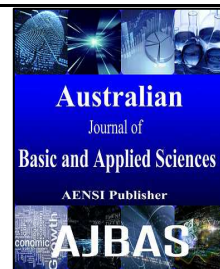




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**The Impact of Leadership Styles on Employees’ performance in Telecom Engineering Companies**

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**ABSTRACT**

Management today’s world is about management in times of rapid change. The need to develop better leadership styles is becoming increasingly important in all organizations. The purpose of this work is to ascertain if there is a relationship between the leadership styles and the employees’ performance, particularly in the Telecom Engineering companies, meanwhile to determine the relationships between leadership styles and employees’ job performance through the mediators: employees’ motivation, job’s satisfaction; whether these relationships will be stronger for Transformational than for Transactional leaders, Laissez-Faire leaders or Servant leaders. This project reviews as well four recent and widely utilized leadership styles: transformational leadership, servant leadership, transactional leadership, and Laissez-faire leadership. There is a lack of total agreement in the reviewed literature as to the best leadership style to be used. Transformational theory is considered by many to be an improvement to the transactional theory of leadership. There appears to be an ever increasing number of studies supporting the benefits of the transformational theory. In today’s ever changing climate, there are some researchers whose findings suggest the optimal leadership style may be a blend of Servant, transactional and transformational styles. Quantitative research method would be practice in this research. The questionnaires will be distributed only to employees in the Telecom Engineering companies. Structural Equation Modeling (SEM) and SPSS are approach which will be used as a tool to analyze the results in future in this research, due to the complexity of the model and the limitation of multi dimension analysis tools in quantitative research such as multiple regressions, factor analysis, and discriminant analysis. A proposed theoretical framework of this work has been decorticated in this paper.

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**INTRODUCTION**

The focus of this study is on leadership styles and their impact on employees’ performance. Leadership is a function of management; leadership styles have their effect on group or individual within an organization. Leadership is the process of initiating group activities toward goal setting and goal attainment. Human resource is one of the prime capitals of any organization, which is not only to improve the outcome but also to compete with others. Hence, to improve the performance of the employees is one of the most important goals of our today’s organizations. In recent years, both academicians and practitioners have highly recognized the significance of effective employees and good leadership in the firm’s performance (Kehoe and Wright, 2013). Furthermore, organizational performance depends on the

performance of the people in that organization. Among the objectives of any organization are profit making and attainment of maturity and liquidity status. In reaching of the objectives of the organization, it allocates scarce resources to competing ends. The successes of the organizations contribute to the growth of the economy in general and the society in particular, by providing jobs, service and goods which will boost up the economy in large. In addition, Leadership is conceived as a process where one or more people influence a group of person to move in a certain direction. The term leadership has been utilized in various aspects of human endeavor such as politics, business, academics and social works. The leader of the organization has as well important role upon the performance of its followers in his or her organization (McCull-Kennedy and Anderson, 2002). Leadership, and the study of it, has begun

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with the history of civilization, the function of the leader has been extremely crucial since in the prehistoric time, like the era of Sun Tzu in China, during the Islamic revolution around 1436 years ago in Arabic peninsula, the time of Mahatma Gandhi in India, Nelson Mandela, Kwame Nkrumah and Tomas Sankara in Africa, up to present. One major contributor to this era of management and leadership theory that was built by Max Weber, a German sociologist (Morgan, 1997, p. 17; Stone et al., 2005).

