistemological, axiological, and methodological assumptions (Creswell, 1994). Situating this research within its philosophical tradition would necessitate a discussion of the diverse range of philosophical perspectives available, providing a context for this study.

3.2.1 Ontological Approach

Ontology focuses more on how the researcher perceives the world, whether through a lens of independent reality existing outside their influence or dependent on specific parameters that become evident only when human behaviors and ideas are scrutinized (Collis and Hussey, 2013; Thurairajah et al., 2006). In commercial research, ontology can be described as "knowledge or study of existence" and revolves around the concept of truth (Saunders et al., 2012). It serves as a framework of understanding that individuals or groups use to define reality (Bryman, 2012). Thurairajah et al. (2006) delineate the ontological standpoint into two primary components: objectivism and social constructivism (subjectivism).

Objectivism posits that social entities and collective units exist as concrete realities beyond their social contexts, independent of their existence. In simpler terms, objectivism asserts that social events have a collective existence separate from the individuals involved (Saunders et al., 2012).

Subjectivism, alternatively referred to as interpretivism, views social phenomena as constructs resulting from the impacts of social actors on their social reality. It can also be understood as an "ontological perspective that elucidates social occurrences, their meanings, and how they are brought about" (Blaikie, 2010). This approach firmly

maintains that every occurrence has a cause and is a manifestation of behaviors that shape the existence of these facts (indicating that reality isn't objective) (Christou et al., 2008).

3.2.2 Epistemological Approach

Epistemology delves into exploring how knowledge is attained, the process of acquiring knowledge, and the validation of knowledge (Gall et al., 2003). This philosophical exploration furnishes a framework for determining the validity of knowledge within specific fields of study (Saunders et al., 2009; Campana, 2010). Moreover, epistemology delves into the interaction between the researcher and the subject of research, illustrating how the researcher engages with the subject to establish authentic knowledge through observations (Christou et al., 2008).

In simpler terms, epistemology can be defined as a philosophical stance that enlightens us about the scientific approach to generating knowledge, the methods of knowledge creation, and the ways in which data is gathered and analyzed (Babbie, 1995; Orlikowski and Baroudini, 1991; Saunders et al., 2009). It offers a contrasting viewpoint to ontology (Saunders et al., 2012). There are three primary epistemological standpoints: positivism, realism, and interpretivism.

Positivism involves deriving knowledge from existing theories, employing knowledge for drawing conclusions, gathering data, and subjecting this data to hypothesis testing (Saunders et al., 2009; Campana, 2010). It assumes the perspective of a natural scientist (Saunders et al., 2009) and is chiefly focused on understanding, predicting, and exerting control over events (Guba and Lincoln, 2004). Objective data collection facilitates the testing of theoretical predictions (Weber, 2004). In this sense, under

positivist epistemology, physical or social reality is considered independent, and observations have a relatively unbiased role in shaping scientific knowledge (Gall et al., 2003).

Conversely, realism centers on scientific investigation and asserts that our sensory perceptions of reality align with actual truth. Unlike idealism, realism posits that there exists a reality beyond the realm of the mind's perception or comprehension. As a result, realism shares certain similarities with positivism in its approach to the formation of scientific knowledge and supports the methodology of data collection while interpreting the gathered data (Sarantakos, 2005).

In stark contrast, interpretivism adopts a subjective perspective rather than an objective one (Christou et al., 2008; Saunders et al., 2009). While the positivist approach extends the identification of knowledge to established laws similar to those of the physical sciences, critics of positivism argue that the social world is characterized by dynamism and encompasses intricate knowledge that cannot be easily acquired through law-like generalizations. This divergence between the positivist and interpretive approaches lies in their fundamental approaches to the concept of knowledge.

3.2.3 Axiological Approach

Axiological consideration delves into evaluating the extent of emphasis the researcher places on the entire investigation, thereby determining whether it pertains more to matters of value or fact (Bossé, 2006). According to Saunders et al. (2009), axiological positioning asserts that the researcher's beliefs play a role in shaping how the study is conducted and the interpretations of its findings. Consequently, the axiological perspective significantly influences the research's credibility. It is irrefutable that

embedded values wield a profound influence on human actions (Heron, 1996), making it imperative for researchers to transparently outline their values as a component of informed consent regarding the scope and conduct of their study (Saunders et al., 2009). Axiology revolves around the principles you prioritize within your research. This holds great significance for researchers, as their perspectives can considerably impact the study's methodology and the significance attributed to its outcomes (Li, 2016; Lee and Lings, 2008).

3.2.4 Research Philosophy of the Study

This study is founded on the positivist standpoint of epistemological philosophy, which emphasizes that facts are independent of the researcher, unbiased, and represent scientific knowledge. According to the study, the dynamic interplay of the separate elements that could influence transitional, transformational and transactional leadership styles on organizational performance in community pharmacy practice through a scientific, systematic, and analytical approach. These independent elements can clarify, and predict the impact of transitional transformational and transactional leadership styles on organizational performance in community pharmacy practice. In accordance with the positivist viewpoint, the researcher will evaluate and synthesize current theories based on literature before constructing hypotheses with independent and dependent variables. Data will be gathered from various sources and analyzed in order to test hypotheses and accept or reject the findings; as a result, the findings of this study will be used to make generalizations about the impact of transformational, transitional and transactional leadership styles on organizational performance within community pharmacy practice in Kumasi and Accra.

Positivism is based on measurable data that can be analyzed statistically; this approach is mainly related with the observations and experiments to collect numeric data (Easterby-Smith *et al.*, 2006). It has been noted that “as a philosophy, positivism is in accordance with the empiricist view that knowledge stems from human experience. It takes an atomistic, ontological approach to the world, seeing it as a set of discrete, observable objects and events that interact in observable, determined and regular ways” (Cooper and Schindler, 2006). Furthermore, in positivist investigations, the researcher is separate from the study, and there are no protections in place to protect human interests.

According to Crowther and Lancaster, (2008), positivist studies often use a deductive methodology, whereas inductive research is typically connected with a phenomenological philosophy. Also, positivism relates to the viewpoint that researcher needs to concentrate on facts, whereas phenomenology concentrates on the meaning and has provision for human interest. Researchers warn that “If you take a positivist approach to your study, you believe that you are independent of your research and that your research may be absolutely objective.” Independent means that you maintain minimal interaction with your research participants when carrying out your research. After contacting respondents, factual data will be collected and analyzed in accordance with positivism philosophy; it will be realized that community pharmacy firms who have a good understanding of transformational, transitional and transactional leadership styles will be asked to rank the underlying variables using the Likert rating scale with a high level of capability, confidentiality, and consciousness. As a result, their accompanying feedbacks will provide the researcher with clear and realistic results, and any further actions required will be taken as a result of the data gained.

3.3 RESEARCH APPROACH

The research approach pertains to the systematic sequence of steps and strategic plans adopted in conducting research, beginning with the initial assumptions and culminating in the interpretation of gathered data (Creswell, 2013). The philosophical perspective embraced by the study shapes the type of approach employed in any research endeavor (Creswell, 2009). Kwofie (2015) suggests that the research approach serves as a pathway to present an overarching view of the research problem while addressing the research inquiries. The research approach encompasses two primary domains: the deductive and inductive approaches. Easter-by-Smith et al. (2008) identified three key factors influencing a researcher's selection of a particular approach. Firstly, the chosen research design can lead a researcher to opt for one approach over the other. Secondly, the strategies and preferences of the research also impact this decision, and finally, the familiarity with various research methodologies plays a role.

Describe the following:

Descriptive research designs and justify why the research adopted a descriptive design

Exploratory research designs

Explanatory research designs

3.3.1 Deductive

The deductive approach involves working with established theories that have gained widespread acceptance or ideas pertaining to a subject, where the researcher identifies a theory and subsequently tests it through observations to validate the theory's accuracy (Ofori-Kuragu, 2013). The deductive approach primarily follows a top-down methodology, encompassing the formulation of the theory and hypothesis testing while maintaining the researcher's impartiality. Consequently, the process commences with

the identification of pertinent theories and employs empirical observation to validate these theories. Kwofie (2015) further elaborates that the deductive approach is centered on testing observed patterns to verify their actual occurrence, moving from a general perspective to a specific one. This approach predominantly employs quantitative methods for data collection and analysis to scrutinize the validity of hypotheses.

3.3.2 Inductive

The inductive approach is primarily employed for the formulation of theories, commencing with the examination of specific instances of societal matters, and deriving patterns from the analysis of collected data (Ofori-Kuragu, 2013). Kwofie (2015) emphasized that this approach adopts a bottom-up standpoint, progressing from the scrutiny of particular issues to the broader generalization of those specifics. Inductive methodology, employing qualitative techniques for data collection and analysis, is inherently subjective. In utilizing the inductive approach to construct theories, it can be described as a method that facilitates a deeper comprehension of the issue from a societal perspective, where the researcher actively participates in identifying the phenomenon, gathering data, and subjecting it to analysis to achieve greater insight (Saunders et al., 2009).

3.3.3 The Research Approach Adopted

When deliberating on the research approach chosen for this investigation, the inclination leaned towards employing the deductive research approach, as it aligns better and is well-suited to the positivist research philosophy previously mentioned. The deductive research approach is characterized by its objectivity. Given the aim of assessing the effects of transformational, transitional, and transactional leadership

styles on organizational performance in community pharmacy enterprises, it becomes essential to facilitate input from experts who possess a sound comprehension of these leadership styles in community pharmacy contexts. This input will be obtained through primary data collection employing structured research questionnaires.

3.4 RESEARCH DESIGN

Research design can be considered as the structure of research termed as the glue that holds all the elements in a research study together. According to Ahoda *et al.* (2008) “A research design is the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy and procedure. The plan that specifies the sources and types of information relevant to the research problem, the population to be studied and methods to be used in processing and analyzing data are some features of research design (Inaam Akhtar, (2016). The following are the basic approaches to research design:

Quantitative Method

The nature of Quantitative research is based on objectivity. An inquiry into a social or human problem, based on testing a hypothesis or a theory composed of variables, measured with numbers, and analysed with statistical procedures, in order to determine whether the hypothesis or the theory hold true is termed as quantitative research (Creswell, 2012). Quantitative research seeks to develop and employ mathematical models, theories, hypotheses concerning the natural phenomena (Sarantakos, 2005). Quantitative research makes use of questionnaires, surveys and experiments to gather data that is revised and tabulated in numbers, which allows the data to be characterized by the use of statistical analysis (Hittleman & Simon, 1997). It generally uses critical approaches such as the generation of models, theories and hypotheses; the development

of instruments and measurement; experimental control and manipulation of variables; collection of empirical data; modelling and analysis of data; and evaluation of results (Gall et al., 2003). Sarantakos (2005) contended that the quantitative research methodology encompasses essential aspects such as positivity, objectivity, and realism, marked by empirical techniques, well-defined objectives, clear design, methodological consistency, impartiality between researchers and participants, accurate measurement, validation, reliability, precision, and ethical mindfulness. For this study, a quantitative survey methodology was employed. The primary rationale behind opting for a quantitative approach in this research was to procure data that can be extrapolated to depict the associations between the variables under investigation.

Qualitative Method

The essence of Qualitative research hinges on the subjective evaluation of attitudes, opinions, and conduct. However, this kind of scenario is influenced by the researcher's personal insights and perceptions (Kothari, 2004). It embodies a type of social interaction where the researcher engages in conversations and gains insights into the phenomenon under scrutiny (Jean, 1992). Qualitative data sources encompass observation and participant observation such as fieldwork, case studies, interviews, questionnaires, textual documents, and the researcher's personal interpretations and responses (Bryman, 2004). Qualitative research exhibits certain attributes: it is non-numeric, descriptive, employs reasoning and linguistic expressions, cannot be graphed, is exploratory, and focuses on delving into the reasons behind and the methods of decision-making (Rajasekar et al., 2006).

Mixed or Triangulation Method

The triangulation research method takes in to account the combination of results from two or more rigorous approaches to provide a more comprehensive view of the results than one approach could do (Casey, 2009). Tashakkori (2003) asserted that, wherever a more than one approach is used in research is described as triangulation approach which is also known as mixed method.

The mixed method or triangulated approach involves a fusion or combination of both quantitative and qualitative methodologies to conduct an observation with the goal of generalizing phenomena, assuming that a deeper comprehension of such phenomena can be achieved through the comprehensive collection and analysis of data (Creswell, 2013). Aligned with the philosophical stance of pragmatism, the mixed method approach facilitates data collection either simultaneously or sequentially, starting with a survey for general insights and subsequently using interviews to obtain detailed perspectives from participants (Creswell, 2009). The mixed approach has also been employed as a tool to offer diverse perspectives, often with an emphasis on incorporating varied insights, rather than adhering strictly to the simplicity of either the qualitative or quantitative approach (Agbodjah, 2008). Despite the advantages of integrating both approaches, the mixed approach has been criticized for its costliness and time-intensive nature.

3.4.1 Research Design Approaches

Descriptive research designs: Descriptive research designs are used to gather information and provide an accurate and detailed account of a specific phenomenon, group, event, or situation (Williams, 2007). These designs aim to answer "what," "who," "when," and "where" questions, focusing on the characteristics and attributes of

the subject of study. Descriptive research is primarily concerned with observing, measuring, and documenting existing conditions without manipulating them. It is often used to create a snapshot or a profile of a particular situation or population. Examples of descriptive research methods include surveys, observational studies, content analysis, case studies, and cross-sectional studies. This study adopted a descriptive research because it is ideal for making comparisons between different groups or conditions, allowing researchers to identify similarities and differences.

Exploratory Research Designs: Exploratory research designs are conducted when a researcher aims to gain insights into a poorly understood or complex topic (McNabb, 2015). These designs are often used to generate ideas, hypotheses, and a better understanding of a problem. They are characterized by their flexibility and openness to various data sources and methods. Common methods for exploratory research include literature reviews, in-depth interviews, focus groups, and observations. Exploratory research is more about uncovering new questions than providing definitive answers.

Explanatory Research Designs: Explanatory research designs are employed when a researcher aims to understand the causal relationships between variables (Asenahabi, 2019). This design type seeks to explain why something happens and how different factors interact to produce a particular outcome. Explanatory research typically involves hypothesis testing and the use of experimental or quasi-experimental methods. Researchers use statistical analysis to determine whether there is a cause-and-effect relationship between variables.

