

Nzembong Aaron Beckongho

**EFFECTIVE LEADERSHIP AND THE IMPACT ON INVESTMENT
AND EMPLOYEE'S PERFORMANCE**

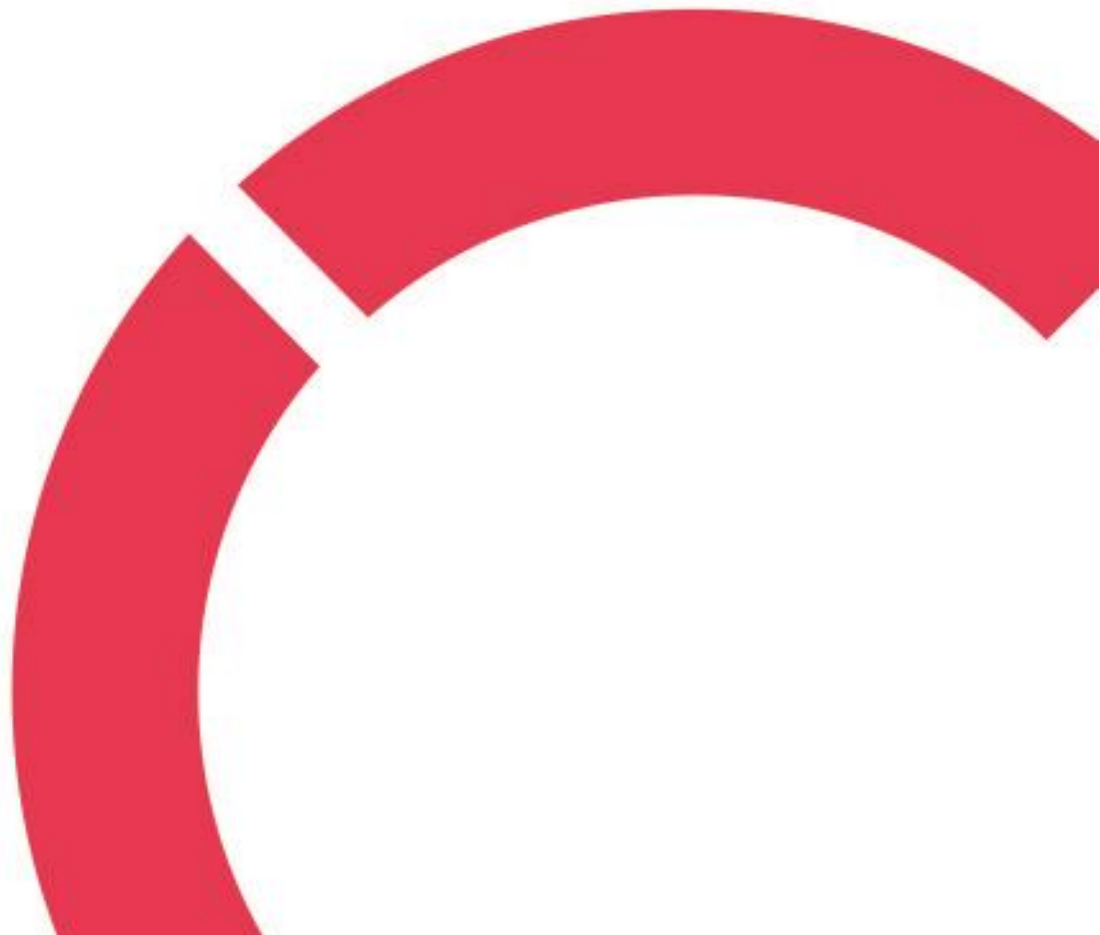
Case Superlife network marketing in Cameroon

Thesis

CENTRIA UNIVERSITY OF APPLIED SCIENCES

Degree Programme

May 2023



ABSTRACT

Centria University of Applied Sciences	Date May 2023	Author Nzembong Aaron Beckongho
Degree programme Business Management		
Name of thesis THE IMPACT OF EFFECTIVE LEADERSHIP ON INVESTMENT AND EMPLOYEE'S PERFORMANCE. Case SuperLife networking company in Cameroon		
Centria supervisor Ann-Christine Johnsson		Pages 35 + 5
Instructor representing commissioning institution or company. Ajuadem Nixon		
<p>This research titled Effective Leadership and its impact on investment employees' performance with the case study of SuperLife Network marketing company in Cameroon was aimed at analyzing the role of leadership which is effective on employee's performance in terms of production and output in a company. The network marketing industry is no novelty and its impact on the overall growth and national development of economies of the world cannot be over-emphasized. This study made the argument that giving the good vision of these network marketing companies to enhance growth, no other type of leadership than effective leadership within these companies remains a sine quo non to their healthy functioning and sustainable future especially with respect to employee's performance.</p> <p>The purpose of the study was to determine what type of leadership style is being employed by SuperLife and the effects of that leadership style on the company investment. In order to investigate into the type of an ideal leadership that SuperLife company will need to improve its employees' performances, the research questions posed were: What is the importance of effective leadership in the performance of network work marketing companies? How is effective leadership style different from other leadership styles? What are the attitudes/hallmarks of effective leadership? The researcher used quantitative method to investigate the best leadership style SuperLife networking company needs to improve the performance of its employees and better manage shareholders' investment. The essential sources of data collected were from published works like books and articles. The questionnaire was implemented using webropool tools and sent to respondents to answer. The results of the questionnaire were also collected through the same platform.</p> <p>When the data was collected and analyzed, the results showed that only a democratic leadership can better manage investment and greatly increase employees' performances. Nevertheless, some types of employees will need a different type of leadership style.</p>		
Effective leadership, Employee, Investment, network marketing		

CONCEPT DEFINITIONS

Effective leadership

Effective leadership refers to attributes of leaders that portray honesty, diligence, trust, integrity, and of course good moral standards being able to act situationally and demonstrate good communicational skills.

Employee

An employee is someone who has agreed to work for someone under the laid down terms in his or her work contract. The employee may be employed with a fixed or definite work contract. The person for whom he or she works is called an employer.

Network marketing

Network marketing is a type of business where sales are made person to person. In network marketing, lots of sales skills are required and generally salespersons need to be recruited in the downstream chain. It relies mostly on successive chains of multiple salespersons. The larger the chain the more profit it will generate.

Investment

Investment is the act of putting capital which includes both money and other material assets into use with the sole aim of gaining profits in the future. In the context of this research, it involves putting money into use for profit generating network marketing business.

Contents

1 INTRODUCTION.....	1
2 THE RELEVANCE OF EFFECTIVE LEADERSHIP.....	4
2.1 Vision of SuperLife company	5
2.2 Goal setting	5
2.3 Theories of leadership.....	5
2.3.1 The personality epoch.....	6
2.3.2 The influence epoch	7
2.3.3 The behaviour epoch	8
2.3.3.1 Strengths of behavioural theory of leadership	9
2.3.3.2 Criticisms of behavioural theory of leadership	10
2.3.4 The situation epoch.....	10
2.3.5 Contingency phase	11
2.3.6 The Transformational epoch and charismatic epoch	12
2.3.7 Transactional leadership theory	15
2.3.8 Autocratic leadership style versus democratic leadership style	17
2.3.8.1 Autocratic leadership style	17
2.3.8.2 Democratic leadership style.....	19
3 METHOD OF DATA COLLECTION	21
3.1 Research design	21
3.2 Method of data collection	21
4 RESULTS AND ANALYSIS	23
5 SUMMARY, CONCLUSION AND LIMITATION	30
REFERENCES	31
APPENDICES	

TABLES

TABLE 1: strengths and weaknesses of behavioral theory of leadership.	11-12
TABLE 2: Age distribution of the respondents.....	25
TABLE 3: Survey result of question 2.....	25
TABLE 4: Survey result of question 3.....	26
TABLE 5: Survey result of question 4.....	26
TABLE 6: Survey result of question 5.....	27
TABLE 7: Survey result of question 6.....	27
TABLE 8: Survey result of questions 8-10.....	28
TABLE 9: Survey result of question 11.....	28
TABLE 10: Survey result of question 12-14.....	29
TABLE 11: Survey result of question 15.....	30

FIGURES

FIGURE 1: Illustration of transformational leadership.....	16
FIGURE 2: Graphical representation of contingency punishment	19

1 INTRODUCTION

The success and sustainable growth of network marketing companies, just like any other traditional companies, depends largely on the strength of the investors and workforce- employees. Employees have a significant role to play because they are involved in the day-to-day business affairs of the company. They are functional organs of the company. Investor's interest in investing in network marketing companies is greatly slowed down because of the fact that many of these companies do not last long after creation. When this occurs, in most cases, management is no way to be found. The fact that much of business is done online aids the escape of management. This study reveals that effective leadership can go a long way to redress this common situation. The need is more imperative since superLife ccompany, just like other network marketing companies, largely depends on great membership to survive.