#### **Background Of Research:**

Leadership is very difficult to define, many scholars they defined in their ways (Russell, 2005). Russell (2005) suggests leadership is the "interpersonal influence exercised by a person or persons, through the process of communication, toward the attainment of an organization's goals" (Russell, 2005, p. 16). Furthermore, Rue and Byars (2009) define leadership as "the ability to influence people to willingly follow one's guidance or adhere to one's decisions" (Rue and Byars, 2009, p. 465). Northouse (2012) defines leadership as a "process whereby an individual influences a group of individuals to achieve a common goal" (Northouse, 2012, p. 5). There are numerous styles of leadership but for this study, the transformational, transactional, laissez-faire and servant leadership style are considered. Transactional leadership style as opined by Burns (1978) indicated that transactional leaders are those who sought to motivate followers by appealing to their self-interests. These leaders motivate followers to achieve expected levels of performance by helping them to recognize task division, identify goals and strength the relation about meeting wanted performance level (Bass and Avolio, 1990), while laissez-faire style is totally passive leadership and servant leaders care deeply about people. They seek to remove the barriers and obstacles that hold others back from achieving their full potential (Thornton, 2013). Leadership style influences the overall operational performance of efficiency, effectiveness, income, colossal market share and as well as the organization commitment to achieve the goal. Behind the surprise of any organization's performance today is the leadership style adopt by the organization. Productivity in every company is generally focused on labor performance, perhaps human-labor is the universal key resources required of any organization and the assertion that a critical element in all successful productivity effort today has been due to good leadership style. The relationship between leaders' behavior or the leadership style and workers has gained increased attention from the community. The type of leadership style has impact on how organizations cope with improving productivity; the Transformational leadership style has a crucial function in improving productivity by way of improved marketability and creating strategic vision of the organization.

#### **Problem Statement:**

Nowadays, the transformation and innovation of public and private sector have raised a great concern on the outcome and the way of leading (Bass et al., 2003). In every organization, public or private, its aim is to achieve better results. A good number of researchers have shown that job or work performance and leadership are very crucial in our societies (Ogbonna and Harris, 2000). In addition, to improve the quality of the work or to enhance the performance it is very challenging for every leader. Furthermore, there are many variables that have direct or indirect impact on the employees' performance, such as motivation, satisfaction, trust, justice, ethics and many more. However, all these variables can be manipulated by the head of the organization which is the leader. Hence, the leader is key person to the success or failure of the institution or even an entire nation (Ather and Sobhani, 2007; Fiedler and E, 1996; Ogbonna and Harris, 2000); as mention in the study done by the great author in leadership Bernard M. Bass that 45% to 65% of the overall factor of the success or failure are based on the leaders (Obasan Kehinde and Hassan Banjo, 2014) (Bass and Stogdill, 1990). Moreover, the styles of the leader have effect on the employees' behaviour and on the adoption of the strategies of the company (Alexandrov et al., 2007; Jerotich, 2013).

Leadership is one of the most important in our social live to enhance the performance (Ather and Sobhani, 2007; Hafeez et al., 2012) then, to scrutinize the impacts of the leadership styles on the employees performance has a great significance to our today's society. Few leaders understand the full significance of how influential their leadership styles are on the performance and satisfaction of their employees. Leadership is the main weapon of the organization, through better leadership; managers can achieve their organizational goals and productivity as well as the workers' productivity. Positive leadership influences has a big impact on the workers and the turnover the organization. Motivation will lead the performance of the organization. The study will help in recommending a leadership framework that can suite to achieve a better employees' performance in Telecommunication sector, and which leadership styles will be more effective and relevant with their organization. Hence, our main aim is to explore the relationship between leadership styles, employees' satisfaction, motivation, and performance.

The limited or inconclusive character of research findings in this area suggests the need to investigate further the nature of the relationship between leadership and employees' performance. The problem is there are lack of research on leadership's impact on the workers' performance and the mediating role of motivation, and satisfaction to the employees' performance within Chad. Due to the

limited or inconclusive character of research in the area of leadership and performance, Ogbonna and Harris (2000) suggested for further investigation in the above mentioned areas. The research done in South Africa by Hayward et al. (2008) has drawn an attention to the need for research to explain deeply the importance of leadership in employees' performance. Due to cultural impacts on the research, it is not possible just to use some theories based only on the western society. However, very few researches were done on leadership and employees in Africa but the case of Chad not even single research has been investigated the impacts of the leadership styles on the employees' performance. Hence, our research will focus only the impact of leadership style in Chadian Telecom sector. The object on the inquiry is to ascertain the most favorable leadership style amongst autocratic, democratic, bureaucratic, servant, transformational, transactional and laissez faire, used in the case organization to determine its influence on employees' performance through satisfaction and motivation.