An explanatory design was adopted because it allowed the researcher to establish causal relationships between independent and dependent variables, providing a deeper understanding of why certain phenomena occur. Explanatory research typically

involves quantitative data and advanced statistical methods to determine the strength and direction of relationships between variables (Martin and Bridgmon, 2012).

3.5 RESEARCH STRATEGY

Research strategy can be defined as the step by step plan of action that gives direction to the researcher's thought process. It also helps in planning, executing, and monitoring the study effectively making research strategy an overall plan for conducting research study (Paul J., Erik P., (2014).

3.5.1 The Research Strategy Used

The research methodology utilized for this study involved the distribution of a survey questionnaire through a quantitative approach. The survey questionnaires were provided to community pharmacy firms located in both Kumasi and Accra.

According to Tan (2015), quantitative research aims to quantify a problem and understand its prevalence by seeking results that can be projected to a larger population, allowing researchers to see the big picture. This method utilizes structured and consistent data collection, particularly through closed-ended questions. The data obtained can be used for making predictions and exploring cause-and-effect relationships (Abraham et al., 2011). The results provide numerical data that can be statistically analyzed.

The choice of quantitative research for this study aligns with its requirements. This approach is suitable when seeking feedback from a large number of participants, presenting a convincing case to an audience, reaching a diverse population scattered across different locations, and working with limited budget constraints (Tan, 2015).

Therefore, the use of quantitative research was well-suited for this study, considering the specific conditions and objectives.

Provide references to each of the following:

3.6 UNIT OF ANALYSIS

Data comprises information that acts as the foundational material for researchers to draw conclusions about the subject of investigation (Walliman, 2011). To facilitate the identification of an appropriate data collection method and the determination of an optimal sample size that best represents the population, it is essential for the researcher to initially pinpoint the unit of analysis (Sekram, 2003). Sekram (2003) categorized the unit of analysis into five principal types: individuals, dyads, groups, organizations, and culture. Given the study's objectives, the organizational unit of analysis was selected. However, it's important to emphasize that primary data were collected from individuals within various organizations who possessed expertise and represented the organizations under consideration in the study. The aim was to gain insights from these diverse organizations regarding the influence of transformational, transitional, and transactional leadership styles on organizational performance within community pharmacies in Kumasi and Accra.

Speer (2002) suggested that the choice of unit of analysis by the researcher can also be influenced by the research environment, whether it's an artificial setting like laboratories or a natural setting like field surveys. This study opted for a field survey, indicating its alignment with the natural environment. Dipboye and Flanagan (1979) shared the perspective that field surveys or natural environments are frequently employed in organizational studies to validate research outcomes.

3.6.1 Source of Data

Researchers rely on two primary data sources: primary and secondary sources, and the choice of source hinges on the study's nature (Singh, 2006; Walliman, 2011). Primary data pertains to freshly gathered information explicitly collected to address research questions or attain research goals (Saunders et al., 2007). It constitutes original data intrinsically connected to the event or issue being examined (Cohen et al., 2007; Beins and McCarthy, 2011). Conversely, secondary data lacks a direct physical link to the event under investigation; it's data obtained from an individual or source not present during the event (Cohen et al., 2007). These data stem from another person's primary document collected for a distinct purpose, rendering them less dependable (Gray, 2004; Saunders et al., 2007; Walliman, 2011).

For this study, primary data was employed by adopting a quantitative research approach, which frequently employs survey questionnaires as the data collection instrument. The questionnaire was meticulously crafted based on an extensive literature review, pinpointing variables associated with transformational, transitional, and transactional leadership styles that impact organizational performance within community pharmacies in Kumasi and Accra. These variables were strategically integrated into closed-ended questionnaires disseminated to the target population, seeking their specialized insights in fulfilling the study's objectives.

3.7 DATA COLLECTION METHOD

Upon considering the study's philosophical stance, research approach, strategies, and choices, and making decisions regarding the chosen options and the rationales behind those decisions, the subsequent step involves identifying the methods and procedures for data collection. The selected data collection methods bear great significance for a

study as they shape the achievement of research objectives and the study's purpose. Tongoco (2007) emphasized the critical nature of data collection, stressing that no level of analysis, no matter how meticulous, can compensate for poor data that fails to accurately represent the population's intentions. Consequently, the collection of data demands utmost care and precision.

Tashakkori and Teddlie (1998) suggest that researchers should opt for methods that best align with addressing the specific problem at hand. In light of this, the current study employed structured survey questionnaires as the primary data collection tool to glean expert opinions from respondents about the impact of transformational, transitional, and transactional leadership styles on organizational performance within the realm of community pharmacy.

Quantitative research employs quantifiable data to articulate factual information and uncover patterns within research; it also enables drawing conclusions pertinent to the research's purpose and facilitates the projection of findings to a broader population. Kwofie (2015) indicated that when studies require a high degree of validity and reliability, the survey research strategy is adopted. Therefore, the choice of employing survey questionnaires in this research aligns with these considerations.

3.7.1 Questionnaire Survey

When opting for a quantitative research approach, many researchers lean towards utilizing survey questionnaires as their chosen method of data collection (Sarantakos, 2005). Survey questionnaires have gained substantial popularity in social sciences research and can effectively capture various types of data (Creswell, 2005). These questionnaires generally manifest in two formats: open-ended or close-ended

(Sarantakos, 2005). In the context of this study, the questionnaires were meticulously tailored to align with the research objectives (Oppenheim, 1996). An effectively crafted questionnaire should possess uniqueness and the capacity to elicit multiple types of information from respondents (Gall et al., 2003). Its content should be lucid, succinct, accurate, and direct, particularly in the case of close-ended questions that require no further exploration or deliberation.

Sarantakos (2005) underscored four key criteria that survey questionnaires should adhere to: proper categorization, easily comprehensible wording, general acceptance, and simplicity in coding variables. Moreover, it's essential to present the research's direction or purpose clearly within the questionnaire structure to respondents (Salant and Dillman, 1994). A well-designed questionnaire results in the collection of primary data that are both valid and reliable (Fowler and Floyd, 1995). The manner in which questionnaires are presented can substantially influence the quality of responses garnered from the survey (Wahab, 1996). Hence, researchers should employ straightforward language and avoid using terminology that might be unfamiliar to the average respondent (Fowler and Floyd, 1995).

Before conducting the main survey, the questionnaires will undergo a piloting process. Yin (2009) emphasizes the importance of pre-testing questionnaires, which allows for obtaining valuable insights from experts about the ease of understanding and familiarity with the questions. Lietz (2010) also highlights that pre-testing questionnaires are essential for obtaining reliable and valid data and provide an opportunity to address any ambiguities in the questions asked.

3.8 POPULATION AND SAMPLE FRAME

According to Naoum (2012), the population of the study encompasses all the individuals or groups falling within the scope of the study, who can, should, or need to provide input or assessment to assist in achieving the study's objectives. In this case, the population of the study comprises all managers in community pharmacies in Kumasi and Accra.

However, due to the complex composition of the population, pinpointing a finite population becomes challenging, leading the study to classify its population as infinite. In such scenarios, the most suitable point estimate is the sample mean of the population (Cochran, 1977). The sample frame is a list of the targeted population from which this study draws its sample, effectively serving as the operational definition of the population (Passer, 2014). Kothari (2004) defined a sample frame as a list of items from which the sample is selected. Ritchie et al. (2013) suggested that researchers can define the sample frame specifically for the study or gather it from secondary sources. Thus, based on pertinent literature on the subject under investigation (Giffinger et al., 2007; Hall, 2010; Dahiya, 2012; Anthopoulos, 2019), this study deliberately identified its sample frame as consisting of managers in community pharmacies in Kumasi and Accra.

3.9 SAMPLING AND SAMPLING TECHNIQUES ADOPTED

The objective of sampling is to acquire a subset of the population that accurately reflects the characteristics of the intended population. Thus, sampling can be described as the process of selecting a portion of the overall population that is relevant to the research study. Surveying the entire population can be exceedingly laborious and

costly, underscoring the necessity for employing sampling methods (Dana P. Turner, 2020).

Kerlinger (1973) acknowledges that non-probability samples are sometimes necessary and unavoidable, and their limitations can be minimized through careful sample selection, replication studies with different samples, and drawing on knowledge and experience. The current study employed a combination of purposive and snowball sampling.

Purposive sampling entails the researcher's discretion in handpicking a particular group, category, or entity to be included in the study, rendering it a focused, subjective, or evaluative sampling approach (Saunders et al., 2009). In this study, purposive sampling was chosen because it allows the researcher to select a sample that already possesses the required characteristics and experiences to provide the necessary information (Greener, 2008).

On the other hand, snowball sampling, also known as chain-referral sampling, is utilized when the desired characteristics of the samples are rare and difficult to locate. This method involves primary data sources nominating other potential primary data sources for inclusion in the study (Cresswell, 2005). In simpler terms, snowball sampling relies on initial subject referrals to recruit additional subjects, forming a chain referral system.

By employing a combination of purposive and snowball sampling, the study can access samples that possess the specific characteristics needed for the research, even when they are uncommon. This approach allows the researcher to gather real-value data by reaching each unit in the population, thus eliminating sampling errors and increasing precision (Owusu and Badu, 2009; Israel, 1992). Therefore, for a study of this nature,

the purposive and snowball sampling technique was considered the most suitable approach to obtain relevant and reliable data.

3.9.1 SAMPLE SIZE

With the chosen sampling method established for the study, the subsequent attention is directed towards ascertaining an appropriate sample size. It's worth noting that the actual population size remains unknown, and the purposive sampling approach has been adopted. Given the considerable number of community pharmacy companies situated in Accra and Kumasi within the Greater Accra Region and Ashanti Region respectively, a sample size of 120 has been selected for this investigation.

3.10 DATA ANALYSIS

Data analysis comprises three primary activities: data reduction, data presentation, and drawing conclusions (Saunders et al., 2000). In this study, the data collected from the field was analyzed using descriptive statistics, including percentages, frequency tables, and one sample t-test. The Statistical Package for Social Sciences (SPSS) was utilized to present the results through pie charts, bar charts, and tables.

3.11 CHAPTER SUMMARY

The primary objective of this section of the study was to establish the research design, unit of analysis, data sources, population, sample size determination, sample technique, data collection tool, and data analysis approach. The research design chosen for this study was quantitative analysis, and closed-ended questionnaires were used to collect primary data to save time and reduce costs for the respondents, as the surveys were conducted online. The sample size consisted of 120 community pharmacy firms in

Kumasi and Accra, selected through a combination of purposive and snowball sampling techniques.

For data analysis, the software used included SPSS and MS Excel. Various statistical methods, such as percentages, frequency tables, Relative Importance Index (RII), and one sample t-test, were employed to analyze the data and draw meaningful insights from the collected information.



CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 INTRODUCTION

In this part of the research, the outcomes derived from the administered survey questionnaires are showcased. The results are illustrated using tables and figures, employing fundamental statistical measures such as frequencies, standard deviation, percentages, RII, and One Sample T-test. The initial presentation encompasses respondents' backgrounds, subsequently followed by an analysis aligned with the research objectives of the study.

4.2 DEMOGRAPHIC DATA ANALYSIS

This part of the survey questionnaire encompasses the attributes and essential details of the participants. Gathering insights into the background of the respondents impacts the precision and reliability of the gathered data (Antwi-Afari, 2017). The obtained information encompasses factors like age, gender, educational background, and profession.

4.2.1 Respondent's age range

Participants were requested to specify their age category using the choices: 18 – 24 years, 25- 29 years, 30 – 39 years, and 40 years and above. As shown in Table 4.1, out of the total 61 received responses, 14.80% of respondents, amounting to 9 responses, indicated their age to be within the 18 – 24 years range, while 54.10% or 33 participants fell within the 25- 29 years' age range. The number of respondents whose age was from 30 – 39 years were 14 representing 23.00% while 5 respondents had 40

years and above representing 8.20% of the total responses of 61 received. Form the Table 4.1 the highest number of respondents had age range from 25 to 29 years.

Table 4.1: Respondent's age range

	Frequency	Percentage (%)
18 – 24 years	9	14.80
25 – 29 years	33	54.10
30 – 39 years	14	23.00
40 years and above	5	8.20
Total	61	100

Source: Field survey, 2023

4.2.2 Respondents' Gender

Respondents were asked to indicate whether they were male or female. Out of 61 responses received. The number of females dominated the males with just an extra one point. So the females were 31 representing 50.8% of the total responses while the number of males were 30 representing 49.20% of the total responses received. The information is presented in the Figure 1.4 below.

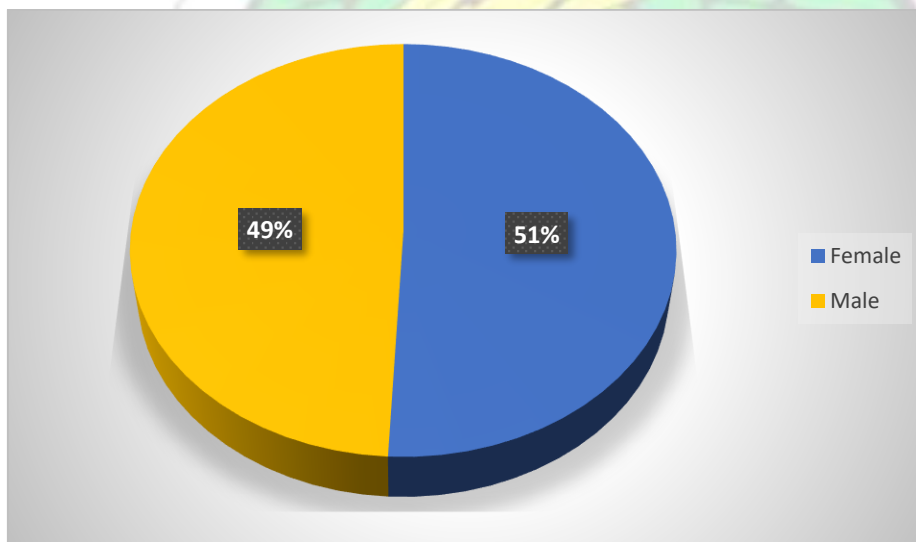


Figure 4.4: Respondents' gender status

Source: Field survey, 2023

4.2.3 Respondents' educational background

Survey participants were requested to provide information about their educational history, choosing from the available options of certificate, bachelor's degree, MSc. /MBA/MPhil, and Ph.D. The number of respondents who have a certificate education were 6 representing 9.80%. The number of those who had received a bachelor education were 35 representing 57.40% while those with educational background up to MSc. /MBA/MPhil level were 19 representing 31.10%. However, only one respondent had a Ph.D. education. The highest rate was those with bachelor education.