The growth of network marketing companies depend on the style of leadership since previous experience and research reveals that leadership has been at the core of the challenges of these companies' survival. This reveals that leadership style is a determinant factor to investors' interest and employees' performance. Such leadership enables massive investment and employees realize personal and career goals stretching them out to achieve beyond the set goals. As a matter of fact, effective leadership skills, when utilized by managers, inspire employees to grow themselves and the company as a whole. For that reason, the topic of this study concerns the relationship between effective leadership and the volume of investment and employee's performance by asking the question: what is the impact of effective leadership on investment and employee's performance within the network marketing company?

Related issues have been discussed a lot in the past decades and its relevance applies to all companies. In this study, the focus is on network marketing companies because it is growing and there is little research on this area. There are several challenges that network marketing companies face nowadays and that is why it is so important to have well performing and thus highly effective leadership. The network marketing industry is no new that its impact on the overall growth and national development of economies of the world cannot be over-emphasized. Developing countries having a stressful time with combating the various challenges like; poor infrastructure, poor health system, unstable market, unfavorable terms of trade, unstable commodity prices and mass youth unemployment.

Despite the fact that these network marketing companies possess capacities to bring rapid economic growth to the nations and improve the living standards of their members, there exist some serious setbacks to the extent that many of them have become bankrupt and insolvent and as result winded down. The lack of effective leadership skills and its associated hall marks and principles has been the missing link. SuperLife, which this particular study is focused on, will need effective leadership to achieve steady growth. People have lost trust in the network marketing company due to the recurrent upheavals and financial stress the ineffective management drives the investors and partners into, minimal work productivity which in turn can be associated with the style of leadership being utilized by the organization. Effective leadership is required to be able to improve the output of employees therefore improving employee performance (Soungui 2015, 10).

The research was to find out the importance of effective leadership in the performance of network work marketing companies, how effective leadership style is different from other leadership styles, and the attitudes/hallmarks of effective leadership. The purpose of the study is to determine the impact of effective leadership style of SuperLife and the effects of that leadership style and its components on selected employee performances. Thus, the research is to examine the place of effective leadership in the peak performance of network nork marketing companies; to examine how effective leadership style is different from other leadership styles and to analyze the attitudes/hallmarks of effective leadership. The company under study, SuperLife is going to find the research findings of great help as it tackles in detail the benefit of effective leadership style in the peak performance of the company and eventual expansion.

This study starts by stating the research problem and questions and the objectives of the study while going through some notable details on the concept of being a leader and the interest of researchers on the term “effective leadership”. The main part of this research comprises of four chapters. It is not possible to review all the research that has been done on leadership due to its vastness. Therefore, this study has restricted the theoretical framework to the most relevant parts of research on effective leadership style and the trust it rebuilds and impacts on the expansion of the company. These are all discussed in chapter 2 of this thesis. Chapter 3 describes the methodology and how the data was obtained

and analyzed. In chapter 4, findings of the study are presented, and chapter 5 is composed of the discussions and conclusions drawn from the previous chapter. Chapter 5 also includes discussions of future implications for further research.

SuperLife was founded in Malaysia in 2017 with a vision to promote the health and wealth of people in the community. The mission of the company is to improve the health and well-being of communities by promoting scientifically tested products. The aim of it was to reach out to people globally. SuperLife emphasizes collaboration with research institutions to provide them with purely organic food nutrients and supplements with the aim of improving human health. Since its creation SuperLife has expanded beyond Malaysia and gone internationally and is operating legally in at least forty countries of the world today. Its focus is only on health products that can treat different health conditions.

2 THE RELEVANCE OF EFFECTIVE LEADERSHIP

This part of the work focuses on the importance of effective leadership in the peak performance of network marketing companies. The various leadership theories are also discussed and concludes into the marks and tenets of effective leadership as way of understanding that effective leadership is the panacea for any a network marketing company that wants to expand and remain sustainable (Gupta 2018, 4).

Leadership starts with cultivating the kind of character and attitude that can exert influence, command obedience, and earn respect. These qualities are built through self-discipline and conscious personal development. John C. Maxwell makes a distinction between management and leadership when he posits that ‘knowing how to do a job is the accomplishment of a laborer, showing others what to do is the accomplishment of the teacher, making sure that others do the work is the accomplishment of a manager. Inspiring others to do better work is the accomplishment of a leader (Maxwell 2011, 321.) Authority is an essential issue in management and leadership. The authority gives validation to the manager meanwhile problems and challenges forge and give passionate validation to the work and role of a leader.

According to Munroe (2005) in his book ‘The Spirit of Leadership’, all humans possess the leadership spirit. It would appear that while a leader is at some point a manager, the reverse is not always true. While managers or management is a responsibility that is conferred with a limited mandate, leadership is opened to everyone because the hall marks of servant leadership which is the ideal, compels the leader to offer his gifts at the service of his community and the world at large. A leader inspires whereas a manager commands. Leadership breeds innovation and creativity but management is narrower.

2.1 Vision of SuperLife company

It is true that every establishment or business enterprise is out for-profit maximization but are also driven by a vision that enables them to work for the profit and goals of the company. The focal point in effective leadership then is vision. SuperLife, the company under study, has the vision of pursuit of excellence in the areas of health and wealth. That is in the pursuit of business the company ensures that the health situations of the customers are enhance and at the same time upgrading their financial status. It is a vision that is win-win. SuperLife does not therefore engage in a network marketing business with the aim of maximizing profit at the detriment of the wellbeing of its customers. It follows that this vision becomes the leader and eyes of the effective leader. Most leaders always see and know the vision but resign or limit themselves to management alone. Leaders are visionary and farsighted. They see the future and translate the vision into goals that are achievable. It takes an effective leader to see the vision, know the vision, master the vision then pursue the vision (Smit 1990, 142).

2.2 Goal setting

Anyone can be a goal setter, but an effective leader knows how to set the right and appropriate goals. Thus, success which is manifested by the expansion of the company through an increased volume of investments and employee's peak performance. This goal setting prevents the company's leadership from yielding into undue influence. It helps leaders of organizations to direct employees towards success. Once the vision is set leaders translate them into more specific goals which are easily attainable by their followers (Bronkhorst, Steijn, & Vermeeren 2016, 127).