#### **Research Questions:**

***In order to reach our objectives mentioned below, we will endeavor to answer the research questions:***

1. What is the impact of leadership styles on employees' performance?
  - a) Is there a significant relationship between Transformational leadership style and workers' performance?
  - b) Is there a significant relationship between Transactional leadership style and workers' performance?
  - c) Is there a significant relationship between servant leadership style and workers' performance?
  - d) Is there a significant relationship between Laissez-Faire leadership style and workers' performance?
2. What is the impact of leadership styles on employees' satisfaction and motivation?
3. What is the mediating role of employees' motivation between leadership and employees' performance?
4. What is the mediating role of employees' satisfaction between leadership and employees' performance?

#### **Objectives:**

The main objective of the study is to investigate the effect of leadership styles on employees' performance.

The specific objectives of this study are:

1. To examine the impact of leadership styles on employees' performance.
  - a) To examine the effect of Transformational leadership on employees' performance.
  - b) To examine the effect of Transactional leadership style on employees' performance.

c) To examine the effect of servant style of leadership on employees' performance.

d) To examine the effect of laissez-faire style of leadership on employees' performance.

2. To investigate the impact of leadership styles on employees' motivation and satisfaction.

3. To scrutinize the mediating role of employees' motivation between leadership and employees' performance.

4. To scrutinize the mediating role of employees' satisfaction between leadership and employees' performance.

#### **Literature Review:**

Now more than 3 decades of research and a number of meta-analyses have shown that transformational and transactional leadership positively predict a wide variety of performance outcomes including individual, group and organizational level variables (Bass and Bass, 2009). The nature of the work organization, styles of leadership, the design and content of jobs can have a significant effect on the satisfaction of staff and their levels of performance. House (1976) argues that leadership style affects followers' job satisfaction (Amin, 2012).

Leadership can be exhibited in a variety of ways and circumstances. Most of the people think that the leader is only the country's president or prime minister, in short political leaders. However, leadership is not limited only to political leaders. Mothers and fathers show leadership in raising their children with good values, ethics and encouraging them to develop to their potential. Teachers show it in inspiring students to learn and to develop their intellectual capacity. Health care workers can be leaders and develop services that meet the needs of the communities they serve, or work in collaboration with other organizations to create cost effective, prevention oriented programs and services, policemen use their leadership to protect the people and take the security of the place; student's leader, team leaders etc.

Leadership is a prolific area of study with several theories, many reaching back decades, Lewin's Leadership Styles which was developed by Kurt Lewin in 1930. He argues there are three major styles: Autocratic, Democratic, and Laissez-faire. The theory of The Blake-Mouton Managerial Grid, the Hersey-Blanchard Situational Leadership Theory, the Path-Goal Theory, the Six Emotional Leadership Styles, the Flamholtz and Randle's Leadership Style Matrix in 2007, Transformational and transactional Leadership in 1978 by Burns and later developed by Bass in 1985, Servant leadership by Robert K. Greenleaf and many others. However, no one style of leadership fits all situations, so it's useful to understand different leadership frameworks and styles. You can then adapt your approach to fit your situation (Manktelow and Carlson, 2011).

Leadership is defined in many different ways, some says leader is someone with followers and other defined as someone who motivate and influence people to accomplish a specific goal. Leadership is something that people experienced or saw personally, every leader must have followers. A leader without follower is like a car without tires; you may start the car but can't drive it to reach your destination. An organization to drive to its goal, it must have a good leader that inspire, influence and motivate followers to reach the objective of the organization. In short, leader must have a direction and move toward it. Leader without direction is aimless and direction without movement is useless. A good leader will say "I want to go to this direction will you mind to follow me" instead of saying "I want to go to this direction and you must follow me". Leadership is the use of power and influence to direct the activities of followers toward goal achievement. Power is the ability to influence people's behavior and resist unwanted influence in return. In the other hand, leadership is the ability to influence other; influence and power have moderate positive effect on the performance. Meanwhile, leadership has effect on the follower's job performance, when used effectively; they can increase internalization and compliance, which facilitates task performance. Hence, internalization and compliance facilitated by power and influence can also increase citizenship behavior and decrease counterproductive behavior (Jason A et al., 2015).

