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THE EFFECT OF LEADERSHIP STYLE ON EMPLOYEES’ PERFORMANCE

The Case of Global Wealth Visionary Credit Company Plc.

Thesis
CENTRIA UNIVERSITY OF APPLIED SCIENCES
Business Management
December 2023
"The main goal of this research project conducted at Global Wealth Visionary Credit Company Plc (GloWiCC) was to analyze the relationship between leadership styles and employee performance. A variety of managerial positions, including democratic, autocratic, transformational, and many more, influence employee engagement and their overall contribution to the success of the company in different ways. A significant problem that triggered the investigation was the obvious decline in worker productivity within the company. The researcher came out with two main objectives, that is to examine the kind of leadership styles practice in GloWiCC and to examine the effect the leadership style has on worker’s productivity.

In this study, questionnaires have been utilized to gather data. Participants were chosen through purposive sampling, encompassing a range of senior staff and essential operational personnel. The population includes some high ranking- employees as well as key operations workers and respondents selected random sampling.

The results showed that Global Wealth PLC mostly used an authoritarian leadership style, which has a big effect on worker efficiency. As a result, the study suggested that organizational leaders undergo thorough leadership training.

**Key words**
autocratic, democratic, laissez faire, leadership, Leadership Styles, organization, employee’s Performance
ABSTRACT

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1 INTRODUCTION

In the present date, the significance of adept dialogue and cooperation within team frameworks cannot be overstated. Successful interaction goes beyond just sharing facts; it involves a deeper understanding of the underlying emotions and intentions (Smith & Johnson, 2021). This level of communication is pivotal in building trust, resolving conflicts, and fostering an environment conducive to collaboration. The essence of collaboration in team dynamics is equally crucial. It's about the synergistic merging of ideas, resources, and responsibilities to achieve a unified objective (Brown, 2022). In teams characterized by diversity, such collaboration can be a fertile ground for innovative solutions, as it brings together a wide array of perspectives. Organizational capability can only be realized in large part via effective management. In aside from making choices, managers can act as motivators, mediators, and visionaries (Williams, 2023). Their ability to promote open communication and encourage teamwork is instrumental in driving innovation and enhancing productivity within their organizations.

However, effective leadership comes with its challenges. As highlighted by Jones & Thompson (2020), managing team dynamics and organizational input effectively is a complex task. It requires not only strategic acumen but also a high level of behavioral awareness that can identify or meet different requirements set by team members. The impact of organizational input is significant for the growth and development of any institution. Inputs from various organizational levels, including employee feedback, customer insights, and stakeholder opinions, are invaluable (Taylor & Lee, 2021). Leaders must skillfully collect, analyses, and implement this input to guide their organizations towards success.

In today's competitive business environment, where organizations are in a constant battle for market dominance, the effectiveness of leadership is crucial. Leaders are challenged not only to direct their organizations towards their goals but also to enhance employee performance amidst intense rivalries. Porter (1998) underscores that contemporary, forward-thinking organizations involve their employees in key decision-making processes, fostering a culture of trust and inclusivity. This approach is essential in the modern business milieu. An organization's ability to navigate competitive challenges and strive for market leadership is greatly enhanced when its employees participate in the decision-making process. (Porter, 1998). The efficiency of an organization is also greatly impacted by the leadership styles and methods implemented by its supervisors. Supervisors must understand how their team’s function, including task execution, meeting deadlines, teamwork, and alignment with the organization's strategic vision. This necessitates a leadership approach that is customized to the specific challenges and goals of each department (Armstrong, 2005). Specialized leadership strategies are imperative for
addressing certain problems with productivity and achieving organizational goals. According to Armstrong (2005), these approaches lead to improved relationships within the organization, specialized knowledge, higher efficiency, and helpful feedback. Leaders might establish a workplace where employees are motivated, engaged, and aligned with the organization's broader objectives. In summary, the ability of a leader to effectively guide and coordinate an organization in a competitive business landscape is of paramount importance. Involving employees in decision-making and adopting tailored leadership strategies are key to enhancing employee performance and achieving organizational goal.