2.3 Theories of leadership

Researchers have agreed that the subject of leadership is one of the most misunderstood. It is therefore important to consider the historical basis or evolution of the idea of leadership. This segment of the study therefore is about the theoretical basis for leadership. This has been categorized into different epochs, better still theories. They include the following: personality theory, the theory of servant lead-

ership, the behavior theory, the situation theory, the theory of contingency, transformational, the transactional theory, the great man theory of leadership, the culture, and the trait theory (Luissier & Achua, 2015, 16)

2.3.1 The personality epoch

In this era, systematic studies were done to determine why some people were considered great leaders. The theories that were developed in this perspective were great man theory and trait theory as studies were geared towards traits that made great leaders what they were. It was believed that for someone to become a great leader the person must possess some inborn character traits that would make them distinct in leadership. Most studies in leadership in the 21st century were centered around identifying characteristics of great political and military leaders like Catherine the Great, Mohandas Ghandi, Napoleon Bonaparte amongst others. The researchers' interest was to figure out what individual qualities made them great political leaders. (Northouse 2013, 19.)

When personality traits become imperative in executing managerial or leadership functions, Bass (2008, 103) considered them as competencies. To him competences can be categorized into cognitive competence, emotional competence, social competence, and biophysical competency trait. According to his analyses, cognitive competency trait includes such qualities as the power of imagination, power of speech as eloquence and fluency, thinking ability and creativity, and problem-solving abilities. Regarding social competency traits, Bass (2008, 103) emphasizes that once leadership functions fall within social competency the leader has exhibit the traits such as social interaction, interpersonal skills, and high level of cooperation with others. Furthermore, emotional competency trait includes elements such as emotional abilities or intelligence and maturity, self-confidence, control amongst others. Lastly, biophysical competency traits as mentioned earlier include physical fitness and stamina (Bass 2008, 103).

One of the commonest and most frequent questions asked concerning leadership is whether leaders are born or are made. The answer is that leaders are born as well as made. It is true that leadership experience can be gained over years through practice and training. Studies from 1975 attempted to prove the

biological and genetic influence on leadership. Personality trait leadership asserts that there is a genetic influence on leadership. Researchers in this field have identical twins to establish the pattern of correlation of personality trait. Studies were also conducted with fraternal or dizygotic twins and results showed connections between genetics and personal traits. (Bass 2008, 104-106.)

To sum everything up, there is a correlation between genetics and personality traits that has a direct impact on leadership as has been established in the above analysis. However, prenatal environmental influence may also play a role shaping one's personality like the case of monozygotic twins that may not share the same placenta (Bass 2008, 106.) This can possibly account for variation in personality trait of the twins.

2.3.2 The influence epoch

The influence epoch focused on the relationship between an individual's power and the influence he/she can exert, giving rise to persuasion. This era influenced the growth and rise of dictators. The main elements of this leadership theory are power, politics, and negotiation (Luissier & Achua 2015, 328-241.) Power is the leader's ability to influence the attitudes of people he or she rules or better still followers to align with organizational objectives.

Sources of power include positional and personal power. In every organization management is hierarchically organized and every managerial position has its own degree of power the occupant exercise. Positional power is derived from these managerial positions in organizations with the highest concentration of power at the top of the pyramid, which is high top managers. On the other hand, personal power also sometimes referred to as referent power is that power that is exercised by individuals in an organization using their personal discretion. The power is exercised based on coworkers' attractiveness of the person exercising it. In other words, the person wills it because it is permitted by his coworkers. This type of power is not formal authority as the case of positional power, but it is more based on personal traits and one's ability to relate with others. (Lussier & Achua 2015, 328-350.)

Looking at the component of politics, it plays its own role in the concept of leadership. Politics is the process that describes the manner in which power is gained and being utilized. All organizations are political and the bigger an organization is the more political it is. Politics play an important role in

business organizations and these roles can be seen clearly in the domain of networking and creating coalitions and reciprocity. By networking, we refer to that process through which organizations create relationships with others with the aim of politicking and socializing. Just like no business organization survives as an island, it is therefore imperative for them to network with external organizations for expansion and growth. Also, a firm can network and create reciprocity which are obligations which both parties are to fulfill. This can also permit an organization to attain its objectives. Coalition as the word implies, organizations create them for mutual assistance. It helps each other to get what they want. (Luissier & Achua 2015, 250-252.)

2.3.3 The behaviour epoch

The behavioral period favored studies towards behavioral traits. This type of leadership focuses on what managers and leaders of organizations exhibit in their workplace. Their behavior is then used to measure organizational performance. With a behavioral approach to leadership, researchers seek to find out how leaders of organizations behave in their workplaces in these two fields: their behavior in relationship to tasks and behavior vis a vis relationship with others. (Northouse 2016, 71) The focus in this behavioral theory is to find out how leaders behave towards work tasks that are to help the organization reach its objectives and how leaders relate to employees in every situation. With task-oriented behavior, the leader focuses only on how tasks are executed and not on people executing them. It is therefore clear that the primary focus is to see the task completed within the set time. On the other hand, people-oriented leaders as already mentioned focus on leaders' relationships with employees. Here the leader will try to promote collaboration with employees, rewarding both success and failures accordingly. Such leaders usually take time to examine the progress and performance of team members.

According to tasks behavior, these leaders tend to portray certain behavioral traits towards work tasks. Their intention usually is to ensure successful accomplishment of the set goals within the given time frame. One thing to note here is that researchers have not provided any straight guidelines as to how a leader can act under this theory nor any set of principles have been formulated for leaders to follow. Nonetheless, Northouse (2016, 74) is of the opinion that it would be wrong for a leader to focus more

on one behavioral type than the other but cautions that it is advisable for people in position of leadership to both behavioral perspectives are high in order to be successful. The behavioral approach to leadership has both strengths and weaknesses as shown in table 1.

TABLE 1. A table depicting a summary of strengths and weaknesses of behavioral theory of leadership (Northouse 2016, 80-81).

Behavioral theory of leadership		
Strengths		Weaknesses
1	Research in this paradigm helps to broaden the scope of leadership.	Most effective leadership style here is high-high yet most high task and high relationship may not be successful.
2	Many other studies have been conducted in support of behavioral theory.	No established principles on how it can be applied.
3	It brought to limelight two types of leader's behavior- task relationship and people relationship.	No clear relationship established between behaviors and leaders' performance.

2.3.3.1 Strengths of behavioural theory of leadership

The behavioral approach to leadership has made an outstanding contribution in the studies of leadership. It should be noted that the introduction of behavioral approach to leadership brought a shift from trait studies to this approach that then focuses on what leaders do at the job side and how they do it. That is to say that researchers began to look at the behaviors of leaders, especially what they did in different situations. This then broadened the scope of studies of leadership. (Northouse 2016, 98.)

In addition, other studies have been conducted to support behavioral approach to leadership. From the time the first studies were conducted in Ohio University and university of Michigan in the 1990s other studies have then been carried out to add more credibility to this behavioral approach to leadership (Northouse 2016, 80). This has greatly helped more in the understanding of leadership. It is also worthwhile mentioning that the behavioral theory has brought to limelight that this leadership style is principally two types of behaviors which include behavior towards tasks (what managers do at job side) and relationship behavior (how leaders behave towards employees) (Northouse 2016, 80.) It is true that any effective leader focuses on these two ideas.

2.3.3.2 Criticisms of behavioural theory of leadership

Though behavioral theory has outstanding strengths, it also has flaws. According to Northouse (2016, 81), even though behavioral theory has stressed the behaviors of leaders in relationship to people and what they do, researchers are yet to clearly show how these behaviors can lead to better performance and output. Further research in an attempt to establish such relationships has not been fruitful. Furthermore, the behavioral theory has failed to establish underline principles that can help leaders apply this theory in every situation. If no such guides exist as to what behavior to adopt in every situation, it is therefore concluded that situational theory can have prominence over behavioral theory. The behavioral approach to leadership has shown that the most effective leadership style is high-high style. That is, high task and high relationship. Nonetheless, it may be true that high-high style managers may not be always hundred percent successful (Northouse 2016, 81).