The leader's thinking style or cognitive style influences as well the collective thinking processes of everyone in the organization under his or her leadership. The "cognitive style" of the leader changes everything he or she does, says and thinks. According to Warren Bennis, effective leaders are concerned with "doing the right things" rather than "doing things right." The right things are: creating and communicating a vision of what the organization should be, communicating with and gaining support of multiple constituencies, persisting in the desired direction and finally creating the appropriate culture and obtaining the desired results (Hitt et al., 2008). The leadership styles in the organization have influence on the level of satisfaction. The research findings showed that democratic or participative leadership as determinant of job satisfaction (Yahaya et al., 2012).

A leadership philosophy that draws upon virtue ethics will consider the nature of 'perfect' and 'imperfect' leadership. Whilst problematic, these notions have a certain resonance with the everyday experience of leaders. We often know experientially when leadership is imperfect – when 'wrong decisions' have been made, when there has been a lack of justice, courage or balance (Price, 2006; Frost and Robinson, 1998; Maccoby, 2000; Tourish and Pinnington, 2002). It is, of course, harder to conceive of or recollect examples of 'perfect' leadership, but it

is clear that the underlying philosophical questions problematize leadership in a manner that has value and meaning. A consideration of virtue at the very least sensitises us to the idea of 'good' and 'bad' leadership in ways that differ qualitatively from a utilitarian analysis and discourse.

#### ***Employees' Job Performance:***

Understanding the concept of Job performance it is very important, first for every employee as well as every manager. Hence, what is exactly mean by job performance? Is it a set of behaviors that someone does or it is the final result of those behaviors? The authors Jason A et al. (2015) defined job performance as behavior and the term "results" or "job performance results" to describe the outcome from those behaviors. In sum, job performance is defined as the value of the set of employee behaviors that contribute, either positively or negatively, to the reach the organization goal (Jason A et al., 2015). Work performance means the outcomes of the employees about their work and objectives align with the organization's goals and objectives that are achieved by the employees to work effectively, efficiently and motivation and work performance of the employees measuring using different techniques of performance appraisal system. Currently most of studied are conducting to measure the performance by reactions of user to performance appraisal (Khurram Zafar et al., 2012). Many researchers in the field of Organizational Psychology focused on the relationship joining job performance and satisfaction (Yahaya et al., 2012). And find out that the employees' performance depends on employees' satisfaction; this shows that the higher the level of job satisfaction, the better the employees' performance (Insan et al., 2013). Boerner et al. (2007) stated a positive relationship exists between transformational leadership and organizational performance as documented in previous studies. They hypothesized that transformational leaders increase their followers' performance and enhance followers' innovation. They also hypothesized the same would not hold true for transactional leaders. In their study of 91 leaders in 91 German companies, their hypotheses were confirmed.

#### ***Employees' Job Satisfaction:***

The term "job satisfaction" reflects a person's attitude towards their job and the organization and can be defined as an employee's emotional reaction towards their work environment based on the evaluation of the actual results against their expectations (McCann et al., 2014). Job satisfaction has been studied significantly in organizational and industrial sciences since the 1930s (Chen, 2004). It has been for many decades a debate on whether workers satisfaction has impact on the employee productivity or performance. The research has suggested that the overall job satisfaction has a

moderate impact on the people job performance (Rae, 2008) (Jason A et al., 2015). Does the job satisfaction affect job performance or the other way around? They are moderately related, it is mean that the employees' job satisfaction is related to job performance (Kinicki, 2013). After measuring satisfaction broadly, the research has given as result that those companies with more satisfied employees are more productive than those with less satisfied staffs (Yahaya et al., 2012). Furthermore, Insan et al. (2013) showed that job satisfaction positively and significantly has impact on employees' performance. Jason A et al. (2015) said that unfortunately, workplace surveys suggest that satisfied employees are becoming more and more rare (Jason A et al., 2015).