Table 4.2: Respondents educational background

Education	Frequency	Percentage (%)
Certificate	6	9.80
Bachelor	35	57.40
MSc/MBA/MPhil	19	31.10
Ph.D.	1	1.60
Total	61	100

Source: Field survey, 2023

4.2.4 Location of organisation

Respondents were asked to indicate the location of their organisation with the geographical scope of the study. 24 respondents representing 39% of the total 61 responses received indicated that their organisation is located at Accra while 37 of the respondents representing 61% of the 61 responses indicated that their organisation is located in Kumasi. The information is presented in the Figure 4.2 below.

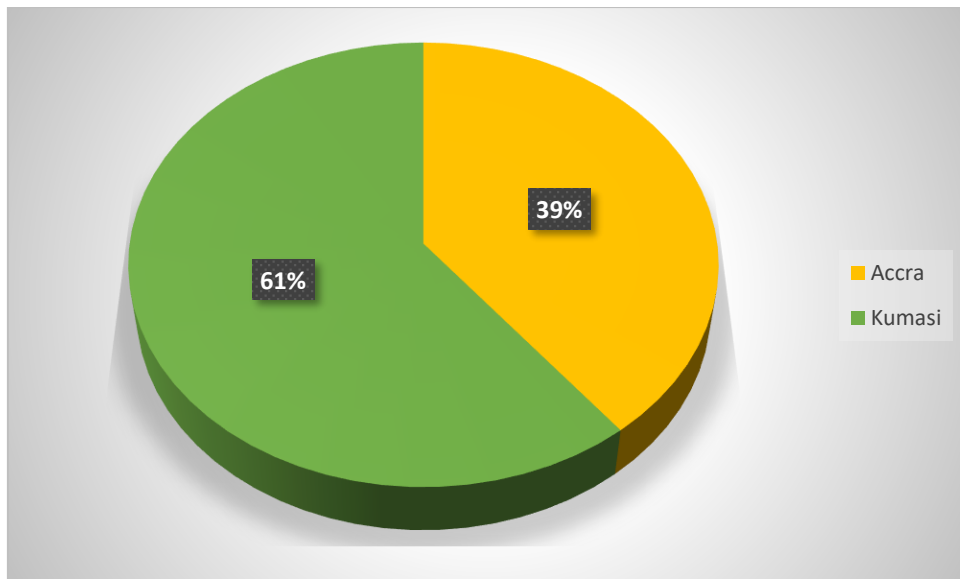


Figure 5.4: Respondents’ organisation’s location

Source: Field survey, 2023

4.2.5 Respondents’ role in organisation

Respondents for the study were asked to indicate their organisational role with the options provided as General Manager, HR, Accountant, Pharmacist, and Other. From the 61 responses received, 2 respondents representing 3.3% were general managers, 6 respondents representing 6.6% were HR, 4 respondents representing 6.6% were accountants, while the number of Pharmacist were 35 representing 57.40%. However, the number of people who chose the “Other” option was 11 representing 18.00% of the total responses of 61.

Table 4.3: Respondents' role in organisation

Role in organisation	Frequency	Percentage (%)
General Manager	2	3.3
HR	6	9.8
Accountant	4	6.6
Pharmacist	35	57.4
Other	11	18.0
Total	61	100

Source: Field survey, 2023

4.3 STATISTICAL ANALYSIS OF THE STUDY'S OBJECTIVES

Descriptive Analysis

The researcher utilized descriptive analysis to compute the average ranking of the variables. Additionally, the standard deviation was employed to measure the range and variation of responses within the sample population. The primary objective of descriptive statistics is to present a comprehensive summary of the data from a specific population or sample (Mueller and Kenton, 2019). However, it's important to note that descriptive analyses, as highlighted by Gibbs et al. (2015), do not make inferences about the entire population from which the sample was drawn. To facilitate the analysis of the gathered data, the researcher utilized tables and figures in this investigation.

Mean Score Ranking

As mentioned by Shiloach et al. (2010), the mean score ranking technique is utilized to analyze collected data and ascertain the central consensus on variables. Mean-score rankings have also found extensive application in assessing the significance of various factors concerning the primary objective of a study. Consequently, the central tendency of the variables relevant to the study's objectives was determined by ranking them using the mean score.

Standard Deviation

Furthermore, standard deviation serves multiple purposes, as stated by Washington et al. (2020). Apart from indicating the level of consistency, it also measures the extent to which data points disperse around the mean value. This is particularly useful when comparing datasets with the same mean but different standard deviations. A low standard deviation suggests that the numbers in the dataset show little variation, indicating a high level of consistency.

In situations where the averages of different variables were identified as identical, the researchers shifted their focus to the Standard Deviation to evaluate the extent of agreement among the outcomes, following the recommendation of Ahadzie (2007). When multiple variables exhibit the same mean, Ahadzie contends that preference should be given to the one with the lower standard deviation. A lower standard deviation indicates a higher level of agreement among the responders regarding the interpretation of the question, as mentioned by Owusu-Manu et al. (2019).

According to Yi (2011), an optimal standard deviation should be less than 2,000, as this indicates low levels of variation and high levels of agreement in respondents' interpretations of the variables.

Relative Importance Index (RII)

The Relative Importance Index (RII) proves to be a valuable instrument for gauging the relative significance of several predictor variables in predicting a specific criterion variable, according to Johnson and LeBreton (2004). Additionally, Rooshdi et al. (2018) highlight RII's utility in prioritizing the indicators evaluated on the Likert scale within the study, while also aiding in pinpointing the most crucial criteria based on respondents' survey inputs. When RII values tie among two or more variables, Owusu-

Manu et al. (2019) propose that preference should be granted to the variable with the highest mean.

One Sample T-Test

In a one-sample t-test (Kkim, 2015), researchers engage in a comparison between the mean of a sample dataset and a known value to evaluate whether the population mean substantially deviates from a presumed value. This examination is utilized to juxtapose the observed mean score of a given sample against a predetermined or hypothetical figure, often representing the population mean or another theoretically deduced number.

Coakes et al. (2001) suggest that the one-sample t-test serves the purpose of determining whether the sample mean aligns with the projected mean or displays significant disparity from it. In the context of this study, the envisaged mean was established at 3.50. Variables featuring p-values below 0.05 are deemed statistically significant, while those exceeding 0.05 are categorized as statistically insignificant. A p-value of 0.05 signifies a 5% probability of the researcher making an incorrect assertion regarding the distinctiveness of each sample, or conversely, a 95% likelihood of accuracy.

The contrast between the hypothesized mean and the sample mean is presumed to be zero if they match. Positive values indicate the sample mean surpasses the hypothesized mean, whereas negative values indicate the reverse. To better interpret the acceptance or rejection of the null hypothesis, one should consider upper and lower thresholds. For instance, if the value zero falls outside the acceptable range, the null hypothesis must be dismissed, and it becomes unfeasible to conclude that the sample mean aligns with the supposed population mean (Goodman et al., 2010). Hence, the application of the

one-sample t-test aimed at evaluating the statistical importance of the mean values in the study.

4.3.1 Effect of Transformational, Transitional and Transactional Leadership Style on Employee Satisfaction

This part of the study presents the results and discussions from the statistical analysis on the first objective of this study which is the effect of transformational, transitional and transactional leadership style on employee satisfaction. Respondents to the study were asked to rate their agreement to the effects on a Likert Scale of 1 to 5 (Where, 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree). The field survey responses were subjected to a One Sample t-Test for analysis. As part of the Mean Score Rank process, the standard deviation was calculated to determine the level of agreement among the given variables. Ali and Bhaskar (2016) assert that the study's descriptive statistics encompass measures of central tendency and degrees of dispersion. According to Mathers et al. (2007), the mean score, which is obtained by summing all values and dividing by the total number of cases, serves as a measure of central tendency. Variability, on the other hand, is quantified by examining the standard deviation (Altman and Bland, 2005). The standard deviation (SD) of a dataset's values represents the dispersion of the data points around the mean. In instances where standard deviations are low or nonexistent, the data points are closely clustered around the mean (Altman and Bland, 2005).

Transformational Leadership

Based on the analysis presented in Table 5.4 below, the foremost effect was identified as Enhances employees' confidence in their job, exhibiting a mean value of 4.33 alongside a standard deviation of .851. Following closely, the establishment of a

captivating and stimulating vision acquired the 2nd rank, with a mean of 4.31 and a standard deviation of .923. Ranked 3rd, there emerged the emphasis on team spirit and shared values between Leaders and Employees, with a mean score of 4.20 and a standard deviation of .946. In the 4th position, the aspect of motivating employees held a mean of 4.16 and a standard deviation of 1.128. Earning the 5th rank, the provision of attention to employees exhibited an identical mean score value of 4.08, accompanied by an equivalent standard deviation of .954. Securing the 10th position, the establishment of achievable goals garnered a mean value of 4.00 and a standard deviation of 1.033.

Transitional Leadership

Ranked 9th in the evaluation, the assurance of effective communication attained a mean value of 4.03, accompanied by a standard deviation of 1.197. Sponsors growth and development was positioned 12th, recording a mean value of 3.98 along with a standard deviation of 1.176. Provides higher degree of clarity was ranked 14th with a mean score of 3.79 and a standard deviation of 1.199, Grants rewards based on employee performance was ranked 15th with a mean score of 3.77 and a standard deviation of 1.189. Lastly, provide support and encouragement was ranked 17th with a mean score of 3.64 and a standard deviation of 1.049.

Transactional Leadership

Enforce rules was ranked 7th with a mean of 4.07 and a standard deviation of 1.124. Encourages employees to meet organizational goals was ranked 8th with a mean value of 4.05 and a standard deviation of 1.071. Occupying the 11th rank, the act of boosting morale through rewards also garnered a mean score of 4.00, accompanied by a standard deviation of 1.211. Punish failure was ranked 13th, obtaining a mean value of 3.85

along with a standard deviation of 1.327. Provide rigid management structure was ranked 16th with a mean score of 3.67 and a standard deviation of 1.151.

Nevertheless, Tayakol and Dennick (2011) emphasize the importance of ensuring the reliability of a measuring instrument when evaluating the quality of a study. Prior to conducting the analysis, all 61 responses were examined for consistency using Cronbach's alpha coefficient. Reliability in measurement refers to the extent to which the same results are consistently obtained when using the same instrument (Carmines and Zeller, 1979). This information is shown in Table 4.4 below.

Table 4.4: Table: Reliability Analysis of Objective One

Reliability Analysis	
Cronbach's Alpha	No. of Items
0.942	17

Source: Field survey, 2023

Table 4.5: Mean score ranking, standard deviation and One Sample t-Test showing
Effects of transformational, transitional and transactional leadership style on
organizational performance

One-Sample Test								
Effects of leadership	Test Value = 3.50							
	t	Mean	Std. Dev.	Rank	Sig. (2- tailed) (P-Value)	Mean Diff.	95% Confidence Interval of the Difference	
							Lower	Upper
TM3: Builds employees confidence on job	7.599	4.33	.851	1st	.000	.828	.61	1.05
TM1: Establish an attractive and exciting vision	6.869	4.31	.923	2nd	.000	.811	.58	1.05
TM4: Emphasize team spirit and common values between Leaders and Employees	5.755	4.20	.946	3rd	.000	.697	.45	.94
TM6: Motivates employees	4.597	4.16	1.128	4th	.000	.664	.38	.95
TM5: Provides attention to employees	4.765	4.08	.954	5th	.000	.582	.34	.83
TSC6: Provides instruction and Monitoring	4.355	4.07	1.014	6th	.000	.566	.31	.83
TSC4: Enforce rules	3.932	4.07	1.124	7th	.000	.566	.28	.85
TSC3: Encourages employees to meet organizational goals	4.004	4.05	1.071	8th	.000	.549	.27	.82
TS5: Ensures effective communication	3.477	4.03	1.197	9th	.001	.533	.23	.84
TM2: Set goals that are achievable	3.781	4.00	1.033	10th	.000	.500	.24	.76
TSC1: Boosts morale through rewards	3.225	4.00	1.211	11th	.002	.500	.19	.81
TSC1: Sponsors growth and development	3.212	3.98	1.176	12th	.002	.484	.18	.78
TSC5: Punish failure	2.074	3.85	1.327	13th	.042	.352	.01	.69
TS4: Provides higher degree of clarity	1.869	3.79	1.199	14th	.066	.287	-.02	.59
TS1: Grants rewards based on employee performance	1.777	3.77	1.189	15th	.081	.270	-.03	.57
TSC2: Provide rigid management structure	1.168	3.67	1.151	16th	.247	.172	-.12	.47
TS2: Provide support and encouragement	1.037	3.64	1.049	17th	.304	.139	-.13	.41

Source: Field survey, 2023

4.3.1.1 Discussion on the effects of transformational, transitional and transactional leadership style on organizational performance

Effective leadership plays a crucial role in shaping an organization's success and achieving its goals. Leadership styles significantly influence employee behaviors, motivation, job satisfaction, and overall organizational performance. Three prominent leadership styles that have been extensively researched are transformational, transactional, and transitional leadership (Obiwuru et al., 2011). In this discussion, the researcher explores how each leadership style affects organizational performance in terms of building employees' confidence on the job, establishing an attractive and exciting vision, emphasizing team spirit and common values between leaders and employees, providing attention to employees, and offering instruction and monitoring.