2.3.4 The situation epoch

The situational leadership approach is one of the theories that is most recognized around the world. It focuses on the way leaders react or act vis-a-vis the current situation they face. This theory was originally developed by Hersey and Blanchard and over the years has been revisited and of course revised by other researchers (Northouse 2016, 93). Just as the word says, situational, it is believed that the behavior of those that practice this type of leadership theory is shaped by situations or circumstances they face. Here the leader adapts the behavior according to his or her present circumstances. This theory holds that leaders applying this theory have to be directional and supportive. For example, in assigning tasks to employees the leader must be sure of the ability of the person to whom the task is assigned. In addition, the leader has to be committed to giving more directives and support to employees depending on their level of abilities and skills (Northouse 2016, 94).

The theory goes further to inform that if the leader focuses more on giving directions, it is termed high directive and low supportive. Here the leader's focus is on the goal and how is to be achieved. The main goal of the leader is to communicate directives in a clearer way on what, how, and when goals are to be achieved. The leader at this level is less supportive, which is the reason why it is termed highly directive and less supportive. The opposite of this is high supportive and low directive. With this kind of situational leadership style, the leader is more concerned in supporting employees to achieve the set goals of the organization. (Northouse 2016, 94.)

2.3.5 Contingency phase

Contingency period argued that leadership was a combination of many factors. This pushed researchers to amplify research around those elements and factors that contribute to effective leadership and ushered in a new era of detaching leadership from the briefly stated traits. There are usually factors that can both be internal and external factors that help to determine the best leadership style to be used. This is therefore to say that leadership style can be linked to situational factors and for that reason a leader may be very effective in one aspect and ineffective in another depending on the prevailing factors at the time (Covey 1990, 15). If this is true, it means that there are no stereotype ways of leadership in regard to contingency theory.

For the contingency theory to be successful it depends on three variables which include the leader itself, the prevailing situation or circumstances and the followers or employees (Luissier & Achua 2000 168-169). These factors put together has helped researchers to understand that there is no specific way as how to apply this theory. Managers will have to adapt to situations they face and proceed by choosing what leadership style will be best for the situation. The other variable to consider is the leader itself. The transformational leader has to understand the kind of personality traits he or she has, check his or her behavior as well as level of work experience. Lastly, situational factors include the nature of the task to be done, organizational structure and the type of environment (Luissier & Achua 2000 171).

As already mentioned above, factors that will help the leader choose what leadership style to adopt at any given time are grouped as thus, followers, leader, and the prevailing situation (Luissier & Achua 2000 171). Considering the followers, the leader will have to consider the level of their maturity in relationship to work task. Furthermore, the leaders will have to verify the level of motivation of followers. This is also important. According to contingency theory of leadership, two main factors affect the position of the leader: task-oriented work and relationship-oriented work (Bass 2008, 161). A favorable situation for managers was when the team mates highly esteemed leader, the task was well structured, clear and was easy to perform, and above all the leader in question has legitimate power over his or her teammates or subordinates. Task-oriented leaders are best in situations that are most unfavorable and favorable and relationship oriented are to be good for situations midway between favorable and unfavorable (Bass 2008, 61-62.)

2.3.6 The Transformational epoch and charismatic epoch

The transformational epoch is the most significant period with great prospects in the study and research in leadership. This great leap forward is the consequence of intrinsic, as opposed to extrinsic, motivation. The characteristics of a leader here are that they are expected to be proactive with a high sense of foresight, radical, open to innovative and new ideas (Bass 1985, 50). It would appear that this epoch has not witnessed so much critique and empirical testing, nonetheless.

According to Bass (2008, 50), transformational leaders are good at motivating employees. For the sake of either societal or organizational vision and goals, transformational leaders can motivate teammates to even go beyond their self-interest and expectations. The ultimate end or desire of the transformational leaders is to motivate and raise the interest of team mates to the level needed for organizational goals to be achieved. Thus, the principal goal of a transformational leader is that of motivation. The transformational leader motivates employees to transcend their interest to that of the company. The reason is simply that like in any other organization, individual interest can never be above that of an organization. Bass (1985) is also of the opinion that the transformational leader is very close to the charismatic leader owing to the fact that transformational leadership theory contains factors of charismatic leadership.

The charismatic concept of leadership was first introduced by Marx Weber in 1920s (Bass 2008, 575). To him a charismatic leader is best in times of crisis and to handle problematic and difficult situations in an organization. These situations usually inspired charismatic leaders to formulate practices and procedures that later became routinized. This is to say that it is the charismatic leader that usually formulates administrative principles that are used in handling complex situations in times of crisis. Once they are proved applicable, they become standard of administrative principles and procedures. A charismatic leader has five components. They include someone who considers having extraordinary gifts, a situation of crisis, a magical or call it radical solution to the crisis, followers or employees that validate the person or leader's extraordinary abilities and lastly transformation of the extraordinary gifts into repeated experience of success (Bass 2008, 575.)

Looking at the components above, a charismatic leader is considered as someone with extraordinary gifts. These are gifts related to crisis management and provision of practical solutions to problems. To identify a leader that is charismatic the five components must be in place. A charismatic leader is therefore very relevant in times of crisis to help provide prompt and practical solutions to issues at

stake. A practical example of crisis situation like the case of the outbreak of covid 19 pandemic where we saw individual countries responding to it through lockdowns and educational institutions switching to distance learning and some services of organizations either closing down or were leaders and managers had to design work task to be perform remotely.

Away from the corona virus pandemic situation, the popular researcher Bass (1985, 222) whose book the writer is using as the main book of reference pointed out a series of world leaders whose research results made him consider them as being charismatic. The list includes the following personalities: John Adams, Gerald Ford, John F Kennedy, Abraham Lincoln, Richard Nixon, Franklin Roosevelt, Theodore Roosevelt, and Harry Trauma. Amongst these American presidents John Kennedy and Franklin Delano Roosevelt happened to score highest in charismatic leadership according to Bernard Bass`s research and factor analysis (Bass 1985, 222). As a further explanation of the charismatic theory, Bass (2008, 575) pointed out that followers of the charismatic leader usually have unconditional acceptance and loyalty to the leader. This is usually one of the conditions of their success. Also, on the other hand the leader must exert greater influence over followers be it in society or an organization. Therefore, charismatic leadership is reciprocal between the leader himself and the followers. Figure 1 below shows the five dimensions of transformational leadership.