Job satisfaction is one of the major individual mechanisms that directly affect the job performance. Many researches have shown that if the employee is more satisfied with his or her job and experience positive emotions during work, there is gigantesque chance that they may do better job and chooses to remain committed. Job satisfaction can be defined as pleasurable emotional state resulting from the appraisal of someone's work or work experience. It represents how the employees think about their job. The employees become more satisfied when they get what they value such as good environment, good wage, freedom or sense of achievement and so forth. In sum, Rae Ander in her book on organizational behavior defined job satisfaction as a collection of attitudes about the various parts of the job (Rae, 2008). Job satisfaction has a moderate positive effect on job performance. People who experience higher levels of job satisfaction tend to have higher levels of task performance, higher levels of citizenship behavior and lower levels of counterproductive behavior (Jason A et al., 2015, p.116).

The satisfaction depends from country to another, from city to another. According to Mwamwenda (1995), said that it is about 50% of rural employees in South Africa are not satisfied with their work conditions, another study of 13,832 worker in 23 countries by FDA international in 2007 showed that the employees in UK and Ireland were the most satisfied and Asia was among the lowest (Yahaya et al., 2012). Besides, based on the survey of 21 countries, the workers in Denmark were the most satisfied and UK was number 14th (Sousa-Poza and Sousa-Poza, 2000). In addition, the work condition which is good, safe or stable and comfortable has good relation with the job satisfaction (Yahaya et al., 2012).

#### **Motivation:**

The study of motivation is concerned, basically, with why people behave in a certain way. The basic underlying question is why do people do what they do? In general terms, motivation can be described as the direction and persistence of action. It is concerned with why people choose a particular

course of action in preference to others, and why they continue with a chosen action, often over a long period and in the face of difficulties and problems (Mullins, 2010). Bagraim (2003) emphasises that an effective manager must understand employees and what motivates them, and that high levels of motivation are very important contributors to organizational performance. Highly motivated employees strive to produce at the highest possible level and they exert greater effort than employees who are not motivated. Bagraim adds that the characteristics of motivated employees are: they always want to come to work; they want to be part of teams at work; they are interested in helping and supporting others at work; and they generally exert greater effort in their work and contribute more in the organization (Bagraim and Werner, 2003). Porter and Lawer (1968) firstly defined the two categories of motivation "intrinsic motivation and extrinsic motivation" Intrinsic motivation defined as the motivators to do perform work its willingly while extrinsic motivation define as to do perform work due to tangible reward or monetary compensation etc. Subordinates may be satisfied with the both categories of motivation for improving their performance (Khurram Zafar et al., 2012).

Motivation has provided a way for employers to increase employee work performance and commitment to the organization without spending a lot of resources on their employees. In our today's society, the prime task of the leaders is to motivate and retain workers. Motivation is company's life-blood. A well-managed company can motivate and retain its employees. In so doing, he or she has the following competitive advantages: reduced turnover; an increase in productivity; reduced absenteeism; increased revenue, and improved performance. Furthermore, Yahaya et al. (2012) concluded that it is very crucial for the employers to provide a good environment for the employees to be motivated and as well as for boosting up the job satisfaction.

#### **Research Design:**

The research design is quantitative and the population and sampling of this project will focus only on Telecom Engineering companies in Chad. It will be used random sampling to ensure that the sample represent the population. Meanwhile, the targets are: managers and the followers with at least two years of experience. The questionnaires will be adopted from previous studies to ensure the validity. Questionnaires will be distributed in paper based and online. The collected data will be entered into computer and analysed using SPSS and SEM (Structural Equation Modelling). SEM will be applied using AMOS software or any other available software. Structural Model will be conducted to test the hypotheses. Confirmatory Factor Analysis (CFA) technique will be conducted for the measurement

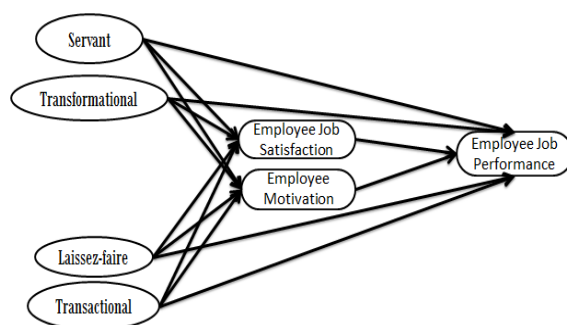
Model. Data screening and cleaning will be conducted to prepare the data for further analysis.