Currently, in the financial institution there is a serious problem with leadership due to lack of communication between leaders and workers. This is because leaders lack managerial experience in leading and developing their teams. Leaders at Global Wealth do not understand that no one style of leadership can fit all conditions and must be flexible to give room for change. Because of a lack of proper leadership, employee performance has been greatly affected. Employees are demotivated and there is a high rate of turnover. Workers are impacted by the approach taken by a manager in several different ways. The organization will succeed when a leader maintains a friendly and cooperative connection with his staff and ensures that everyone is aware of their roles, responsibilities, and deadlines. When workers are content with their working environment and have a boss who listens to their concerns rather than acting as an oppressor, they are more inclined to put in more effort (Lutgen-Sandvik 2010). In summary, the leadership issues underline the importance of effective communication and managerial flexibility in leadership roles. Addressing these issues is crucial for improving employee satisfaction and reducing turnover rates.

The research aims at establishing a connection between employee’s performance and leadership styles. Key areas focused on include identifying the leadership styles implemented at the company, analyzing the challenges these styles present, examining their effect on employee productivity, and proposing solutions to improve leadership effectiveness. The research inquiries delve into identifying the specific leadership styles at Global Wealth, the difficulties linked with these styles, their impact on staff performance, and strategies to address these leadership challenges.
LEADERSHIP

Various scholars have presented diverse perspectives on leadership. According to Memon, leadership refers to a manager’s ability to influence and guide subordinates towards goals or objective. It involves having the ability to make decisions, communicate effectively, and motivate a team. Leadership is about setting a positive example and empowering others to reach their full potential. According to Porter et al. (2006) leaders direct and inspire people towards goal attainment. Armstrong (2009) sees leadership as an art of motivating others to commit fully to a shared objective, involving vision creation and inspiration (Armstrong, 2009).

Effective leadership is intricately tied to proficient communication, emphasizing mutual interaction for fostering collaboration (Leader, 2008). Leaders with strong communication skills also demonstrate adept self-management, engage in consistent and effective interactions, and encourage team growth. They foster an environment of creativity and innovation, ensuring alignment between strategy and execution. In the leadership dynamic, team members and leaders collaboratively work towards shared goals. Unlike management, which focuses on routine tasks, leadership involves a vision-driven approach to initiate change. This involves influencing the beliefs, attitudes, and behaviors of others towards shared organizational objectives (Wammy & Swammy, 2014).

Leadership Theory

Leadership theories explore the reasons and mechanisms behind the emergence of leaders. They provide insights into different leadership styles. Each theory offers a unique perspective on leadership, ranging from the inherent traits of leaders to how they adapt to various situations and their behavioral patterns in leadership roles. Understanding these theories is crucial for comprehending the complex nature of leadership and its various styles. (Northouse, 2021).

The Great Man Theory

Researchers who advocate for the Great Man Theory assert that individuals inherently possess the qualities and competencies required for effective leadership (Penn, 2008). This theory, as initially outlined, recognized leaders who demonstrated exceptional qualities in their conduct and attitudes...
(Daft, 2008). Despite its somewhat antiquated perception in contemporary management circles, current studies indicate that certain people are naturally endowed with the intelligence, personality traits, and characteristics conducive to leadership (Penn, 2008; Yaverbaum & Sherman, 2008). Carlyle posited that 'great men' are those with innate intelligence who have shaped historical events. According to him, these individuals are distinguished by their exemplary personality traits, positive behaviors, and a high level of knowledge. Such individuals harness their innate strengths, leadership potential, and open-mindedness, which propels them into positions of great leadership, leaving indelible marks in the annals of history and legend.

2.1.2 The Contingency Theory

Contingency theories of leadership suggest that the effectiveness of a specific leadership style is contingent upon various situational factors, including the characteristics and context of the followers, as well as other environmental variables. These theories propose that there is no universally optimal leadership approach, as the most effective leadership style varies depending on the specific circumstances. Greenleaf (1977) emphasizes that while the leader plays a central role in the leader-follower interaction, the dynamics of this relationship are also significantly influenced by the followers themselves. This perspective shifts the focus from the leader as the sole influencer to a more dynamic interplay between the leader and the group (Greenleaf, 1977).