According to Lok and Crawford (2004), leadership styles significantly impact organizational performance by influencing employee behaviors, attitudes, and overall commitment to the organization. Transformational leadership inspires confidence, establishes attractive visions, and fosters team spirit and shared values (Chai et al., 2017). Transactional leadership provides security and clarity in goal attainment (Alrowwad et al., 2020). Transitional leadership guides organizations through change and fosters unity (Goldring et al., 2003). Ultimately, the most effective leadership style for a given organization may vary depending on its unique context and specific challenges. Combining elements of different leadership styles, known as the "transformational-transactional" approach, has also been suggested as a way to leverage the strengths of each style and maximize organizational performance (Bass & Riggio, 2006).

According to the data presented in Table 5.4, every variable exhibited a mean score exceeding 3.50. This implies that all the approaches are statistically significant, aligning with the predetermined test value of 3.5. However, due to time factor, the first five (5) variables out of the twelve variables were discussed with pertinent and current literature on the objective.

Builds employees' confidence on job

Transformational leadership is often associated with inspiring and motivating employees by setting high expectations and encouraging innovation and creativity. It involves leaders fostering a sense of self-confidence and empowerment among their subordinates, leading to increased job satisfaction and organizational commitment (Bass, 1985). This means that, the result from the study is valid since the above literature is in agreement to the findings. Moreover, transactional leadership, on the other hand, focuses on rewarding employees for meeting specific performance targets by building employees confidence. This agrees with the literature in the study by Bass and Avolio (1994) which found out that, leadership styles transactional create a sense of security and confidence in knowing that their efforts will be recognized and rewarded. Nevertheless, transitional leadership, which is focused on guiding the organization through periods of change, can also build employees' confidence provides a clear roadmap for navigating uncertainty and challenges (Herold et al., 2008).

Establish an attractive and exciting vision

Transformational leaders are known for their ability to articulate a compelling vision that appeals to employees' values and emotions. The study identified that, leadership roles such as transactional, transitional, and transformational share a clear and attractive vision of the future. According to Bass and Riggio (2006), transformational leaders

inspire employees to work towards common goals with enthusiasm and dedication (Bass & Riggio, 2006). The aforementioned statement agrees with the study's findings. Again, transactional leaders may not emphasize vision as much, but they do set specific goals and provide rewards for achieving them, which can also motivate employees to work towards the shared vision (Lowe et al., 1996). When compared with the findings from the study, it is evident that leadership styles impact attractive vision of an organization. In a study, Herold et al. (2008) affirmed that transitional leaders, during times of change and uncertainty, focus on creating a vision that guides the organization through the transition and communicates the benefits of the change. The above statements from literature practically agrees with the study's findings.

Emphasize team spirit and common values between Leaders and Employees

From the study's findings, it is evident that leadership styles play a vital role in the level of employees' spirit in an organization. For instance, transformational leadership is known for promoting teamwork, collaboration, and a sense of belongingness among employees (Mi et al., 2019). This shows that the findings from the study agree with pertinent literature. So organizational leaders should emphasize on team spirit and common values between leaders and employees. Notwithstanding, by creating a positive organizational culture and aligning employees with shared values, transformational leaders foster a strong sense of unity (Den Hartog & Belschak, 2012). Transactional leadership may not put as much emphasis on team spirit and common values but focuses on clarifying roles and responsibilities to ensure smooth operations (Lowe et al., 1996). Transitional leadership, during times of change, aims to align employees around the new direction and cultivate a collective commitment to the organization's success (Herold et al., 2008). Based on the above findings from literature, this study aligns well with current literature.

Provides attention to employees

Transformational leaders are known for their active and personalized involvement in their employees' development and growth. They provide support, coaching, and feedback, which enhances employees' self-worth and job satisfaction (Bass & Riggio, 2006). The study found that leaders who are able to give quality attention to employees in organizations improves organizational performance. Transactional leaders also provide attention to employees but primarily in the form of performance monitoring and feedback to ensure adherence to established standards (Bass, 1985). Transitional leaders may offer individualized support and attention during times of change to address concerns and foster a smooth transition (Herold et al., 2008). The above findings from literature attest to the findings from this study that organizational performance improves when leaders provides attention to employees.

Provides instruction and Monitoring

Transformational leaders focus on empowering employees with the necessary skills and autonomy to accomplish their tasks effectively. They provide guidance and mentorship, allowing employees to develop and grow in their roles (Avolio et al., 1999). Transactional leaders provide clear instructions and expectations and monitor performance to ensure compliance with established protocols and procedures (Bass, 1985). Transitional leaders may take a more hands-on approach during the change process, providing clear instructions and closely monitoring progress to achieve successful outcomes (Herold et al., 2008).

4.3.2 Effect of Employee Satisfaction on Organisational Performance

This part of the study presents the results and discussions from the statistical analysis on the second objective of this study which is effect of employee satisfaction on

organisational performance. Survey participants were requested to rate their level of agreement with the effects using a Likert Scale ranging from 1 to 5, where 1 corresponds to "Strongly Disagree," 2 to "Disagree," 3 to "Neutral," 4 to "Agree," and 5 to "Strongly Agree." For the field survey analysis, a One Sample t-Test was employed by the researchers. As part of the Mean Score Rank procedure, the researchers computed the standard deviation to assess the degree of agreement across the considered variables. Descriptive statistics used in this study encompass both central tendency and dispersion measurements, as indicated by Ali and Bhaskar (2016). The mean score, calculated by summing all values and dividing by the total number of cases, serves as a central tendency measure, as explained by Mathers et al. (2007). To quantify variability, researchers examined the standard deviation (Altman and Bland, 2005), which represents the dispersion of values in the dataset. When standard deviations are low or nonexistent, it indicates that data points are closely clustered around the mean (Altman and Bland, 2005).

Based on the analysis presented in Table 7.4 below, the primary effect that garnered the highest ranking was the Enhancement of overall organizational performance, achieving a mean score of 4.33 and a standard deviation of .851. The second-ranking effect was Increased productivity, attaining a mean of 3.95 with a standard deviation of 1.102. The third-ranking effect pertained to Organizational growth, recording a mean of 3.92 and a standard deviation of 1.187. Successful development was the fourth-ranked effect, having a mean of 3.90 and a standard deviation of 1.179. Encouragement of innovative ideas was the fifth-ranked effect, with an identical mean score of 3.89 and a standard deviation of 1.142. The sixth-ranking effect pertained to Commitment to organizational goals, with a mean of 3.85 and a standard deviation of 1.138. The seventh-ranking effect was Achievement of organizational goals, obtaining a mean of 3.79 and a

standard deviation of 1.082. Fostering cohesion among team members was the eighth-ranking effect, with a mean value of 3.77 and a standard deviation of 1.071. Punctuality was ranked ninth, attaining a mean value of 3.70 and a standard deviation of 1.145. Lastly, Increased profitability was ranked tenth, with a mean value of 3.66 and a standard deviation of .947.

Nevertheless, Tayakol and Dennick (2011) emphasize the importance of ensuring the reliability of a measuring instrument when evaluating the quality of a study. Prior to conducting the analysis, all 61 responses were examined for consistency using Cronbach's alpha coefficient. Reliability in measurement refers to the extent to which the same results are consistently obtained when using the same instrument (Carmines and Zeller, 1979). This information is shown in Table 6.4 below.

Table 4.6: Table: Reliability Analysis of Objective Two

Reliability Analysis	
Cronbach's Alpha	No. of Items
0.859	10

Source: Field survey, 2023

Table 4.7: Mean score ranking, standard deviation and One Sample t-Test showing effect of employee satisfaction on organizational performance

One-Sample Test								
Test Value = 3.50								
Effect of employee satisfaction on organizational performance	t	Mean	Std. Dev.	Rank	Sig. (2-tailed) (P-Value)	Mean Diff.	95% Confidence Interval of the Difference	
							Lower	Upper
Increase in overall performance of the organisation	3.936	4.02	1.025	1 st	.000	.516	.25	.78
Higher productivity	3.195	3.95	1.102	2 nd	.002	.451	.17	.73
Growth of organisation	2.750	3.92	1.187	3 rd	.008	.418	.11	.72
Successful development	2.661	3.90	1.179	4 th	.010	.402	.10	.70
Promotes innovative ideas	2.636	3.89	1.142	5 th	.011	.385	.09	.68
Commitment to organisational goals	2.419	3.85	1.138	6 th	.019	.352	.06	.64
Achievement of organisational goals	2.071	3.79	1.082	7 th	.043	.287	.01	.56
Promotes cohesion among team members	1.973	3.77	1.071	8 th	.053	.270	.00	.54
Punctuality	1.398	3.70	1.145	9 th	.167	.205	-.09	.50
Higher profits	1.285	3.66	.947	10 th	.204	.156	-.09	.40

Source: Field survey, 2023

4.3.2.1 Discussion on the effect of employee satisfaction on organizational performance

Employee satisfaction is a critical factor that significantly influences an organization's success and overall performance (Muangmee et al., 2021). Several studies affirm that satisfied employees are more likely to be engaged, motivated, and committed to their work, which translates into enhanced productivity and growth for the organization (Muangmee et al., 2021; Turner, 2019; Huey Yiing & Zaman Bin Ahmad, 2009). In this discussion, the researcher explores how employee satisfaction affects various aspects of organizational performance, including an increase in overall performance,

higher productivity, organizational growth, successful development, and promotion of innovative ideas.

This study shows that employee satisfaction is a vital determinant of organizational performance, encompassing various dimensions that significantly influence the success and growth of the organization. A satisfied workforce is more likely to be engaged, committed, and productive, leading to increased overall performance. Moreover, employee satisfaction contributes to higher productivity, reduced turnover, and the successful development of employees, all of which are crucial for an organization's sustained growth and competitive advantage. Additionally, organizations that prioritize employee satisfaction foster a culture of innovation, where employees feel empowered to contribute their ideas and creativity. To maximize organizational performance, it is essential for leaders and managers to prioritize employee satisfaction and create a positive work environment that values and supports its workforce.

From the Table 7.4 above, all the variables had a mean score greater than 3.50 which means that all the methods are statistically significant since the test value was set at 3.5. However, due to time factor, the first five (5) variables out of the twelve variables were discussed with pertinent and current literature on the objective.

Increase in overall performance of the organization

The results from the study shows that, organizational performance is greatly influenced by employee performance. This means that, when employees are satisfied in organization, their contribution towards performance in an organization improves. This evidence agrees with literature which clearly states that, employee satisfaction is closely linked to job performance and organizational commitment (Ahmad & Rainyee, 2014). Further, satisfied employees are more likely to put in extra effort and contribute

positively to achieving organizational goals (Judge et al., 2001). When employees are content with their work environment, they tend to exhibit higher levels of discretionary effort, resulting in improved overall performance for the organization. Research by Harter et al. (2002) found that companies with high employee satisfaction levels outperform their competitors in terms of financial performance and customer satisfaction.

Higher productivity

The results from the study identified higher productivity as a positive effect of employee satisfaction on organizational performance. This means that, when employees are satisfied in organizations', their productivity level increases. This agrees with the study which affirms that employee satisfaction has a direct impact on productivity levels within an organization. Satisfied employees are more engaged in their tasks, experience lower absenteeism, and have a higher level of focus and commitment to their roles (Wright & Cropanzano, 1998). Further, a study by Wright and Bonett (2007) confirmed that employee satisfaction is positively related to job performance and, in turn, influences overall productivity. This prove that satisfied employees are more likely to stay with their organization, reducing turnover costs and maintaining a stable and productive workforce.

Growth of organization

The study's findings showed that, organizational growth is strongly influenced by the collective efforts of its employees' satisfaction. Satisfied employees are more likely to remain loyal to the organization, reducing turnover rates and the associated costs of recruitment and training (Harter et al., 2002). Furthermore, satisfied employees are more inclined to actively participate in organizational initiatives and support the

company's growth strategies. A study shows that, their positive attitudes can contribute to a favorable organizational culture that attracts and retains top talent, leading to sustained growth over time (Huselid, 1995). The above claim affirms strongly with the findings from the study which revealed that employee satisfaction leads to growth of organization.

Successful development

Whenever an organization wants to develop her employees remain irreplaceable in the process of the development. This means that employee satisfaction plays a crucial role in the success of employee development initiatives. Satisfied employees are more receptive to learning and professional growth opportunities provided by the organization (Tett & Meyer, 1993). When employees feel valued and supported, they are more likely to engage in training and development programs, enhancing their skills and competencies. This, in turn, leads to a more skilled and adaptable workforce that can contribute effectively to the organization's success. The above statements from pertinent literature affirms to the claim that the success of organizational development is highly dependent on her employees.

Promotes innovative ideas

The promotion of innovative ideas in organizations' is critical for success. This shows that organizations that foster a positive and supportive work environment through employee satisfaction are more likely to encourage creativity and innovation among their workforce. Satisfied employees feel psychologically safe to share their ideas and suggestions without fear of negative repercussions (Amabile et al., 1996). A study by Gong et al. (2013) found that employee satisfaction positively influences innovative

work behavior, leading to the generation and implementation of novel ideas that contribute to the organization's competitive advantage.

4.3.3 Mediating Role of Employee Satisfaction in the Relationship Between Leadership Style and Organisational Performance

This part of the study presents the results and discussions from the statistical analysis on the third objective of this study which is the mediating role of employee satisfaction in the relationship between leadership style and organizational performance. Participants in the study were prompted to assess their level of agreement with the identified effects using a Likert Scale ranging from 1 to 5 (where 1 represents Not Significant, 2 indicates Less Significant, 3 signifies Moderately Significant, 4 reflects Significant, and 5 signifies Very Significant). The collected responses from the field survey were subjected to analysis utilizing mean scores, standard deviations, and the Relative Importance Index (RII). In accordance with the Mean Score Rank approach, the standard deviation was computed to evaluate the degree of consensus among the considered variables. The descriptive statistics for this study encompass metrics of both central tendency and dispersion, as highlighted by Ali and Bhaskar (2016). Mathers et al. (2007) emphasize that the mean score, achieved by summing all values and dividing by the total count of cases, serves as an indicator of central tendency. To quantify variability, researchers examined the standard deviation (Altman and Bland, 2005), which represents the dispersion of values in the dataset. When standard deviations are low or nonexistent, it indicates that data points are closely clustered around the mean (Altman and Bland, 2005).