### **Theoretical Framework:**

The frameworks will be developing from literature review; figure 1 illustrates the variables that influence the employees' performance through motivation and satisfaction. The Multifactor Leadership Questionnaire (MLQ) will be used to determine leadership style. The Multifactor Leadership Questionnaire (Bass, 1985) tests for the presence of transformational and transactional leadership characteristics; this whole study revolves around the importance of leadership and its impact on employees' performance. This study also will utilize of the self-reported Leadership Practices Inventory (LPI) developed by Kouzes and Posner (Hatfield, 2011). In this study we will develop a proposition based on the fact that leadership can be accomplished through various identified elements

which can be used in imparting leadership qualities among the workforce of an organization. We will try to study their significance and value in Telecom organizations. Those identified elements are satisfaction, motivation and their mediating between leadership and employees' performance will be measured. In quantitative method the purpose is "to gather, analyses, and measure statistical data from a large sample selection to see if there is a connection between the different variables (Mostashari, 2009). The fieldwork will be conduct based on quantitative methods for data collection. The researcher wants to test a theory rather than build a theory, so a quantitative research design is preferable to a qualitative research design.

To implement the study various dependent, independent and mediating variables will be defined for theoretical framework. The independent variable is leadership styles and employee performance is a dependent variable.



**Fig. 1:** Theoretical framework.

### **Developing The Research Hypotheses:**

Transactional interactions comprise the bulk of relationships between leaders and followers (Stone et al., 2004). Yukl (1998) reports that transformational leadership focuses on a leader's understanding of their effect on how followers feel trust, admiration, loyalty, and respect toward the leader and how followers are motivated to do more than expected. Transformational leadership and servant leadership are both high-order evolutions in leadership paradigms. Both theoretical frameworks emphasize a high concern for people and for production. Servant leadership, however, involves a higher concern for people because the primary focus of the leader is upon his or her followers. Servant leadership is a logical extension of transformational leadership (Stone and Patterson, 2005).

Based on Klinsontorn (2007) there is a linear and positive relationship between transformational leadership and satisfaction. Besides, there is linear relationship between transactional leadership and satisfaction. Lastly, there is a negative linear relationship between Laissez-faire leadership and Satisfaction with leader. In addition, Khurram Zafar et al. (2012) also have shown that their study's first

hypothesis is significantly confirmed that was "The servant leadership style does positively effects on employees' motivation". Jones (2012b) investigated the effects of servant leadership on the leader-follower relationship and the resulting impact on the customer focus within the framework of employee satisfaction, empowerment, organizational culture, and performance. The results of his study indicate that employing servant leadership is conducive to greater organizational productivity and increased fiscal stability. He further concluded that the increased profits occurred as a net effect of servant leadership as mediated through improved job satisfaction, a reduction in employee turnover, and a greater focus on the customer.

Mayer, Bardes and Piccolo (2008) echoed the sentiment that increased employee performance leads to greater customer focus when an employee views their manager to exhibit servant leadership skills (McCann et al., 2014). Amin (2012) declared that there are significant relationships between leadership styles and the faculty's intrinsic, extrinsic and overall job satisfaction. However, the leadership styles have slightly stronger relationship with extrinsic job satisfaction as compared to overall job satisfaction,

and the relationship of leadership styles with intrinsic job satisfaction is relatively least strong. The transformational leadership style, compare to the other two leadership styles (transactional and laissez-faire), has a strong positive and statistically significant effect on faculty's job satisfaction (Amin, 2012) (Chaudhry and Husnain, 2012). Transactional leadership, Contingent Reward, Passive/Avoidant leadership style, Laissez-Faire and Management-by-Exception (Active) & (Passive) have positive, moderate and significant relationship with Motivation (Chaudhry and Husnain, 2012). Mohammad, Al-Zeaud, & Bataynney (2011) also found that a significant link exists between leadership behavior and job satisfaction (McCann et al., 2014).