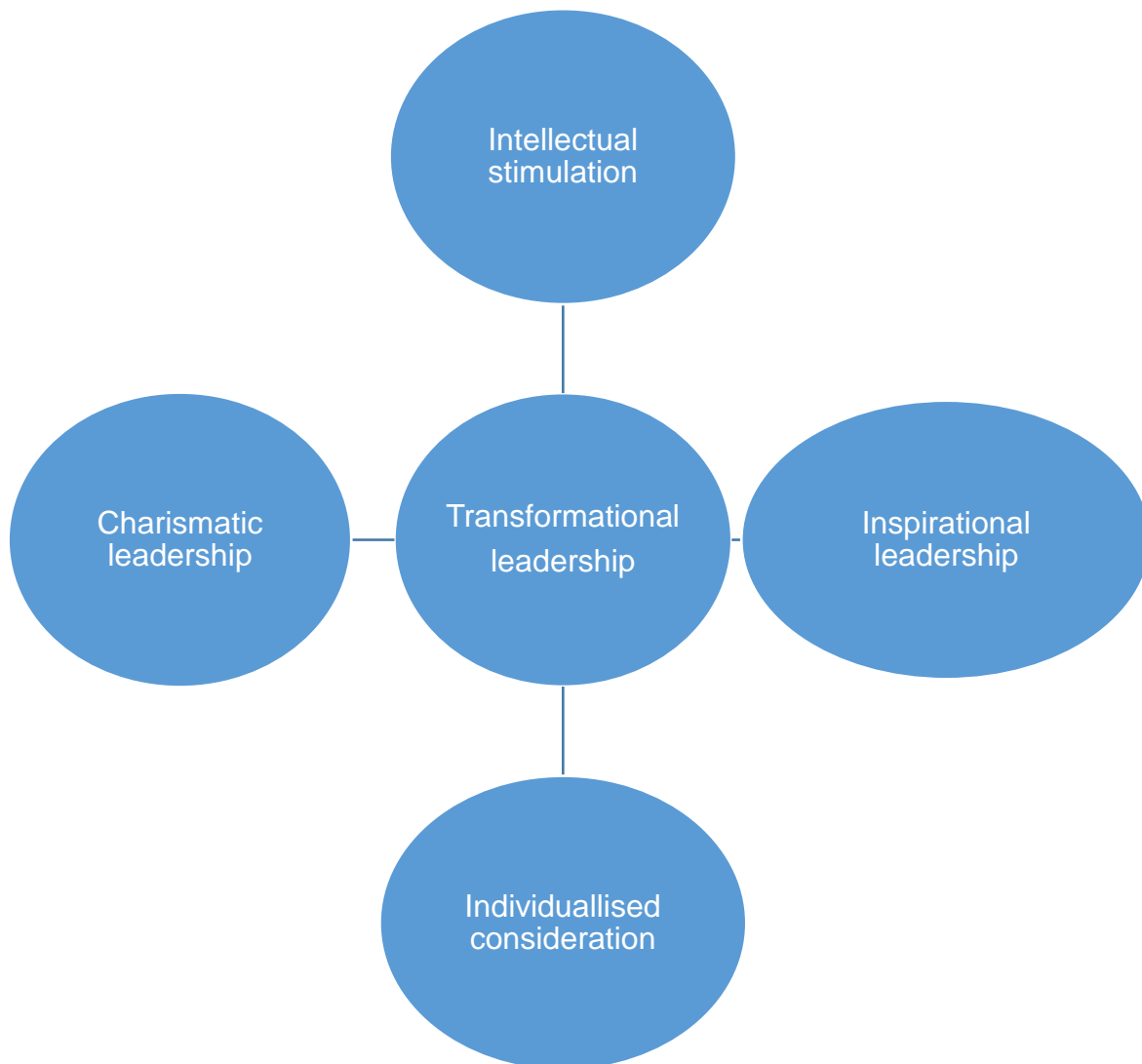


FIGURE 1. Illustration of transformational leadership (adapted from Bass 1985, 209-212).

Transformational leadership can be organized in five related dimensions. This five related dimensions included charismatic leadership, inspirational leadership, intellectual stimulation, contingent reward, and individualized consideration (Bass 1985, 209-212). It is already discussed above in detail that charismatic leadership is a factor of transformational leadership model. With contingent reward factor of transformational leadership, followers or employees are motivated by rewarding when they meet the set goals. One will be right to describe it as a form of positive reinforcement to good performance at work.

Individualize consideration happens when a transformational leader takes into the account of the coworker or follower level of performance and experience and offers considerate assistance to enable him or her to perform any task that has been assigned to him or her. The leader becomes more caring and gives the necessary assistance that the follower needs. He or she tries to develop the skills of the employee he or she needs in performing his or her task. Talking about intellectual stimulation, the transformational leader will encourage his or her followers to be proactive by thinking for themselves rather than running back to them for help. By inspirational motivation, the transformational leader can set outstanding goals and inspire followers to strive for achievement (Bass 1985, 209-212). From the above mentioned it seems clear that transformational leadership is an ideal type of leadership people always have in mind when they think of leadership.

2.3.7 Transactional leadership theory

Under transactional theory of leadership, we will take a deeper look on contingent reinforcement that has been partially examined as part of transformational theory of leadership. Transactional theory basically lies on two opposite factors - reward and punishment (Bass 1985, 121). A reward is accorded to the followers that can attain the goals set by the leader. On the contrary, punishment is given to employees that encounter failure. One aspect to note here is that Bass' research was done in the US and according to his results there were no rewards as in material or monetary form but came in the form of either negative or positive feedback that has nothing to do with the position and salary of the employee concerned. It should be considered as a sign that things are either moving in the right and desired direction or the opposite direction (Bass 1985, 121).

The feedback can come from the performed task itself meanwhile others can come from teammates. However, the reward that can come from one's direct leader with material reward attached to it is exactly what transactional leadership is all about. Contingent reinforcement lies in the fact that the leader of the followers is into some sort of contractual agreement on condition that good work is to be rewarded and failure will be punished. Here, the leader is considered as an agent of reinforcement. The leader sets the goals to be achieved by subordinates and either rewards or punishes in case of success and failure respectively. The penalty for failure can range from negative feedback to dismissal (Bass 1985, 122.) Contingent reward usually takes two forms. The leader may praise the worker for the work

well done and he or she can make recommendations for an increase in salary, bonuses, and even promotion. Also, the leader may make recommendations for public recognition and honor for wonderful service performed (Bass 1985, 130).

Just like contingency rewards, contingency punishment may take several forms if a worker fails to perfectly execute his or her task as per recommendations of the leader (Bass 1985, 122). In case of falling expectations, the leader or manager may just call attention to the fallen expectations of the worker. Drawing attention of a worker to deviation from standard and an explanation of what can be done next time is sufficient aversive reward. In another situation, fines are levied, suspension of worker without salary, and sometimes dismissal from duty. Bass (1985) raises an alarm that this may not necessarily be effective in achieving effective work performance amongst employees. This contingency punishment is presented in figure 2 below.

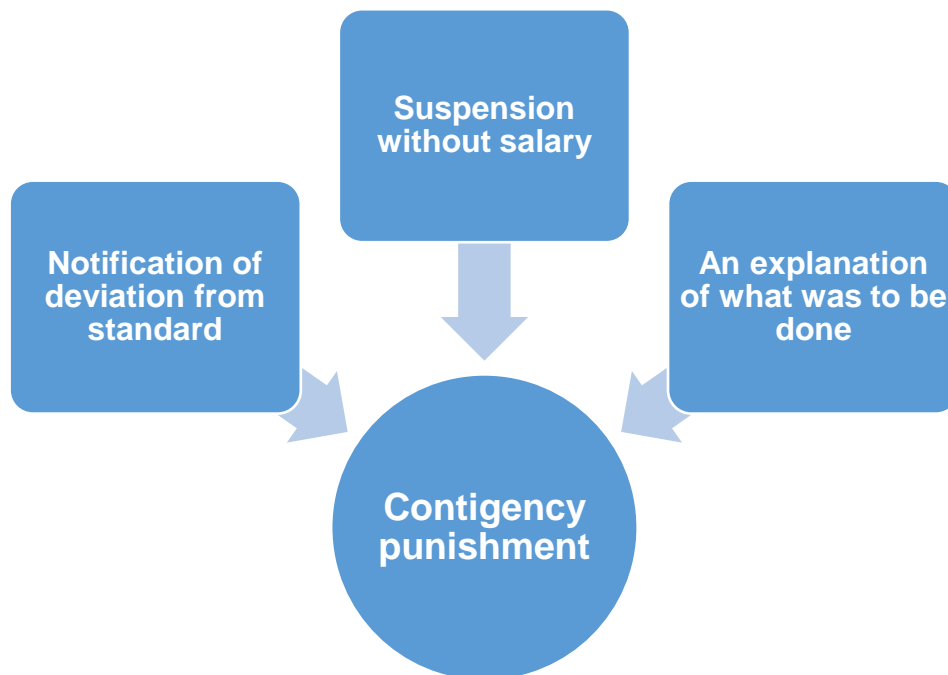


FIGURE 2. Graphical representation of contingency punishment (adapted from Bass 1985, 130).

According to Bass (1985) both contingency reward and contingency punishment are aspects of transactional leadership and not transformational leaders. The transformational leader or manager pays attention to efficient processes. They are more concerned with work, with what will work effectively and

not what is true as laid down principles. They are, however, flexible in the way they use their discretionary power to punish and reward workers.