Examining the data presented in Table 9.4, it can be observed that "Help achieve organizational goal" secured the top position, displaying a mean value of 4.39, a standard deviation of .936, and an RII of 0.878. Enhance overall organizational performance was ranked 2nd with a mean of 1.063, standard deviation of 1.063, and RII of 0.852. Promotes positive work environment was ranked 3rd with a mean of 4.20, a standard deviation of .980, and RII of 0.840. Ranked fourth, "Retains skillful and competent employees" achieved a mean score of 4.18, a standard deviation of 1.073, and an RII of 0.836. "Ensures effective communication" secured the fifth position, exhibiting a mean value of 4.13, a standard deviation of 1.118, and an RII of 0.826. Similarly, "Effective management involvement" attained the sixth rank, with an identical mean score of 4.10, standard deviation of 1.044, and RII value of 0.820.

Positioned seventh, "Sponsors positive attitudes towards job" recorded a mean of 4.08, a standard deviation of 1.053, and an RII of 0.816. "Improves organisational culture" held the eighth rank, showing a mean of 4.07, standard deviation of 1.063, and RII of 0.814. Likewise, "Help maintain organisational vision and values" secured the ninth place, achieving a mean score of 4.07, standard deviation of 1.093, and RII of 0.814. "Improves organizational cohesion amongst employees" obtained the tenth position, with the same mean value of 4.03, standard deviation of 1.032, and an RII value of 0.806. In the eleventh position, "Ensures expansion of the organization" demonstrated a mean of 3.98, a standard deviation of 1.057, and an RII of 0.796. Lastly, "Boost employees' morale for higher job performance" ranked twelfth, showcasing a mean value of 3.85, standard deviation of 0.928, and RII of 0.770.

Table 4.8: Table: Reliability Analysis of Objective Three

Reliability Analysis	
Cronbach's Alpha	No. of Items
0.885	12

Source: Field survey, 2023**Table 4.9:** Relative Importance Index (RII), Mean Score Ranking, and standard deviation on the mediating role of employee satisfaction in the relationship between leadership style and organizational performance

Mediating role of employee satisfaction between leadership styles and organizational performance	N	Σw	MEAN	STD. DEV	RII	RANKING
Help achieve organisational goal	268	4.39	.936	0.878	1st	
Enhance overall organizational performance	260	4.26	1.063	0.852	2nd	
Promotes positive work environment	256	4.20	.980	0.840	3rd	
Retains skillful and competent employees	255	4.18	1.073	0.836	4th	
Ensures effective communication	252	4.13	1.118	0.826	5th	
Effective management involvement	250	4.10	1.044	0.820	6th	
Sponsors positive attitudes towards job	249	4.08	1.053	0.816	7th	
Improves organisational culture	248	4.07	1.063	0.814	8th	
Help maintain organisational vision and values	248	4.07	1.093	0.814	9th	
Improves organizational cohesion amongst employees	246	4.03	1.032	0.806	10th	
Ensures expansion of the organisation	243	3.98	1.057	0.796	11th	
Boost employees morale for higher job performance	235	3.85	.928	0.770	12th	

Source: Field survey, 2023

4.3.3.1 Discussion on the mediating role of employee satisfaction in the relationship between leadership style and organizational performance

Employee satisfaction is a crucial factor that can significantly influence the relationship between leadership style and organizational performance. Leadership styles play a vital role in shaping the work environment and employee experiences within an organization (Lee et al., 2019). Rather, leaders can impact employees' motivation, engagement, and overall satisfaction with their jobs. In turn, employee satisfaction can mediate the effects of leadership on various aspects of organizational performance. In this discussion, the study explores the mediating role of employee satisfaction in the relationship between leadership style and organizational performance for five important variables: helping achieve organizational goals, enhancing overall organizational performance, promoting a positive work environment, retaining skillful and competent employees, and ensuring effective communication.

According to Misra & Srivastava (2018), employee satisfaction plays a crucial mediating role in the relationship between leadership style and organizational performance. Further, effective leadership styles that prioritize employee satisfaction, such as transformational and transactional leadership, can create a positive work environment, foster employee motivation, and enhance overall organizational performance (Batista-Taran et al., 2013). Meaning, by promoting a sense of purpose, aligning employees with organizational goals, and encouraging open communication, employee satisfaction mediates the effects of leadership on organizational success. Moreover, satisfied employees are more likely to stay with the organization, reducing turnover and retaining skillful and competent employees, which further contributes to long-term organizational performance (Sikora et al., 2016).

To maximize organizational performance, Bass and Avolio (1994) asserted that leaders should consider the impact of their leadership style on employee satisfaction and actively work towards creating a positive and engaging work environment that empowers employees to achieve their fullest potential.

The findings depicted in Table 9.4 above indicate that each variable's mean score surpassed the threshold of 3.50. This signifies that all the approaches hold statistical significance based on the established criterion. However, due to time factor, the first five (5) variables out of the twelve variables were discussed with pertinent and current literature on the objective.

Help achieve organisational goals

From the study's findings, effective leadership styles have a direct impact on employees' alignment with organizational goals and objectives. The results from the study showed that leadership styles can foster the progress of organizational goals. This agrees with the study which says that, transformational leadership, known for its inspirational and visionary approach, can foster a sense of shared purpose and commitment to achieving organizational goals (Madi Odeh et al., 2023; Bass, 1985). Again, leadership styles give a definite expectation for achieving organizational objectives. This is proven in a study which states that transactional leadership set out clear focus on expectations to provide rewards for goal attainment, which also influence employees' goal-directed behavior (Brockner & Higgins, 2001; Bass & Avolio, 1994). The aforementioned statement aligns with the study's findings. Through increased employee satisfaction, both leadership styles can further strengthen employees' dedication to achieving organizational goals, as satisfied employees are more likely to be motivated and engaged in their tasks (Judge et al., 2001). On the basis

of the evidence available, it seems fair to suggest that the finding of the study agrees to the objective of the study.

Enhance overall organizational performance

Organizational performance is influenced by the collective efforts of its workforce. Satisfied employees are more likely to exhibit higher levels of commitment and discretionary effort, leading to improved overall performance (Harter et al., 2002). Further, leadership styles that prioritize employee satisfaction, such as transformational leadership, create a positive work environment that fosters employee motivation, loyalty, and job satisfaction (Den Hartog & Belschak, 2012). The literature above affirms that, the results of the study is valid and reliable as the results from the study proves that organizational leaders who prioritize employee satisfaction are more likely to enhance performance across various metrics, including productivity, customer satisfaction, and profitability.

Promotes positive work environment

The work environment is shaped by the leadership style exhibited by managers and leaders. According to Bass & Riggio, 2006, transformational leadership with its focus on empowering and inspiring employees, is associated with a positive work environment that encourages collaboration and open communication. Further, transactional leadership, when combined with a positive approach, can also contribute to a conducive work environment by setting clear expectations and providing feedback and recognition (Lowe et al., 1996). The above assertions simplify the results from the study which says that the role of leadership on employee satisfaction plays a major role in promoting positive work environment. Wright & Cropanzano (1998) affirms that employee satisfaction acts as a mediating variable in this relationship, as satisfied

employees are more likely to perceive their work environment positively and experience higher levels of job engagement and morale.

Retains skillful and competent employees

Employee turnover can have significant costs for an organization, both in terms of recruitment expenses and the loss of valuable knowledge and skills. The results from the study showed that retaining skillful and competent employees is dependent on the satisfaction in an organization through leadership styles. The aforementioned statement aligns with the study by Huselid (1995), which says that leadership styles that prioritize employee satisfaction can contribute to higher employee retention rates. Again, transformational leaders, through their supportive and developmental approach, can create a sense of loyalty and commitment among employees (Avolio et al., 1999). This means that by fostering a positive work environment, transactional leaders can also contribute to employee retention. This statement shows agrees with the findings from the study by Bass (1985) which states that a positive organizational work environment promotes the retention of skillful and competent employees. This means that satisfied employees are more likely to stay with an organization, reducing turnover rates and ensuring the retention of skillful and competent employees.

Ensures effective communication

The results from the study revealed that the role of employee satisfaction in the relationship between leadership style and organizational performance ensures effective communication. This means that effective communication is essential for smooth and efficient organizational functioning. This affirms to the literature which states that leadership styles that promote employee satisfaction are more likely to encourage open and transparent communication channels (Gong et al., 2013). Transformational leaders,

with their emphasis on building relationships and trust, create an environment where employees feel comfortable sharing their ideas and concerns (Amabile et al., 1996). Also, Transactional leaders, when complemented with a supportive approach, can also facilitate effective communication through clear instructions and feedback (Bass & Avolio, 1994). The results from above showed that, employee satisfaction acts as a mediating variable, as satisfied employees are more likely to actively participate in communication processes and feel valued and heard within the organization.

4.4 SUMMARY OF THE CHAPTER

In this part, the outcomes obtained from the participants were examined. The data was gathered through a questionnaire with closed-ended questions. The Statistical Package for Social Sciences (SPSS) version 25 was utilized to analyze the objectives. The findings were then displayed using tables and figures. The primary discoveries were thoroughly discussed. The data concerning the three objectives were analyzed using a One sample t-Test and Relative Importance Index (RII).

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This study aimed to investigate the relationship between leadership style and organizational performance from the perspective of employee performance. The research was organized into five chapters. Chapter one provided a general introduction to the study. Chapter two explored relevant literature concerning the specific objectives and related aspects. Chapter three detailed the research methodology. Chapter four presented the results and discussions, while chapter five presented the conclusions and recommendations drawn from the study. The analysis involved using One Sample T-test, Relative Importance Index (RII), Mean Score Ranking, and Standard Deviations. Additionally, a quantitative method was adopted, and a questionnaire survey was designed to elicit responses from professionals in organizations in Accra and Kumasi using an online system.

5.2 SUMMARY OF FINDINGS OF THE OBJECTIVES

Subsequently, the overview of findings for each objective is provided. Furthermore, demographic information concerning the participants, including age, gender, educational background, and profession, was gathered. In total, there were 61 collected responses out of the aimed 100 responses, signifying a 61% response rate for inclusion in the data analysis process.

5.2.1 To assess the effect of transformational, transitional and transactional leadership style on employee satisfaction

Study participants were requested to assess the influence of transformational, transitional, and transactional leadership styles on employee satisfaction using a Likert scale ranging from 1 to 5, encompassing values such as 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, and 5= Strongly Agree.

The gathered data from the field survey underwent analysis through mean score ranking, standard deviation, and One Sample T-test. The outcomes revealed that all seventeen (17) variables exhibited statistical significance. Nevertheless, only five (5) variables were determined to be notably significant in alignment with the study's objectives.

These essential variables are: "Builds employees' confidence in their job," "Establishes an attractive and exciting vision," "Emphasizes team spirit and common values between leaders and employees," "Provides attention to employees," and "Provides instruction and monitoring."

5.2.2 To identify effect of employee satisfaction on organizational performance

Study participants were requested to assess the degree to which employee satisfaction affects organizational performance using a Likert scale that spans from 1 to 5. The scale's values were as follows: 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, and 5= Strongly Agree.

In the field survey analysis, the researchers utilized a One Sample t-Test. Mean Score Rank and standard deviation were utilized for data analysis to assess the agreement level among the variables being examined. Among the ten (10) effects investigated, the

results indicated that all variables held significance. Nonetheless, only five variables were identified as particularly crucial in meeting the study's objectives. These essential variables are: "Increase in overall organization performance," "Higher productivity," "Growth of the organization," "Successful development," and "Promotes innovative ideas."

5.2.3 To assess the mediating role of employee satisfaction in the relationship between leadership style and organizational performance

The participants in this study were asked to rate the extent of employee satisfaction's mediating role in the relationship between leadership style and organizational performance using a Likert scale ranging from 1 to 5. The scale's values were as follows: 1= Not Significant, 2= Less Significant, 3= Moderately Significant, 4= Significant, and 5= Very Significant.

During the field survey analysis, the researchers employed the Relative Importance Index (RII). Mean Score Rank and standard deviation were utilized for data analysis to assess the level of agreement among the variables being examined.

Out of the twelve variables analyzed, all of them showed significance. However, only five variables were deemed most significant for achieving the study's objectives. These critical variables are: "Helps achieve organizational goals," "Enhances overall organizational performance," "Retains skillful and competent employees," and "Ensures effective communication."

5.3 CONTRIBUTION TO KNOWLEDGE AND PRACTICE

5.3.1 Contribution to body of Knowledge

This research has yielded noteworthy contributions to both theoretical comprehension and practical implementation within the industry. It expands the current reservoir of knowledge by offering valuable insights into strategies that can effectively improve leadership styles and organizational performance. Moreover, this research expands the knowledge base regarding the impact of transformational, transitional, and transactional leadership styles on employee satisfaction. Furthermore, it enriches the understanding of the correlation between employee satisfaction and organizational performance. Lastly, the study sheds light on the mediating role of employee satisfaction in the relationship between leadership style and organizational performance, contributing valuable insights to the existing body of knowledge.

5.3.2 Contribution to Practice and Policy Implementation

This study can practically serve as a valuable guide and raise awareness regarding the significant impact of leadership actions and inactions on employee performance within organizational settings. The research findings can provide organizations with insights to exercise caution when selecting leaders who align with specific employee characteristics. Moreover, organizational leaders can utilize the study's outcomes as a helpful tool to effectively lead their team members in achieving organizational goals and enhancing overall organizational performance.

5.4 LIMITATIONS OF THE STUDY

The constraints of a study pertain to potential shortcomings that often lie outside the researcher's influence and are closely associated with factors like research design, time

limitations, restrictions of statistical models, funding restrictions, or other variables (Theofanidis and Fountouki, 2018). The primary drawbacks of this research revolved around time constraints during the study and data collection due to the limited timeframe. Additionally, since the online survey method was used, it was challenging to ensure that all respondents had sufficient knowledge about the correlation between leadership style and organizational performance from the perspective of employee performance. Moreover, as not all organizations in Ghana were included in the study, there is a possibility that other opinions or perspectives exist in the broader context.

5.5 DIRECTIONS FOR FURTHER STUDY

In spite of several studies on leadership style and organizational performance, organizations' in Ghana continue to suffer due to employee performance. This study's topic still has areas that can be looked at for further research. This implies that there are still areas requiring further investigation in the realm of leadership styles and organizational performance. The subsequent suggestions are provided for the purpose of guiding future research endeavors.