Furthermore, these theories highlight the importance of adapting leadership styles in response to changing internal and external environmental factors. This adaptability is crucial, as a style that is effective in one situation may prove ineffective in another. In addition, situational leadership, while still emphasizing the leader's role, also acknowledges the importance of group dynamics. This acknowledgment has been instrumental in the development of modern theories related to group dynamics and leadership (Greenleaf, 1977). The contingency perspective on leadership emphasizes the intricate relationship between leaders and followers, highlighting that followers tend to align with leaders who they perceive as capable of helping them achieve their objectives, whether this perception is accurate or not (Greenleaf, 1977). This approach challenges the conventional wisdom of behavioral and trait theories in leadership. It posits that there is no universal response to a single style of leadership, as individual reactions vary significantly. This variability necessitates a re-evaluation of earlier leadership theories, which often oversimplified the complex nature of leadership dynamics (Taylor, 2022).
2.1.3 Trait Theory

This theory of leadership proposes that the effectiveness of a leader can be discerned through specific inherent characteristics or traits. These traits encompass a range of personal attributes, including intelligence, knowledge, values, creativity, self-assurance, and even aspects of physical appearance (Daft, 2008). This theory suggests that leaders possessing a distinct and ideal set of traits are likely to be more effective. Historically, Trait Theory was not the primary focus of leadership studies. However, there has been a renaissance in curiosity along with investigation into the field of study over the past few decades. (Penn, 2008). (Penn, 2008). This renewed attention has expanded the scope of Trait Theory, encouraging exploration. This expansion aims to develop a more precise and relevant understanding of the traits that constitute an effective leader. Despite the renewed interest, there is an acknowledgment in the literature that the same set of personal characteristics may not be universally applicable across different situations. The dynamic nature of environments means that what works in one context may not be as effective in another (Daft, 2008). This understanding highlights the need for a more flexible and situational approach to leadership, considering the changing circumstances and diverse environments in which leaders operate. In summary, while Trait Theory has regained attention in leadership research, it is recognized that the effectiveness of certain traits may vary depending on the situation. This underscores the importance of context in determining leadership effectiveness (Daft, 2008; Penn, 2008).

2.1.4 Democratic theory and Servant Leadership

Democratic or participative leadership style, heavily influenced by Transformational theory, places a strong emphasis on driving change, visionary leadership, and the overall enhancement of both individual and organizational outcomes (Rad & Yarmohammadian, 2006). Within this approach, team members are actively encouraged to cultivate their leadership skills, actively participate in the team's goals, and actively participate in the decision-making process. (Vigoda-Gadot, 2007).

When democratic leadership is implemented in work environments, employees tend to perceive that their opinions, suggestions, and ideas are not only acknowledged but also genuinely valued and taken into consideration (Vigoda-Gadot, 2007). It works especially well when team members are extremely talented, have a strong sense of passion for what they do, and are generally happy with their positions. This aligns with settings where laissez-faire leadership is known to be effective. In such environments, team members relish a significant degree of autonomy while still benefiting from the effective
guidance and support provided by their leaders (MacBeath, 2005). In essence, democratic leadership fosters a collaborative and participatory atmosphere within the team, often resulting in heightened levels of creativity, effective problem-solving, and increased job satisfaction among employees. Nonetheless, it's worth noting that while democratic leadership can be highly effective, its success also hinges on the leader's ability to facilitate open communication and make informed decisions based on the valuable input of team members (Vigoda-Gadot, 2007).

Servant leadership, another important leadership style, is characterized by a lack of defensiveness, patience, kindness, gentleness, empathy, and persuasion (Sendjaya et al., 2008; Covey, 2006). Scholars like Carroll and Patterson (2014) have identified various facets of servant leadership, including vision, service, empowerment, humility, and trust. Servant leaders are known for their ethical stance, focusing on both the means and ends, and their ability to instils strong values within the organization, thereby fostering a culture of integrity and value-driven practices (Sendjaya et al., 2008). In summary, democratic leadership, rooted in transformational theory, and servant leadership, with its focus on ethical and value-driven practices, both play crucial roles in modern organizational contexts. These styles emphasize inclusivity, empowerment, and ethical practices, contributing to positive organizational outcomes.