The study done by many researchers established that, the motivation of employees is essential in improving employees work performance. Saari and Judge (2004) found evidence that job satisfaction is a predictor of employee performance and the relationship is stronger for professional jobs. Effectively managing the variables that influence employee behavior and job satisfaction affects their discretionary efforts and performance levels (McCann et al., 2014). The research has suggested that the overall job satisfaction has a moderate impact on the people job performance (Rae, 2008) (Jason A et al., 2015, p.116). People who experience higher levels of job satisfaction tend to have higher levels of task performance, higher levels of citizenship behavior and lower levels of counterproductive behavior; it means that the employees' performance will boost up (Jason A et al., 2015, p.116). Wijono (1997) has investigated in the central Jawa, Indonesia that there is a significant relationship between worker's motivation and personality and worker's job satisfaction. Based on Khurram Zafar et al. (2012), there is a significant relationship between motivation and employees' performance ("When the intrinsic motivation level of employees increases the work performance of employees will also increase"). (Khurram Zafar et al., 2012). According to where a person has the ability to choose and high intrinsic motivation, higher achievement is likely (Vadell and Ewing, 2011).

The researcher Drury (2004) as well concluded that there is a statistically significant, positive, and substantial relationship between the overall perception of servant leadership and the measure of job satisfaction in the organization. The findings of Lisbijanto and Budiyanoto (2014) showed that there was a significant influence of servant leadership on job satisfaction, this indicated that the higher value of servant leadership would affect the higher value of job satisfaction, since the coefficient was positive (0.352) indicated that the higher value of servant leadership would lead the higher value of job satisfaction, or vice versa (Lisbijanto and Budiyanoto,

2014). Significantly, motivation leads to job satisfaction through the faculty's perceptions of the effort-performance probability and moderated by the faculty's ability to perform the job and his or her expectation of obtaining rewards (Chen, 2004). Obasan Kehinde and Hassan Banjo (2014) said that there is a higher positive correlation between transformational leadership with the construct of organizational commitment, job satisfaction, job involvement and organizational citizenship behaviour and there is a negative correlation between Laissez-faire leadership (Non-transactional leadership) with the construct of organizational commitment, job satisfaction, job involvement and organizational citizenship behavior and finally transactional leadership is negatively correlated with the construct of organizational commitment, job satisfaction, job involvement and organizational citizenship behaviour (Obasan Kehinde and Hassan Banjo, 2014). Ding et al. (2012) found out that the servant leadership has a significant positive effect on employees' satisfaction (Ding et al., 2012).

The employees' performance depends on employees' satisfaction; this shows that the higher the level of job satisfaction, the performance of the worker will be the better (Insan et al., 2013). Dvir et al. (2002) showed transformational leadership has a positive impact on followers' performance. There is significant relationship between transformational leadership and employee performance. The more managers use transformational leadership style in their leadership, the more employees' performance is increased. There is significant relationship between laissez-faire and employee performance, meanwhile, given that the correlation coefficient between these two variables is -0/460, it can be concluded that this relationship is significantly negative. The more managers use laissez-faire style in their leadership, the more employees' performance is reduced (Shafie et al., 2013). The numerous studies about leadership have determined relationships between traits and behaviours of leaders with the behaviors of employees, whereas ignoring the mediation role of employees' motivation (Shafie et al., 2013).