Bass (1985) also pointed out some pertinent factors that normally will help a transactional leader to effectively use contingency reward. These factors include the following: The leader has good positional power and is therefore free to effectively and freely use his or her discretionary power to administer reward. It also works well in a situation where the employees are largely dependent on the leader. In a situation where outcomes are largely determined by the leader it is easy for the leader to determine what evaluate performance outcome and reward accordingly. It will work well when it is possible to measure workers' performance accurately. And lastly when the work task is repetitive in nature (Bass 1985, 121-124.)

2.3.8 Autocratic leadership style versus democratic leadership style

Autocratic leadership and democratic leadership styles are two leadership styles that present sharp contrast when compared. For example, autocratic leaders make decision based on their personal opinions and expect followers to accept as it is often said. Under democratic settings, leaders consult subordinates and followers before any decision can be taken. These two leadership approaches will be discussed in the subsequent paragraphs.

2.3.8.1 Autocratic leadership style

Totalitarian and democratic leadership models are two models that are parallel to each other. Bass (2008, 440) points out that autocratic leadership has to do with political power, coerciveness, punitive, amongst other things. By totalitarianism, the leader in question is at the center of everything like being solely responsible for decision making. This leadership model emphasizes that employees or followers are obedient, submissive, and adherent to specific roles for tasks execution (Bass 2008, 440). The above brief description clearly indicates that this leadership model employs both positive and negative rewards or punishment (Bass 1990, 126) so as to motivate employees. Most totalitarian leaders hardly accept contrary ideas to theirs but will expect employees or followers to execute functions according to laid down instructions.

It is true that most autocratic leaders around the world have been lauded for excellence, but followers normally dislike them from the beginning. Gradually the dislike will turn to fondness and loyalty. Something that is very strikingly good about the autocratic leadership style is that it helps to build devoted followers that are committed and obedient. If we consider the dark side of it, it will be noted that some autocratic leaders turn out to be grossly aggressive and abusive. The punitive measures they use against deviant employees are sometimes either unjust or unfair. Fear and panic are some of the bad elements that characterize this kind of leadership style. (Bass 2008, 440).

Still on autocratic leadership style, autocratic leaders are usually hostile verbally and even physically. They treat fellow employees or followers with contempt and without sympathy. Disgustingly, they will not only pay the lowest salaries to them but will oblige them to work hard and for long hours. In the political sphere, autocratic leaders are repressive, will torture prisoners, imprison opponents as political prisoners, and will always have the tendency of interfering into the sovereignty of other nations thereby violating international conventions. Saddam Hussein the Iraqian president from 1979-2003 has been described as Joseph Stalin's model. (Bass 2008, 440)

Bass in pointing out some outstanding autocratic managers describes Henry Ford II as a consummate autocrat in his position as a manager of Ford Motor Company (Bass 2008, 441). That he fired employees with little or no reason just like not wearing the right dress to work. He added Pope John II, a spiritual leader of the catholic denomination in his list. The Pope is being described as a spiritual dictator. In November 1998, he declared that the church is not a democracy and that no opinion from below can hardly be considered. This just confirms Bass' own description of autocratic leadership as mentioned above, that the autocratic leaders do not consider any ideas that are contrary to their own. Anything short of what he or she describes as a set of roles, functions or tasks execution is out of place and can be considered as a deviant attitude. (Bass 2008, 441)

Howard and Wellins have pointed out five different categories of autocratic leaders in work management (Howard & Lewins 1994 [Bass, 2008, 441]). The first category is the leader that insists and enforces the prescribed way of executing tasks. This type of autocratic leader is called the "controller". Secondly, there is the "commander" that tells employees what to do and expects them to it without complaining. What he wants is obedience. Thirdly, there is also the ruler who refuses suggestions from

employees and considers decision making as a sole responsibility of company management. In addition, we also have the “great judge”. He or she is only interested in judging the performance of employees. And lastly the guard that protects and ensures delicious use of resources. (Bass 2008, 441[Howard & Lewins 1994]).

2.3.8.2 Democratic leadership style

Let us consider the opposite of the autocratic leadership style, democratic style that can also be termed participative leadership style. This leadership model is consultative, supportive, more employee centered, inclusive, concerned with others and not the leader himself or herself. With this style the leader’s ambition is to maintain good working relations with employees. In an organization where democratic leadership style is practiced, the decision-making process is not top down. That is from top management to employees, but top leaders do solicit advice from employees during decision making process. This makes the process inclusive and participative. (Bass 2008, 441.)

Democratic leaders rely on their followers in governance. These leaders believe that their followers have skills and that they can work when they are internally motivated and when opportunities are given to them to show their worth in an organization (Luissier & Achua 2010, 82). This thus contrasts sharply with totalitarian leadership where the leader sets rules and expects the followers to follow without deviance and complaints. Though this may work well if the totalitarian leader is more knowledgeable than the employees, it has been concluded that employees usually have or share the same knowledge as leaders (Bass 2008, 441). It is here that democratic leadership style has got its place since leaders believe that their followers are knowledgeable as well.

Bass (2008, 441 [Grill 1996]) has pointed out five principles that govern any society that is built on democracy. They include personal responsibility, full deliberation, empowering followers to become leaders, inclusiveness, and principle of equality. In a democratic society or organization individuals are aware of their individual responsibilities and they can do them with little or no follow up compared to totalitarian organizations. There is inclusiveness of followers in the decision-making process. Equality

is an important value of the organization and lastly, there is always full deliberation before decisions are made.

3 METHOD OF DATA COLLECTION

This chapter will explain the totality of all the methods used in carrying out this research. Before that, first is the presentation of what research design or methodology is all about. Research design refers to the totality of plans and procedures used in carrying out research including details of methods used in collecting and analyzing data (Creswell 2009, 22). If this is true, then the type of research design will depend on the type of problem the research is intended to solve.

3.1 Research design

According to Creswell (2009, 22), there are basically three types of research designs. These are the qualitative research method, quantitative research method and mixed research method. Mixed research method involves integrating both qualitative and quantitative research methods in collection of data and analysis to resolve the problem (Jefferson, Austen, Sharp, Ong & Adams 2014, 291). Quantitative research method is the procedure used in understanding the relationship between variables. Here mostly questionnaires are used in data collection and results are then used to make assumptions (Creswell 2009, 22). Creswell further considers that in the qualitative research method, data collected and analyzed are used in making decisions deductively. This research method involves the use of non-numerical data as compared to quantitative method.

3.2 Method of data collection

This research work was done following the quantitative research method. Information or data was collected from both primary and secondary sources. Concerning primary sources, questionnaires were administered only to a specific targeted group- leaders, managers, chiefs of services and team heads. Through this method data was collected and analyzed to establish the type of leadership that will be effective for the SuperLife company. To be more specific, the questionnaire was formulated and distributed with the help of Webropool tools for correspondents to answer. The link to the questionnaire

was sent to respondents through emails and WhatsApp. The respondents targeted were mostly managers and team heads having leadership positions. The results of the findings were also collected with the help of webropool and then analyzed. Also, the researcher read books and scientific articles from which information was collected for the theoretical part of this work. And this constituted the secondary source of data. All the documents the researcher used were published books and articles. It was with the help of these secondary documents that the researcher was able to construct the theoretical framework presented in chapter 2.

4 RESULTS AND ANALYSIS

This chapter will dwell on the presentation and analysis of the results of the survey conducted on the impact of effective leadership on employees' performance. As a point of reminder, the purpose of this study was to determine the type of leadership style that can best be used by SuperLife company. The objectives were to examine the effects of effective/transformational leadership on employee performance, to examine the effects of transactional leadership on employee performance, to examine the effects of democratic and totalitarian leadership on employee performance, and to examine the effects of trait and personality leadership on employee performance. The results will be numerically presented in this section. In the first question the respondents were asked to indicate their gender as shown below.