- Exploring the challenges associated with leadership responsibilities and their impact on organizational performance.
- Assessing the impact of leaders' soft skills on employees' performance in organizational settings.
- Evaluating the influence of leadership styles on employee willingness to work and its effect on organizational performance.

5.6 RECOMMENDATIONS

After a thorough study, and a data analysis, the following recommendations were made for leaders and organizations on the mediating role of employee satisfaction on organizational performance.

- Leaders should help build employees' confidence in on the job.
- Leaders should establish an attractive and exciting vision.
- Leaders should emphasize team spirit and common values between leaders and employees.
- Leaders should encourage employees to be involved in achieving organizational goals.
- Award and retains skillful and competent employees.
- Ensure effective communication between leaders and employees.

5.7 CONCLUSION

The study set out to assess the relationship between leadership style and organisational performance: the role of employee satisfaction. In order to achieve the goal of the study, three objectives were established including: to examine the effect of transformational, transitional and transactional leadership style on employee satisfaction, to determine the effect of employee satisfaction on organisational performance, and to examine the mediating role of employee satisfaction in the relationship between leadership style and organisational performance.

A purposive and snowball sampling technique were employed for the study, and a survey questionnaire using a quantitative method was used to collect data from professionals in community pharmacy companies in Kumasi and Accra. The analysis involved using the One Sample T-test, Relative Importance Index (RII), Mean Score

Ranking, and Standard Deviations. The Statistical Package for Social Sciences (SPSS) version 25 and Microsoft Excel 2019 were used for data analysis, and the results were presented in charts and tables.

The findings revealed that transformational, transitional, and transactional leadership styles had a significant impact on employee satisfaction, with specific factors such as building employees' confidence, establishing an attractive vision, emphasizing team spirit, providing attention to employees, and providing instruction and monitoring being identified. Regarding the effect of employee satisfaction on organizational performance, the study found that it positively influenced various aspects of organizational success, including overall performance, productivity, growth, development, and innovation. Furthermore, the research identified crucial variables for the mediating role of employee satisfaction, which included achieving organizational goals, enhancing overall performance, retaining skillful employees, and ensuring effective communication. This study has enriched the existing body of knowledge regarding leadership styles, employee satisfaction, and organizational performance, providing valuable insights for organizations in selecting leaders and guiding them to enhance team performance and achieve organizational goals. Additionally, the study recommends further research to explore the impact of leaders' soft skills on employee performance in organizational success. In conclusion, organizations should focus on building employees' confidence, establishing attractive visions, and promoting team spirit and shared values to foster a positive work environment and drive organizational success.

REFERENCES

- Abernethy, M.A., Bouwens, J. and Van Lent, L., 2010. Leadership and control system.
- Akparep, J.Y., Jengre, E. and Mogre, A.A., 2019. The influence of leadership style on organizational performance at TumaKavi Development Association, Tamale, Northern Region of Ghana.
- Alheet, A., Adwan, A., Areiqat, A., Zamil, A., & Saleh, M. (2021). The effect of leadership styles on employees' innovative work behavior. *Management Science Letters*, 11(1), 239-246.
- Alrowwad, A. A., Abualoush, S. H., & Masa'deh, R. E. (2020). Innovation and intellectual capital as intermediary variables among transformational leadership, transactional leadership, and organizational performance. *Journal of Management Development*, 39(2), 196-222.
- Amado, G., and Amato, R. (2018). Some distinctive characteristics of transitional change. In *The transitional approach to change* (pp. 87-117). Routledge.
- Anderson, D., and Anderson, L. A. (2002). *Beyond change management: Advanced strategies for today's transformational leaders*. John Wiley & Sons.
- Angle, H.L. and Perry, J.L., 1981. An empirical assessment of organizational commitment and organizational effectiveness. *Administrative science quarterly*, pp.1-14.
- Armenakis, A., and Lang, I. (2014). Forensic diagnosis and transformation of an organizational culture. *Journal of Change Management*, 14(2), 149-170.
- 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.
- Ayyash, M.M., Ahmad, K., Singh, D., Ayyash, M.M., Ahmad, K. and Singh, D., (2011). A Questionnaire Approach for User Trust Adoption in Palestinian E-Government initiative. *American Journal of Applied Sciences*, 8(11), p.1202.
- Azka, G., Tahir, M. Q., and Syed, T. H. (2011). Transformational leadership, employee engagement and performance: mediating effect of psychological ownership. *African Journal of Business Management*, 5(17), 7391-7403.
- Babbie, E. R. (2013). *The logic of sampling, The Practice of Social Research*, 13th Ed, Belmont, CA: Cengage Learning

- Bacha, E. (2014). The relationship between transformational leadership, task performance and job characteristics. *Journal of management development*.
- Badran, N., and Khalifa, G. (2016). Diversity Management: Is it an Important Issue in Hotel Industry in Egypt? *International Journal of Heritage, Tourism, and Hospitality*, 7(2).
- Baiden, B.K., Price, A.D. and Dainty, A.R., 2006. The extent of team integration within construction projects. *International journal of project management*, 24(1), pp.13-23.
- Baptiste, M. (2019). No Teacher Left Behind: The Impact of Principal Leadership Styles on Teacher Job Satisfaction and Student Success. *Journal of International education and leadership*, 9(1), n1.
- Barth-Farkas, F., and Vera, A. (2014). Power and transformational leadership in public organizations. *International Journal of Leadership in Public Services*.
- Basham, L. M. (2012). Transformational and transactional leaders in higher education. *SAM Advanced Management Journal*, 77(2), 15.
- Bass, B.M. and Riggio, R.E., 2006. Transformational leadership. Psychology press.
- Bass, B.M., 1985. Leadership and performance beyond expectations. Collier Macmillan.
- Batista-Taran, L. C., Shuck, M. B., Gutierrez, C. C., & Baralt, S. (2013). The role of leadership style in employee engagement.
- Bauman, D. C. (2013). Leadership and the three faces of integrity. *The leadership quarterly*, 24(3), 414-426.
- Baxerres, C. and Mahamé, S., 2021. Pharmaceutical representative activities in Benin and Ghana. *Understanding Drugs Markets*, p.199.
- Belias, D., and Koustelios, A. (2014). Organizational culture and job satisfaction: A review. *International review of management and marketing*, 4(2), 132-149.
- Bell, B. S., and Kozlowski, S. W. (2002). A typology of virtual teams: Implications for effective leadership. *Group and organization management*, 27(1), 14-49.
- Berson, Y. and Avolio, B.J., 2004. Transformational leadership and the dissemination of organizational goals: A case study of a telecommunication firm. *The leadership quarterly*, 15(5), pp.625-646.

- Bhatti, N., Maitlo, G. M., Shaikh, N., Hashmi, M. A., and Shaikh, F. M. (2012). The impact of autocratic and democratic leadership style on job satisfaction. *International business research*, 5(2), 192.
- Birasnav, M., 2014. Knowledge management and organizational performance in the service industry: The role of transformational leadership beyond the effects of transactional leadership. *Journal of business research*, 67(8), pp.1622-1629.
- Braun, S., Peus, C., Weisweiler, S. and Frey, D., 2013. Transformational leadership, job satisfaction, and team performance: A multilevel mediation model of trust. *The leadership quarterly*, 24(1), pp.270-283.
- Brockner, J., & Higgins, E. T. (2001). Regulatory focus theory: Implications for the study of emotions at work. *Organizational behavior and human decision processes*, 86(1), 35-66.
- Bryant, S. E. (2003). The role of transformational and transactional leadership in creating, sharing and exploiting organizational knowledge. *Journal of Leadership and Organizational Studies*, 9(4), 32-44.
- Bryman, A., (2004).” *Social research methods*”, 2nd Ed, Oxford: Oxford University Press.
- Bryman, A., (2008): Why do researchers integrate/combine/mesh/blend/mix/merge/fuse quantitative and qualitative research? *Advances in mixed methods research*, pp.87-100.
- Burton, L. J., and Peachey, J. W. (2009). Transactional or transformational? Leadership preferences of Division III athletic administrators. *Journal of Intercollegiate Sport*, 2(2), 245-259.
- Casey, D. and Murphy, K., (2009). Issues in using methodological triangulation in research. *Nurse researcher*, 16(4).
- Chai, D. S., Hwang, S. J., & Joo, B. K. (2017). Transformational leadership and organizational commitment in teams: The mediating roles of shared vision and team-goal commitment. *Performance Improvement Quarterly*, 30(2), 137-158.
- Chauhan, R., Ali, H., and Munawar, N. A. (2019). Building performance service through transformational leadership analysis, work stress and work motivation (empirical CASE study in stationery distributor companies). *Dinasti International Journal of Education Management and Social Science*, 1(1), 87-107.

- Choudhary, A.I., Akhtar, S.A. and Zaheer, A., 2013. Impact of transformational and servant leadership on organizational performance: A comparative analysis. *Journal of business ethics*, 116(2), pp.433-440.
- Chuang, P. J., and Chiu, S. F. (2018). When moral personality and moral ideology meet ethical leadership: A three-way interaction model. *Ethics & Behavior*, 28(1), 45-69.
- Clarke, S. (2013). Safety leadership: A meta-analytic review of transformational and transactional leadership styles as antecedents of safety behaviours. *Journal of occupational and organizational psychology*, 86(1), 22-49.
- Cole, M. L., Cox, J. D., and Stavros, J. M. (2019). Building collaboration in teams through emotional intelligence: Mediation by SOAR (strengths, opportunities, aspirations, and results). *Journal of Management & Organization*, 25(2), 263-283.
- Collis, J. and Hussey, R., 2003. *Business Research. A practical guide for undergraduate and postgraduate students*. 2.vyd.
- Coutu, D., and Beschloss, M. (2009). Why teams don't work. *Harvard business review*, 87(5), 98-105.
- Creswell, J., 2012. W. (1994). *Research design: Qualitative and quantitative approaches*. Thousand Oaks, 88(2), p.207.
- Creswell, J.W., 1999. *Mixed-method research: Introduction and application*. In *Handbook of educational policy* (pp. 455-472). Academic Press.
- Dai, Y. D., Dai, Y. Y., Chen, K. Y., and Wu, H. C. (2013). Transformational vs transactional leadership: which is better? A study on employees of international tourist hotels in Taipei City. *International Journal of Contemporary Hospitality Management*.
- Daily, B. F., and Huang, S. C. (2001). Achieving sustainability through attention to human resource factors in environmental management. *International Journal of operations & production management*.
- Dartey-Baah, K. (2015). Resilient leadership: A transformational-transactional leadership mix. *Journal of Global Responsibility*.
- Dasilas, A., and Leventis, S. (2011). Stock market reaction to dividend announcements: Evidence from the Greek stock market. *International Review of Economics & Finance*, 20(2), 302-311.

- Datche, A. E., and Mukulu, E. (2015). The effects of transformational leadership on employee engagement: A survey of civil service in Kenya. *Journal Issues* ISSN, 2350, 157X.
- Dumas, M., La Rosa, M., Mendling, J., and Reijers, H. A. (2013). *Fundamentals of business process management* (Vol. 1, p. 2). Heidelberg: Springer.
- Eisingerich, A. B., and Bhardwaj, G. (2011). Does corporate social responsibility help protect a company's reputation? *MIT Sloan Management Review*, 52(3), 18.
- Engelbrecht, A. S., Heine, G., and Mahembe, B. (2017). Integrity, ethical leadership, trust and work engagement. *Leadership & Organization Development Journal*, 38(3), 368-379.
- Etikan, I. and Bala, K., 2017. Sampling and sampling methods. *Biometrics & Biostatistics International Journal*, 5(6), p.00149.
- Fahlevi, M., Zuhri, S., Parashakti, R., & Ekhsan, M. (2019). Leadership styles of food truck businesses. *Journal of Research in Business, Economics and Management*, 13(2), 2437- 2442.
- Fapohunda, T. M. (2013). Towards effective team building in the workplace. *International journal of education and research*, 1(4), 1-12.
- Fernandez, S., and Rainey, H. G. (2017). Managing successful organizational change in the public sector. In *Debating public administration* (pp. 7-26). Routledge.
- Fletcher, K. A., Friedman, A., & Piedimonte, G. (2019). Transformational and transactional leadership in healthcare seen through the lens of pediatrics. *The Journal of pediatrics*, 204, 7-9.
- Florez, R., Ramon, J. M., Velez, M., Alvarez-Dardet, M. C., Araujo, P., & Sanchez, J. M. (2012). The role of management control systems on inter-organisational efficiency: An analysis of export performance. In *Performance Measurement and Management Control: Global Issues* (Vol. 25, pp. 195-222). Emerald Group Publishing Limited.
- Fu-Jin, W., Shieh, C. J., and Tang, M. L. (2010). Effect of leadership style on organizational performance as viewed from human resource management strategy. *African journal of business management*, 4(18), 3924-3936.
- Gall, M; Gall, J and Borg, W. (2003). *Educational Research: An introduction*, 7th ed., Boston: Allwyn and Bacon.

- Galvin, B. M., Waldman, D. A., and Balthazard, P. (2010). Visionary communication qualities as mediators of the relationship between narcissism and attributions of leader charisma. *Personnel Psychology*, 63(3), 509-537.
- García-Morales, V.J., Jiménez-Barrionuevo, M.M. and Gutiérrez-Gutiérrez, L., 2012. Transformational leadership influence on organizational performance through organizational learning and innovation. *Journal of business research*, 65(7), pp.1040- 1050.
- Ghasabeh, M. S., Soosay, C., and Reaiche, C. (2015). The emerging role of transformational leadership. *The Journal of Developing Areas*, 49(6), 459-467.
- Goldring, E., Crowson, R., Laird, D., & Berk, R. (2003). Transition leadership in a shifting policy environment. *Educational Evaluation and Policy Analysis*, 25(4), 473-488.
- Groves, K. S., and LaRocca, M. A. (2011). An empirical study of leader ethical values, transformational and transactional leadership, and follower attitudes toward corporate social responsibility. *Journal of business ethics*, 103(4), 511-528.
- Groves, K.S., 2005. Linking leader skills, follower attitudes, and contextual variables via an integrated model of charismatic leadership. *Journal of Management*, 31(2), pp.255-277.
- Guba, E. G., and Lincoln, Y. S. (1994). Competing Paradigms in Qualitative Research. In N. K. Denzin and Y.S. Lincoln (Eds.), *Handbook of qualitative research* (pp. 105-117), Thousand Oaks, CA: Sage.
- Gumusluoglu, L. and Ilsev, A., (2009). Transformational leadership, creativity, and organizational innovation. *Journal of business research*, 62(4), pp.461-473.
- Hanlon, B. and Larget, B., 2011. Samples and populations. Article: Department of Statistics, pp.1-21.
- Harraf, A., Wanasika, I., Tate, K., and Talbott, K. (2015). Organizational agility. *Journal of Applied Business Research (JABR)*, 31(2), 675-686.
- Higgins, S. (2020). 5 ways to boost employee productivity. *HR Future*, 2020(7), 38-39.
- Hittleman, D.R. and Simon, A.J., 1997. Interpreting educational research: An introduction for consumers of research. Prentice-Hall, Inc., One Lake St., Upper Saddle River, NJ 07458.