The very few empirical researches have been conducted and published to examine the relationship between servant leadership and employees' outcomes or performance. The servant leadership theory (Greenleaf, 1977) to supports these hypothesizes that servant leadership style directly and indirectly impacts on the employees' or subordinates' behavior, job satisfaction, motivation, performance, outcomes, and commitment positively and turnover intention, and absenteeism negatively, as well as it has impact on organization's productivity, development, and performance positively. This study (Khurram Zafar et al., 2012) first's hypothesis is significantly confirmed that was "The servant leadership style does positively effects on employees' motivation" (Khurram Zafar et al., 2012). According to Vadell



and Ewing (2011) that the Servant leader will boost the intrinsic motivation of the workers, in result of that, where a person has the ability to choose and high intrinsic motivation, higher achievement is likely (Vadell and Ewing, 2011). The servant leadership model to be considered the most appropriate leadership style for increased organizational performance and enhanced employees' satisfaction through improved focus on the customer (McCann *et al.*, 2014). Based on this discussion the following hypotheses were developed:

**H<sub>1a</sub>**: There is a significant relationship between Transformational leadership style and workers' motivation.

**H<sub>1b</sub>**: There is a significant relationship between Transformational leadership style and workers' satisfaction.

**H<sub>1c</sub>**: There is a significant relationship between Transactional leadership style and employees' motivation.

**H<sub>1d</sub>**: There is a significant relationship between Transactional leadership style and workers' satisfaction.

**H<sub>1e</sub>**: There is a significant relationship between servant leadership style and employees' motivation.

**H<sub>1f</sub>**: There is a significant relationship between servant leadership style and employees' satisfaction.

**H<sub>1g</sub>**: There is a significant relationship between Laissez-Faire leadership style and employees' motivation.

**H<sub>1h</sub>**: There is a significant relationship between Laissez-Faire leadership style and employees' satisfaction.

**H<sub>2a</sub>**: There is a significant relationship between employees' motivation and employees' performance.

**H<sub>2b</sub>**: There is a significant relationship between employees' satisfaction and employees' performance.

**H<sub>3a</sub>**: There is a significant relationship between Transformational leadership style and workers' performance.

**H<sub>3b</sub>**: There is a significant relationship between Transactional leadership style and workers' performance.

**H<sub>3c</sub>**: There is a significant relationship between servant leadership style and employees' performance.

**H<sub>3d</sub>**: There is a relationship between Laissez-Faire leadership style and followers' performance.

#### **Significance Of The Study:**

It is hoped that, when the study is successfully completed will serve as a source of policy guidance to the study organizations and provide necessary incentive for increasing worker productivity. It will help to enlighten the management of the organization on the need and importance of having effective leaders in the organization. It will enlighten the employees on their roles and obligations to the leadership in the organization and other related matters. It will identify the reason why employees react positively to a particular leadership style of a

manager and also aim at discovering what makes workers to be motivated and satisfied with their job.

The significance of this study is basically a definite scope which will help elicit the problems and effect of different leadership styles. Also, it will assist in highlighting how managers and employees react under stereotyped condition. The research will help to challenge both the management and workers in the organization on both the importance attached to increase performance. Finally, this work will be of immense benefit as aid and guide to future researcher on leadership styles and employees' performance.

#### **Conclusions:**

In a nutshell, we will investigate the relationship existing between leadership styles, employees' motivation, satisfaction and followers' performance. Meanwhile, Multifactor Leadership Questionnaire (MLQ) to measure the leadership behaviors and Structural Equation Modeling (SEM) and SPSS will be used as tools of analysis in this proposed model. Last but not least, successful leaders come in different shapes and sizes. No two are alike, and no single leadership style is always best. All leaders want to change the status quo, but they use different means. Some take the lead with their ideas, while others lead with their passion and conviction. Still others lead by demonstrating courage in the face of risks and the unknown, and some bring about change by serving others. As a leader you must have the power and influence over others to make them behave within the organizations standards, and motivate them to do what is expected and instructed for them to do. When individuals do not respect their leader, the leader is seen as being powerless. Because of all the different opinions that individuals have, it takes a strong leader to be able to influence individuals to see things their way/organization's way. There are many factors that contribute to being a good leader and the more that we are able to understand the different styles of leadership and which leadership styles is relevant and suit the best to an specific organization. Meanwhile, all leadership styles have a effects (positive or negative) on the employees' motivation, satisfaction and performance.

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