TABLE 2. Gender of the respondents (n-30)

	n	Percent
Male	15	50.0%
Female	14	46.7%
Other	1	3.3%

Table 1 above shows that there were thirty responses where 15 were male with an average percentage of 50.0%, 14 responses where female with an average percentage of 46.7%, and an average percentage of 3.3% with one respondent for “other” gender.

In question 2 respondents were asked to choose their age brackets as shown in the table below.

TABLE 3. Age (n-29)

	n	Percent
25-30	10	34.5%
31-40	16	55.2%
41-49	3	10.3%
50+	0	0.0%

According to table 3 above, out of the total of 29 respondents ten fell within the age bracket 25-30 and constituted 34.5% of the total respondents. Also, 16 respondents with an average percentage of 52.2% were in the age bracket of 31-40, 3 respondents with an average percentage of 10.3% were of the age bracket of 41-49 and no respondents of the age 50 and above.

TABLE 4. Position occupied (n=30)

	n	Percent
Manager	15	50.0%
Chief of service	8	26.7%
Team Head	7	23.3%

In question 3, respondents were asked to indicate their managerial positions in their respective organizations. Table 4 above shows that 15 respondents with an average percentage of 50.0% were managers, 8 respondents with an average percentage of 26.7% were chiefs of service, and 7 respondents with an average percentage of 23.3% were team heads.

TABLE 5. Years of experience (n=30)

	n	Percent
0-5	16	55.2%
6-10	9	31.0%
11-19	4	13.8%
20+	0	0.0%

According to question 3, respondents were asked to indicate the number of years in managerial position. Table 5 above shows that 16 respondents with an average percentage of 55.2% had 0-5 years of

work experience, 9 respondents with an average percentage of 31.0% had 6-10 years of work experience, 4 respondents with an average percentage of 13.8% had 11-19 years of work experience, and no respondents with 20 years and above.

TABLE 6. How do you make decisions in your jurisdiction of work? (n-30)

	n	Percent
I do it myself.	0	0.0%
I do it consultatively.	30	100.0%
I consult but never consider the opinion of employees.	0	0.0%
Neither of the above.	0	0.0%

Question 5 was aimed at finding out managers make decisions in their organizations. Table 6 above shows that all the 30 respondents with an average percentage of 100% make decisions in their jurisdiction of work consultatively. None of them accepted they make decisions independently nor consult employees before ignoring their opinions. This probably indicates that the most popular and possibly the best way for decision making in an organization should be democratic.

TABLE 7. How will you prefer workers to work? (n-30)

	n	Percent
Work under my direct supervision	5	16.7%
Work independently if capable.	11	36.6%
Work strictly according to work instructions.	14	46.7%
Neither of the above.	0	0.0%

Question 6 was aimed at finding out managers prefer workers to work. The results in table 7 above show that 5 respondents out of 30 with an average percentage of 16.7% prefer that workers work under their direct supervision, 11 respondents with an average percentage of 36.6% prefer workers to work independently if they are capable, 14 respondents with an average percentage of 46.7% prefer workers to work strictly according to work instructions, and zero respondent was of the option neither of the

above. It is therefore clear that most leaders and managers prefer employees to either work independently or according to work instructions.

TABLE 8. How often do you use corrective measures as a way of correcting employees? (N-30)

	n	Percent
Very often.	12	40.0%
Less often.	6	20.0%
Occasionally.	12	40.0%
Never used.	0	0.0%

In question 7, respondents were asked to indicate how often they use corrective measures in correcting employees results in table 8 above show that 12 respondents with an average percentage of 40.0% use corrective measures as a way of correcting employees, 6 respondents with an average percentage of 20.0% use corrective measures less often, 12 respondents with an average percentage of 40.0% use corrective measures occasionally meanwhile none of the respondents had never used corrective measures. The implication of the results is that the use of corrective measures is not an issue of choice. It is either used more or less often.

TABLE 9. This covers question 8-10 (n-30)

	Always	Frequently	Some- times	Never	Aver- age	Me- dian
8. How often do you involve employees in deciding what to do and how they want to execute?	17.2%	48.3%	34.5%	0.0%	2.2	2.0
9. How often do you give rewards to work well executed?	26.7%	33.3%	40.0%	0.0%	2.1	2.0
10. How often do you find practical solutions to problems in your organization?	36.7%	50.0%	13.3%	0.0%	1.8	2.0

In question 8 in the table 9 above, respondents were asked to find out how often they involve employees in deciding what they want to do. 17.2% of the total respondents agreed that they always involve employees in deciding what to do and how they want to do it, 48.3% of the respondents accepted they frequently involve employees in deciding what they do and how they want to do it, 34.5% of the respondents responded that it is only sometimes they involve employees in deciding what to do, meanwhile none of the respondents agreed that they have never involved employees in deciding what they want to do and how to do it. This suggests that involving employees in deciding what to do may not be regular, but it is done from time to time.

Furthermore, in question 9 respondents were asked how often they give a reward for a job well done. According to the results, 26.7% of respondents in question 9 agreed that they always reward employees for a job well executed, 33.3% of the respondents responded they frequently reward employees for work well done, 40% of them sometimes rewarded employees for a job well executed, and none responded never to have rewarded employees for work well executed. This gives an average respondent of 2.1 and a median of 2.0. The results indicate that reward is an important ingredient of leadership.

In question 10, respondents were asked to indicate how often they find practical solutions to problems in their organizations. According to the results, 36.7% of respondents always find practical solutions to problems in their organizations, 50% of the respondents frequently do so, 13.3% of respondents sometimes find such practical solutions, meanwhile none of the respondents accepted to have never find such practical solutions to problems in their organizations. This gave an average respondent of 1.8 and a median of 2.0. This shows that finding practical solutions to problems is an effective leadership attribute.

TABLE 10. How often do you spend time coaching your employees or members of your team? (n=30)

	n	Percent
On regularly basis.	24	80.0%
Only sometimes.	2	6.7%
Occasionally.	4	13.3%
Never at all.	0	0.0%

Respondents were asked how often they spend time coaching their employees or teammates. The results in the table above show that 24 respondents with an average percentage of 80.0% regularly coach members of their team, 2 respondents responded that they coach only sometimes and 4 respondents coach occasionally. This indicates that the act of coaching employees and subordinates is important in any organization.

TABLE 11. For question 12-15 (n-30)

	Strongly agree	Agree	Strongly disagree	Disagree	Average	Median
12. Whatever employees or teammates want to do I let them do because what matters is the result.	6.7%	13.3%	30.0%	50.0%	3.2	3.5
13. As an effective leader, you should give instructions with clarity on procedures to follow.	60.0%	40.0%	0.0%	0.0%	1.4	1.0
14. As a manager I act before a problem becomes chronic or serious.	66.7%	33.3%	0.0%	0.0%	1.3	1.0
15. As a manager I focus more on individual employees rather than work done	0.0%	37.9%	13.8%	48.3%	3.1	3.0

According to question 12 in table 11 above, respondents were asked to indicate if they would allow employees to do whatever they want to do. According to the results, 6.7% of respondents strongly agreed that whatever employees want to do they let them do it because what matters is the result meanwhile 13.3% agreed. On the other hand, 30% strongly disagreed and 50% simply disagreed. The implication is that most leaders are likely not to tolerate laissez faire practices. In question 13 in table 11 above, 60% of respondents strongly agreed that effective leaders must give instructions with clarity of procedures to follow meanwhile 40% simply agreed. Thus, as an effective leader must always give instructions with clarity. The results in question 14 show that the majority of leaders act before problems become chronic as 66.7% of respondents strongly agreed and 33.3% simply agreed. Finally, 37.9% of respondents in question 15 prefer to focus on employees rather than on the work done, 13.8% strongly

disagreed, and 48.3% disagreed. Therefore, being a task oriented or work oriented leader may be a matter of choice.