- Hoffman, B. J., Bynum, B. H., Piccolo, R. F., & Sutton, A. W. (2011). Person-organization value congruence: How transformational leaders influence work group effectiveness. *Academy of management Journal*, 54(4), 779-796.
- Holliday, C. O., Schmidheiny, S., and Watts, P. (2017). *Walking the talk: The business case for sustainable development*. Routledge.
- Howell, J. M., and Avolio, B. J. (1993). Transformational leadership, transactional leadership, locus of control, and support for innovation: Key predictors of consolidated-business-unit performance. *Journal of applied psychology*, 78(6), 891.
- Huey Yiing, L., & Zaman Bin Ahmad, K. (2009). The moderating effects of organizational culture on the relationships between leadership behaviour and organizational commitment and between organizational commitment and job satisfaction and performance. *Leadership & Organization Development Journal*, 30(1), 53-86.
- Isaac, R. G., Zerbe, W. J., and Pitt, D. C. (2001). Leadership and motivation: The effective application of expectancy theory. *Journal of managerial issues*, 212-226.
- Ismail, A., Halim, F. A., Abdullah, D. N. M. A., Shminan Ahmad, S., Muda, A. L. A., Samsudin, S., and Girardi, A. (2009). The mediating effect of empowerment in the relationship between transformational leadership and service quality. *International Journal of Business and Management*, 4(4).
- Jabbar, A. A., and Hussein, A. M. (2017). The role of leadership in strategic management. *International Journal of Research-Granthaalayah*, 5(5), 99-106.
- Jago, A. G. (1982). Leadership: Perspectives in theory and research. *Management science*, 28(3), 315-336.
- Janes, J., 1999. Survey construction. *Library hi tech*.
- Janssen, O., and Van Yperen, N. W. (2004). Employees' goal orientations, the quality of leader- member exchange, and the outcomes of job performance and job satisfaction. *Academy of management journal*, 47(3), 368-384.
- Jenkins, H. (2009). A 'business opportunity' model of corporate social responsibility for small- and medium-sized enterprises. *Business ethics: A European review*, 18(1), 21-36.

- Jeremy .M, Melinde .C and Ciller V. (2012). Perceived leadership style and employee participation in a manufacturing company in the democratic republic of Congo, *African journal of business management*, .6(15), 5389-5398.
- Jung, D. I. (2001). Transformational and transactional leadership and their effects on creativity in groups. *Creativity Research Journal*, 13(2), 185-195.
- Jung, D.D., Wu, A. and Chow, C.W., 2008. Towards understanding the direct and indirect effects of CEOs' transformational leadership on firm innovation. *The leadership quarterly*, 19(5), pp.582-594.
- Kahai, S. S., Sosik, J. J., and Avolio, B. J. (1997). Effects of leadership style and problem structure on work group process and outcomes in an electronic meeting system environment. *Personnel psychology*, 50(1), 121-146.
- KANE-URRABAZO, C.H.R.I.S.T.I.N.E., 2006. Management's role in shaping organizational culture. *Journal of nursing management*, 14(3), pp.188-194.
- Kanter, R. M. (2003). *Challenge of organizational change: How companies experience it and leaders guide it*. Simon and Schuster.
- Kanter, R. M. (2017). Power failure in management circuits. In *Leadership Perspectives* (pp. 281-290). Routledge.
- Kavanagh, M. H., and Ashkanasy, N. M. (2006). The impact of leadership and change management strategy on organizational culture and individual acceptance of change during a merger. *British journal of management*, 17(S1), S81-S103.
- Khan, A.Z. and Adnan, N., 2014. Impact of leadership styles on organizational performance. *International Journal of Management Sciences*, 2(11), pp.501-515.
- Khan, S. N., Busari, A. H., Abdullah, S. M., and Mughal, Y. H. (2018). Followership moderation between the relationship of transactional leadership style and employees reactions towards organizational change. *Polish Journal of Management Studies*, 17.
- Kilduff, M., Chiaburu, D. S., and Menges, J. I. (2010). Strategic use of emotional intelligence in organizational settings: Exploring the dark side. *Research in organizational behavior*, 30, 129-152.
- Ko, J., and Hur, S. (2014). The impacts of employee benefits, procedural justice, and managerial trustworthiness on work attitudes: Integrated understanding based on social exchange theory. *Public Administration Review*, 74(2), 176-187.

- Koohang, A., Paliszkievicz, J., and Goluchowski, J. (2017). The impact of leadership on trust, knowledge management, and organizational performance: A research model. *Industrial Management and Data Systems*.
- Kothari, C.R., 2004. Sample size determination. *Research Methodology*. New Age International Publications, 1, pp.74-1.
- Kramer, M. A. (2018). A leadership profile of the successful transitional pastor: A Delphi study.
- Lee, M. C. C., Idris, M. A., & Tuckey, M. (2019). Supervisory coaching and performance feedback as mediators of the relationships between leadership styles, work engagement, and turnover intention. *Human Resource Development International*, 22(3), 257-282.
- Lok, P., & Crawford, J. (2004). The effect of organisational culture and leadership style on job satisfaction and organisational commitment: A cross-national comparison. *Journal of management development*, 23(4), 321-338.
- Long, C. S., Yusof, W. M. M., Kowang, T. O., and Heng, L. H. (2014). The impact of transformational leadership style on job satisfaction. *World Applied Sciences Journal*, 29(1), 117-124.
- M'Pherson, P. K., and Pike, S. (2001). Accounting, empirical measurement and intellectual capital. *Journal of intellectual capital*, 2(3), 246-260.
- Madi Odeh, R. B., Obeidat, B. Y., Jaradat, M. O., Masa'deh, R. E., & Alshurideh, M. T. (2023). The transformational leadership role in achieving organizational resilience through adaptive cultures: the case of Dubai service sector. *International Journal of Productivity and Performance Management*, 72(2), 440-468.
- Maduenyi, S., Oke, A. O., Fadeyi, O., and Ajagbe, A. M. (2015). Impact of organisational structure on organisational performance. Nigeria: Thesis Submitted to Covenant University, 354- 356.
- Mahmoud, M.A., Kastner, A. and Yeboah, J., 2010. Antecedents, environmental moderators and consequences of market orientation: A study of pharmaceutical firms in Ghana. *Journal of Medical Marketing*, 10(3), pp.231-244. design. *Management Accounting Research*, 21(1), pp.2-16.
- Manzoor, F., Wei, L., Nurunnabi, M., Subhan, Q. A., Shah, S. I. A., & Fallatah, S. (2019). The impact of transformational leadership on job performance and CSR as mediator in SMEs. *Sustainability*, 11(2), 436.

- Martin, W. E., & Bridgmon, K. D. (2012). *Quantitative and statistical research methods: From hypothesis to results*. John Wiley & Sons.
- McGrath, R. G., and MacMillan, I. C. (2000). The entrepreneurial mindset: Strategies for continuously creating opportunity in an age of uncertainty (Vol. 284). Harvard Business Press.
- McKay, K., Kuntz, J. R., and Näswall, K. (2013). The effect of affective commitment, communication and participation on resistance to change: the role of change readiness. *New Zealand Journal of Psychology*, 42(2).
- McNabb, D. E. (2015). *Research methods for political science: Quantitative and qualitative methods*. Routledge.
- Menguc, B., Auh, S. and Shih, E., 2007. Transformational leadership and market orientation: Implications for the implementation of competitive strategies and business unit performance. *Journal of business research*, 60(4), pp.314-321.
- Metwally, A. H., El-Bishbishy, N., and Nawar, Y. S. (2014). The impact of transformational leadership style on employee satisfaction. *The Business & Management Review*, 5(3), 32-42.
- Mi, L., Gan, X., Xu, T., Long, R., Qiao, L., & Zhu, H. (2019). A new perspective to promote organizational citizenship behaviour for the environment: The role of transformational leadership. *Journal of Cleaner Production*, 239, 118002.
- Michael. A. (2010). Leadership style and organizational impact. Retrieved from: <http://www.ala-apa.org>.
- Misra, S., & Srivastava, K. B. (2018). Team-building competencies, personal effectiveness and job satisfaction: The mediating effect of transformational leadership and technology. *Management and Labour Studies*, 43(1-2), 109-122.
- Mohamed, M. S., Khalifa, G. S., Nusari, M., Ameen, A., Al-Shibami, A. H., and Abu-Elhassan, A. E. (2018). Effect of organizational excellence and employee performance on organizational productivity within healthcare sector in the UAE. *Journal of Engineering and Applied Sciences*, 13(15), 6199-6210.
- Muangmee, C., Sammapoch, B., Panyasupat, R., & Meekaewkunchorn, N. (2021). Influence of Organizational Work Culture on Job Performance and Satisfaction in Public Universities. *Global Journal of Entrepreneurship and Management*, 2(1), 1-11.
- Mullins, L. J. (2007). *Management and organisational behaviour*. Pearson education.

- NAGENDRA, A., and FAROOQUI, S. (2016). ROLE OF LEADERSHIP STYLE ON ORGANIZATIONAL PERFORMANCE. CLEAR International Journal of Research in Commerce and Management, 7(4).
- Nahavandi, A. (2009). The art and science of leadership (pp. 103-104). Upper Saddle River, NJ: Pearson Prentice Hall.
- Nanjundeswaraswamy, T. S., and Swamy, D. R. (2014). Leadership styles. Advances in management, 7(2), 57.
- Naoum, S., 2012. Dissertation research and writing for construction students. Routledge.
- Nayab, N. (2011). Characteristics of transformational leadership.
- Nazarian, A., Soares, A., and Lottermoser, B. (2017). Inherited organizational performance? The perceptions of generation Y on the influence of leadership styles. Leadership & Organization Development Journal.
- Ngambi, H. C. (2011). RARE total leadership: Leading with the head, heart and hands. Juta and Company Ltd.
- Nissinen, V. (2001). Military leadership: critical constructivist approach to conceptualizing, modeling and measuring military leadership in the Finnish Defence Forces. Publication Series 1; Research Reports N: o 20.
- Nissinen, V., Dormantaitė, A., and Dungveckis, L. (2022). Transformational leadership in military education: Lithuanian case study. Vadybos mokslas ir studijos-kaimo verslų ir jų infrastruktūros plėtrai, 44(1), 103-116.
- Obiwuru, T. C., Okwu, A. T., Akpa, V. O., & Nwankwere, I. A. (2011). Effects of leadership style on organizational performance: A survey of selected small scale enterprises in Ikosi- Ketu council development area of Lagos State, Nigeria. *Australian journal of business and management research*, 1(7), 100.
- Odumeru, J. A., and Ogbonna, I. G. (2013). Transformational vs. transactional leadership theories: Evidence in literature. International review of management and business research, 2(2), 355.
- Ojokuku, R. M., Odetayo, T. A., and Sajuyigbe, A. S. (2012). Impact of leadership style on organizational performance: a case study of Nigerian banks. American journal of business and management, 1(4), 202-207.

- Okoth, O. B., Chepkilot, R. K., and Zakayo, C. (2021). Idealized Influence and Implementation of Human Resource Management Policies by Kakamega County Government, Kenya.
- Oladipo, K. S., Jamilah, O., Abduldaud, S., Jeffery, L. D., and Salami, D. K. (2013). Review of leadership theories and Organizational performances. *International Business Management Journal*, 7(1), 50-54.
- Olayisade, A. and Awolusi, O.D., 2021. The Effect of Leadership Styles on Employee's Productivity in the Nigerian Oil and Gas Industry. *Information Management and Business Review*, 13(1 (I)), pp.47-64.
- Pandey, S.C. and Verma, P., 2005. Organizational decline and turnaround: insights from the Worldcom case. *Vision*, 9(2), pp.51-65.
- Paramita, E., Lumbanraja, P., and Absah, Y. (2020). The influence of organizational culture and organizational commitment on employee performance and job satisfaction as a moderating variable at PT. Bank Mandiri (Persero), Tbk. *International Journal of Research and Review*, 7(3), 273-286.
- Passer, M. W. (2014). *Research Methods Concepts and Connections*, Worth Publishers, New York.
- Pathirage, C.P., Amaratunga, D. and Haigh, R., 2005. Knowledge management research within the built environment: Research methodological perspectives.
- Podsakoff, P. M., Bommer, W. H., Podsakoff, N. P., and MacKenzie, S. B. (2006). Relationships between leader reward and punishment behavior and subordinate attitudes, perceptions, and behaviors: A meta-analytic review of existing and new research. *Organizational Behavior and Human Decision Processes*, 99(2), 113-142.
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The leadership quarterly*, 1(2), 107-142.
- Ponomarenko, N. (2017, August). Leadership in the System of Political Elite of Transitional Societies Leader and Political Elite in Transitional Societies. In *ECPR General Conference*.
- Population Data Analysis Reports Volume 2 Policy Implications of Population Trends Data UNFPA Funded Project (Gha/01/P07) Undertaken by Ghana Statistical Service Ghana Statistical Service August, (2005).

- Prideaux, M. (2006). Leadership in Papua New Guinea: exploring context and barriers.
- Purwanto, A., Bernarto, I., Asbari, M., Wijayanti, L. M., & Hyun, C. C. (2020). Effect of transformational and transactional leadership style on public health centre performance. *Journal of Research in Business, Economics, and Education*, 2(1).
- Qian, Y., and Wu, J. (2003). China's transition to a market economy. How far across the river, 31-63.
- Rafferty, A. E., and Griffin, M. A. (2004). Dimensions of transformational leadership: Conceptual and empirical extensions. *The leadership quarterly*, 15(3), 329-354.
- Raja, A. S., and Palanichamy, P. (2011). Leadership styles and its impact on organizational commitment. *Asia Pacific business review*, 7(3), 167-175.
- Rajasekar, S., Philominathan, P., and Chinnathambi, V. (2006). Research methodology, *arXiv preprint physics/0601009*.
- Rath, T., and Conchie, B. (2008). Strengths based leadership: Great leaders, teams, and why people follow. Simon and Schuster.
- Richter, A., and Wagner, D. (2014, January). Leadership 2.0: Engaging and supporting leaders in the transition towards a networked organization. In 2014 47th Hawaii International Conference on System Sciences (pp. 574-583). IEEE.
- Ridwan, R. (2021). THE EFFECT OF LEADERSHIP ON PERFORMANCE: Analysis of School Management Ability and Attitude. *AKADEMIK: Jurnal Mahasiswa Ekonomi & Bisnis*, 1(2), 59-67.
- Rooke, D., and Torbert, W. R. (2005). Seven transformations of leadership. Boston, MA.
- Rowold, J. (2006). Transformational and transactional leadership in martial arts. *Journal of applied sport psychology*, 18(4), 312-325.
- Salem, I. E. B. (2015). Transformational leadership: Relationship to job stress and job burnout in five-star hotels. *Tourism and Hospitality Research*, 15(4), 240-253.
- Šalková, A. (2013). Theoretical approaches to employee appraisal methods. *Scientific papers of the University of Pardubice. Series D, Faculty of Economics and Administration*. 28 (3/2013).
- Sarantakos, S., (2005). "Social Research", 3rd Ed., Melbourne, Victoria: *Palgrave Macmillan*.

- Sarros, J. C., and Santora, J. C. (2001). The transformational-transactional leadership model in practice. *Leadership & organization development journal*, 22(8), 383-394.
- Sattayaraksa, T., and Boon-itt, S. (2016). CEO transformational leadership and the new product development process: The mediating roles of organizational learning and innovation culture. *Leadership and Organization Development Journal*.
- Saunders, M., Lewis, P. and Thornhill, A., 2007. *Research methods*. Business Students 4th edition Pearson Education Limited, England.
- Saunders, M.L. and Lewis, P., 2009. P. & thornhill, a. (2009). *Research methods for business students*, 4.
- Saunders, M.L., 2000. P. and Thornhill, A (2009). *Research Methods for Business Students*. Financial Times Prentice Hall Inc., London.
- Schmoker, M. J., and Schmoker, M. (2001). *The results fieldbook: Practical strategies from dramatically improved schools*. ASCD.
- Selznick, P., McEwan, I., Yukl, G.A. and VanFleet, D.D., 1957. *Leadership in organizations*. New York: Russel Sage.
- Shamsi, R. S. H. A., Ameen, A. A., Isaac, O., Al-Shibami, A. H., and Khalifa, G. S. (2018). The impact of innovation and smart government on happiness: Proposing conceptual framework. *International Journal of Management and Human Science (IJMHS)*, 2(2), 10- 26.
- Sikora, D. M., Thompson, K. W., Russell, Z. A., & Ferris, G. R. (2016). Reimagining overqualified human resources to promote organizational effectiveness and competitive advantage. *Journal of Organizational Effectiveness: People and Performance*, 3(1), 23- 42.
- Silverman, S., and Solomon, M. (1998). The Unit of Analysis in Field Research: Issues and Approaches to Design and Data Analysis. *Journal of Teaching in Physical Education*, Vol. 17, pp. 270-284.
- Simon, A., Bartle, C., Stockport, G., Smith, B., Klobas, J. E., and Sohal, A. (2015). Business leaders' views on the importance of strategic and dynamic capabilities for successful financial and non-financial business performance. *International Journal of Productivity and Performance Management*, 64(7), 908-931.
- Sousa, D. A. (2003). *The leadership brain: How to lead today's schools more effectively*. Corwin Press.

- Stiglitz, J. E. (2002). Towards a new paradigm for development: strategies, policies and processes.
- Storey, J. (2016). Changing theories of leadership and leadership development. In *Leadership in Organizations* (pp. 17-41). Routledge.
- Sun, R. Y. (2002). The relationship among the leadership style, organizational culture and organizational effectiveness based on competing value framework: An empirical study for the institute of technology in Taiwan. Unpublished doctoral dissertation, National Taipei University, Taipei, Taiwan.
- Sundi, K. (2013). Effect of transformational leadership and transactional leadership on employee performance of Konawe Education Department at Southeast Sulawesi Province. *International journal of business and management invention*, 2(12), 50-58.
- Syakur, A., Susilo, T. A. B., Wike, W., & Ahmadi, R. (2020). Sustainability of communication, organizational culture, cooperation, trust and leadership style for lecturer commitments in higher education. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 3(2), 1325-1335.
- Tannenbaum, R., and Schmidt, W. H. (2017). How to choose a leadership pattern. In *Leadership perspectives* (pp. 75-84). Routledge.
- Tashakkori, A. and Teddlie, C., 2003. The past and future of mixed methods research: From data triangulation to mixed model designs. *Handbook of mixed methods in social and behavioural research*, pp.671-701.
- Terrien, M., and Andreff, W. (2020). Organisational efficiency of national football leagues in Europe. *European Sport Management Quarterly*, 20(2), 205-224.
- Thomas, L., Tuytens, M., Devos, G., Kelchtermans, G., & Vanderlinde, R. (2020). Transformational school leadership as a key factor for teachers' job attitudes during their first year in the profession. *Educational Management Administration & Leadership*, 48(1), 106-132.
- Tidd, J., and Bessant, J. R. (2020). *Managing innovation: integrating technological, market and organizational change*. John Wiley and Sons.
- Trottier, T., Van Wart, M., and Wang, X. (2008). Examining the nature and significance of leadership in government organizations. *Public administration review*, 68(2), 319-333.

- TS, N., and Swamy, D. R. (2014). Leadership styles. *Advances in Management* Vol, 7(2).
- Turner, P. (2019). *Employee engagement in contemporary organizations: Maintaining high productivity and sustained competitiveness*. Springer Nature.
- Velu, L., Manxhari, M., Demiri, V., and Jahaj, L. (2017). THE INFLUENCE OF LEADERSHIP STYLES ON EMPLOYEE'S PERFORMANCE. *Management* (16487974), 31(2).
- Waldman, D.A., Ramirez, G.G., House, R.J. and Puranam, P., 2001. Does leadership matter? CEO leadership attributes and profitability under conditions of perceived environmental uncertainty. *Academy of management journal*, 44(1), pp.134-143.
- Walliman, N. (2011). *Research methods - the basic*. Routledge, London.
- Walliman, N., 2011. *Your research project: Designing and planning your work*. Sage Publications.
- Walumbwa, F. O., Christensen, A. L., and Hailey, F. (2011). Authentic leadership and the knowledge economy: Sustaining motivation and trust among knowledge workers. *Organizational dynamics*, 40 (2), 110-118.
- Wang, H., Tsui, A.S. and Xin, K.R., 2011. CEO leadership behaviors, organizational performance, and employees' attitudes. *The leadership quarterly*, 22(1), pp.92-105.
- Warrick, D. D. (2011). The urgent need for skilled transformational leaders: Integrating transformational leadership and organization development. *Journal of leadership, Accountability, and Ethics*, 8(5), 11-26.
- Webster, J. and Watson, R.T., 2002. Analyzing the past to prepare for the future: Writing a literature review. *MIS quarterly*, pp.xiii-xxiii.
- Velu, L., Manxhari, M., Demiri, V., and Jahaj, L. (2017). THE INFLUENCE OF LEADERSHIP STYLES ON EMPLOYEE'S PERFORMANCE. *Management* (16487974), 31(2). literature review.
- Williams, C. (2007). Research methods. *Journal of Business & Economics Research (JBER)*, 5(3).
- Wong, L. (2004). Developing adaptive leaders: The crucible experience of Operation Iraqi Freedom. Strategic Studies Institute, US Army War College.

- Xu, G. Y., and Wang, Z. S. (2008, September). The impact of transformational leadership style on organizational performance: The intermediary effects of leader-member exchange. In 2008 International Conference on Management Science and Engineering 15th Annual Conference Proceedings (pp. 1090-1097). IEEE.
- Yang, J. T. (2007). Knowledge sharing: Investigating appropriate leadership roles and collaborative culture. *Tourism management*, 28(2), 530-543.
- Yiing, L. H., and Ahmad, K. Z. B. (2009). The moderating effects of organizational culture on the relationships between leadership behaviour and organizational commitment and between organizational commitment and job satisfaction and performance. *Leadership and Organization Development Journal*.
- Yin, R., 2003. K. (2003). Case study research: Design and methods.
- Yukl, G. (2008). How leaders influence organizational effectiveness. *The leadership quarterly*, 19(6), 708-722.
- Yukl, G., and Mahsud, R. (2010). Why flexible and adaptive leadership is essential. *Consulting Psychology Journal: practice and research*, 62(2), 81.
- Zohar, D., and Tenne-Gazit, O. (2008). Transformational leadership and group interaction as climate antecedents: a social network analysis. *Journal of applied psychology*, 93(4), 744.

APPENDIX A

Survey Questionnaire

THE RELATIONSHIP BETWEEN LEADERSHIP STYLE AND ORGANISATIONAL PERFORMANCE: THE ROLE OF EMPLOYEE SATISFACTION

Dear Sir/Madam,

This research is being conducted as part of an academic requirement for the award of MBA. I am conducting a study on “The Relationship Between Leadership Style and Organisational Performance: The Role of Employee Satisfaction.”

The objectives of the study are as follows:

1. To examine the effect of transformational, transitional and transactional leadership style on employee satisfaction.
2. To determine the effect of employee satisfaction on organisational performance.
3. To examine the mediating role of employee satisfaction in the relationship between leadership style and organisational performance.

All data collected shall remain confidential and would only be used for academic purposes. Thank you for your time and valid contribution in advance.

Yours faithfully,

Student: Maxwell Adjei

PART I BACKGROUND OF RESPONDENT

Instruction: Please Tick, or fill in the space as applicable

1. **What is your age?**

☐ 18 – 25years ☐ 25 – 30 years ☐ 30 – 39 years ☐ 40 years and above

2. **What is your Gender?**

☐ Male ☐ Female

3. **What is your highest level of education?**

☐ Certificate/diploma ☐ Bachelor ☐ Msc/MBA/ MPhil ☐ Ph.D.

4. **Where is the location of your organisation?**

☐ Kumasi ☐ Accra

5. **What is your current role in your organisation?**

☐ General Manager ☐ HR ☐ Accountant ☐ Pharmacist
☐ Other.....Specify.

6. Which of the following leadership style (s) is adopted by your organisation?

☐ Transformational ☐ Transactional ☐ Transitional

7. How many of the leadership style (s) above is adopted by your organisation?

☐ None ☐ One ☐ Two ☐ > Two

PART II

SECTION A

EFFECT OF TRANSFORMATIONAL, TRANSITIONAL AND TRANSACTIONAL LEADERSHIP STYLE ON EMPLOYEE SATISFACTION

Please rate the degree of agreement at which the effect of effect of transformational, transitional and transactional leadership style on employee satisfaction using the Likert scale of 1 to 5 Where, 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree

Instruction: Please Tick the space as applicable

SN.	Effect of transformational, transitional and transactional leadership styles on employee satisfaction	Level of Agreement				
		1	2	3	4	5
TM	TRANSFORMATIONAL					
TM1	Establish an attractive and exciting vision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TM2	Set goals that are achievable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TM3	Builds employees confidence on job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TM4	Emphasize team spirit and common values between Leaders and Employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TM5	Provides attention to employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TM6	Motivates employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TS	TRANSITIONAL					
TS1	Grants rewards based on employee performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TS2	Provide support and encouragement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TS3	Sponsors growth and development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TS4	Provides higher degree of clarity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TS5	Ensures effective communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TSC	TRANSACTIONAL					
TSC1	Boosts morale through rewards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TSC2	Provide rigid management structure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TSC3	Encourages employees to meet organizational goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TSC4	Enforce rules	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TSC5	Punish failure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TSC6	Provides instruction and Monitoring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION B

EFFECT OF EMPLOYEE SATISFACTION ON ORGANISATIONAL PERFORMANCE

Please rate the degree of agreement at which the effect of employee satisfaction on organisational performance using the Likert scale of 1 to 5 Where, 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree

Instruction: Please Tick the space as applicable

SN.	Effect of employee satisfaction on organisational performance	Level of Agreement				
		1	2	3	4	5
1.	Higher productivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	Higher profits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	Successful development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	Growth of organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	Achievement of organisational goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	Promotes innovative ideas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	Promotes cohesion among team members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	Punctuality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	Commitment to organisational goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.	Increase in overall performance of the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION C

MEDIATING ROLE OF EMPLOYEE SATISFACTION IN THE RELATIONSHIP BETWEEN LEADERSHIP STYLE AND ORGANISATIONAL PERFORMANCE

Please rate the level of significance on the mediating role of employee satisfaction in the relationship between leadership style and organisational performance using the Likert scale of 1 to 5 Where, 1= Not Significant, 2= Less Significant, 3= Moderately Significant, 4= Significant and 5= Very Significant

Instruction: Please Tick the space as applicable

SN.	Mediating role of employee satisfaction in the relationship between leadership style and organisational performance	Level of Significance				
		1	2	3	4	5
1.	Help maintain organisational vision and values	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	Boost employees morale for higher job performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	Ensures effective communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	Improves organisational culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	Sponsors positive attitudes towards job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	Ensures expansion of the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	Retains skilful and competent employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	Effective management involvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	Enhance overall organisational performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.	Improves organizational cohesion amongst employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.	Promotes positive work environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.	Help achieve organisational goal (s)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

THANK YOU FOR PARTICIPATING IN THIS STUDY!