In conclusion, there is no doubt a strong correlation between leadership style and performance as clearly seen from the results of the survey. The type of leadership style that a leader would adopt would of course affect followers and subsequently the quality of work done. The results also indicate that a leader may not necessarily practice only one leadership style but a blend of different styles like charismatic, democratic, transactional, and transformational leadership style to maximize their performances in their jobs.

5 SUMMARY, CONCLUSION AND LIMITATION

This work was aimed at finding out the impact of effective leadership on employees' performance. The research objectives were as follows; to examine the effects of transactional leadership on employee performance, to examine the effects of democratic and totalitarian leadership on employee performance, and to examine the effects of trait and personality leadership on employee performance, to examine the effects of contingent and behavioral leadership on employees' performance, and lastly to examine the effect of situational leadership style on employees' performance. The researcher used both qualitative and quantitative methods of research to gather the necessary data that was needed. For example, information concerning leadership theories was collected from published books and articles meanwhile primary data was collected through a survey and analyzed to conclude what leadership style is best for the chosen case study company SuperLife.

From the results of the findings and survey, the researcher can conclude without any fear of contradiction that employees' performance is greatly determined by the type of leadership style the leader adopts. The findings also show that the question of leadership is an age-long question and the concept itself has greatly evolved over time. There is also a clear indication that leaders most often blend their dominant leadership style with other styles to be effective. For example, a democratic leader may at one time or the other adopt situational, charismatic, transactional, or transformational leadership style depending on the circumstances on ground. Whatever the case may be, every leader's desire is to be effective and successful in its organization.

The researcher faced lots of difficulties during this research work. The first of these problems was difficulty in having access to the necessary documentation. Most libraries the researcher visited in the capital city of Helsinki either did not have the most essential books needed or were already borrowed and usually it takes a minimum of two weeks before the borrowed book can be returned to the library. Meanwhile in online libraries the challenges were not different. This delayed the research. Also, the researcher faced financial constraints as most scholarly articles must be purchased as well as some published books that could not be easily gotten from online libraries. It also wasn't easy to manage both research work and schoolwork alongside family issues.

REFERENCES

- Adams, J.D. (Ed.) 1984. *Transforming Work: A Collection of Organizational Transformation Readings*. Miles River Press: Alexandria, Virginia.
- Bass, B.M., 1985. *Leadership and Performance beyond Expectations*. Free Press: New York.
- Bass, B.M., 1990. *Bass and Stogdill's Handbook of Leadership: Theory, Research and Managerial Applications*. (3rd ed), Free press: New York.
- Bass, M. & Bass R., 2008. *The Bass Handbook of Leadership: Theory, Research and Managerial Applications*. Free Press, New York.
- Bronkhorst B., Steijn B., & Vermeeren B., 2015. *Transformational Leadership, Goal Setting, and Work Motivation: The Case of a Dutch Municipality*. *Review of Public Personnel Administration*. Vol 35(2), 124-145, Sage. Available at <https://doi.org/10.1177/0734371X13515486> Accessed on May 2023.
- Covey, S.R., 1990. *Principle Centered Leadership*. Fireside: New York.
- Creswell, J.W., 2009. *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. Sage: Los Angeles.
- Gill, J., 1996. *Leadership and Ethics*. In K. Smith and P. Johnson (eds.), *Business Ethics and Business Behavior*, International Thomson Publishing.
- Gupta, M., 2018. *Strategic Leadership: An Effective Tool for Sustainable Growth*. *SIBM Pune Research Journal*. Vol XV,00-00, 2018. Available at https://www.researchgate.net/publication/326369106_Strategic_Leadership_An_Effective_Tool_for_Sustainable_Growth/link/5b4872d50f7e9b4637d2557c/download. Accessed in September 2023
- Howard, A., & Wellins, R.S., 1994. *High Involvement Leadership: Changing Roles for Changing Times*. Leadership Research Institute, Development Dimensions International.
- Hunt, J.G. and Larson, L.L. (Eds.), 1977. *Leadership: The Cutting Edge*. Southern Illinois University Press: Carbondale, Illinois.
- Jefferson, T., Austen, S. Sharp, R. Ong, R. & Adams, V. 2014. *Mixed Research Methods: What is it for economics?* *The Economic and Labor Relations Review* 25(2)290-305. Available at <https://journals.sagepub.com/doi/abs/10.1177/1035304614530819?journalCode=elra> Accessed 9th Jan 2023
- Luissier, R.N & Achua C.F., 2000. *Leadership: Theory, Application, Skill Development*. Southwestern Western College Publishing: USA.
- Luissier, R.N & Achua C.F., 2010. *Leadership: Theory, Application, Skill Development*. Southwestern Cengage Learning: USA.

- Luissier, R.N and Achua C.F., 2015. *Leadership: Theory, Application, Skill Development*, Southwestern College publishing. Canada.
- Maxwell, J.C., 2011. *The 5 Levels of Leadership: Proven Steps to Maximize Your Potential*. Center Street: Boston.
- Munroe, M., 1990. *The Spirit of Leadership*. Bahamas Faith Ministries International, Whitaker House 1030 Hunt Valley Circle.
- Munroe, M., 2005. *Spirit of Leadership*, Whitaker House.
- Northouse, P.G., 2013. *Leadership: Theory and Practices*. SAGE, Los Angeles.
- Smit, P.J., 1990. *Strategic Planning*. Juta & Co Ltd, Cape Town.
- Soungui A.O., *The Impact of Effective Leadership Style on Employees Performance in Telecom Engineering Companies*. Aust. J. Basic & Appl. Sci., 7(13):x-x, 2015. Available at https://scholar.google.fi/scholar_url?url=https://www.academia.edu/download/54020065/Impact_of_Leadership_style_on_Employees_Performance.pdf&hl=en&sa=X&ei=aH-vqY9bHJYbTmAhh8IOgDA&scisig=AAGBfm2iRJA8-JOOcDEDUx0yLq3GZlaZow&oi=scholar Accessed in April 2022.

APPENDIX

1. Sex.

Male.

Female.

Other.

2. Age.

25-30

31-40

41-49

50+

3. Position occupied.

Manager.

chief of service.

Team head.

4. Years of experience as manager

0-5

6-10

11-19

20+

5. How do you make decisions in your jurisdiction of work?

I do it myself.

I do it consultatively.

I consult but never consider the opinions of employees.

Neither of the above

6. How will you prefer your workers to work?

Work under my direct supervision.

Work independently if capable.

work strictly according to work instructions.

Neither of the above.

7. How often do you use corrective measures as a way of correcting employees?

Very often.

Less often.

Occasionally.

Never used.

8. How often do you involve employees in deciding what to do and how they want to execute?

Almost always.

Frequently.

Sometimes.

Never.

9. How often do you give rewards to work well executed?

Almost always.

Frequently.

Sometimes.

Never.

10. How often do you find practical solutions to problems in your organization?

Frequently.

Sometimes.

Fairly seldom.

Occasionally.

11. How often do you spend time coaching your employees or members of your team?

On a regular basis.

Only sometimes.

Occasionally.

Never at all.

12. To what degree do you agree with this: Whatever employees or teammates want to do I let them do it because what matters is the result.

Strongly agree.

Agree.

Strongly disagree.

Disagree.

13. As an effective leader, you should give instructions with clarity on procedures to follow.

I strongly agree.

Agree

Strongly disagree.

Disagree

14. As a manager I act before a problem becomes chronic or serious.

Strongly agree.

Agree.

Strongly disagree.

Disagree.

15. As a manager I focus more on individual employees rather than work done.

Strongly agree.

Agree.

Strongly disagree.

Disagree.