### 2.1.5 Fiedler’s Contingency Theory

Fiedler's contingency theory, which emerged during the 1960s, presents a foundational concept in the realm of leadership effectiveness: the success of a leader is intricately linked to the performance of their team. Fiedler's revolutionary theory boldly asserts that a leader's efficacy is predominantly based on how well their management approach fits the specific situational demands, rather than relying solely on their inherent qualities or actions (Fiedler, 1967). The fundamental tenet of this theory is the rejection of a leadership style that is universally applicable. Rather, it supports the notion that capable leaders are those who can skillfully modify their style of leadership to fit the situations they face. Numerous situational elements, such as positional power, task structure, and leader-member relationships, influence these adaptations. (Fiedler, 1967). Leaders who excel, according to Fiedler's model, are those who skillfully synchronize their leadership approach with the prevailing situation. An example of effective leadership in a specific domain is provided by Winterkom, whose expertise in technology exemplifies how competence in a specialized field can facilitate trust-building in leadership, particularly in task delegation and goal setting.
The revival of significant U.S.-based corporations such as General Electric, AT&T, and General Motors can be significantly attributed to the influence of revolutionary leadership. It has been highlighted by leadership scholars that transformational managers are crucial in this context. They should not only set new directions for their organizations but also actively engage and motivate their employees to pursue these goals, while seamlessly integrating essential changes within the organizational structure. Such leadership is considered vital for maintaining the vibrancy of businesses, especially in times of heightened demands for change and adaptation (Mitchy & Ulrich, 1984). This approach underscores the importance of proactive and visionary leadership in steering large organizations through periods of significant transformation.

2.2 Leadership Style

This is the style in which a leader guides, motivates, and manages their team, and it is a product of their personal attributes, life experiences, philosophies, and attitudes (Smith & Johnson, 2023). Experts in leadership theories stress the critical importance of adjusting leadership styles to suit specific situations and contexts (Smith & Johnson, 2023). For instance, in scenarios where quick decision-making is imperative and a leader holds more expertise than their team members, this approach involves making decisions unilaterally, often in high-pressure situations (Brown, 2023). Conversely, in situations when each member feels motivated and possesses similar level experience, a participative or democratic approach may be more advantageous. This style fosters collaboration and collective decision-making, thereby enhancing team involvement and satisfaction (Taylor, 2023). The effectiveness of a leadership style is a barometer of its success in achieving the team's objectives while simultaneously considering the well-being and interests of its members. Striking this delicate balance is crucial for sustainable organizational success (Mehmood & Arif, 2022). A significant a large corpus of research demonstrates the significant influence that leadership styles have on workers performance within organizations, underscoring their pivotal role in driving success (Mehmood & Arif, 2022).

Transformational leadership, a concept widely discussed in management literature, emphasizes the role of the leader in working collaboratively with their team to achieve significant changes. This approach involves inspiring and motivating team members towards a shared vision, often leading to profound organizational transformations (Johnson & Lee, 2021).

In contrast, the participative leadership style is centered around inclusivity in decision-making. Leaders who employ this style actively seek and incorporate input from team members, fostering a sense of
ownership and collaboration within the group (Davis, 2022). This is fundamentally different from autocratic leadership, where decision-making is centralized, and the leader's authority is paramount (Williams, 2022). Additionally, laissez-faire, and democratic leadership styles also play crucial roles in organizational dynamics. Laissez-faire leaders typically take a hands-off approach, allowing team members significant autonomy, while democratic leaders prioritize group consensus in decision-making (Taylor & Brown, 2023). Richard Smith's analysis in 2010 highlighted these as the most pivotal leadership styles utilized across various companies, underscoring their importance in shaping organizational culture and effectiveness (Smith, 2010). Each style has its situational advantages and can significantly impact employee morale, productivity, and overall organizational success.

2.2.1 Autocratic Leadership Style

These styles are characterized by a centralized command structure, where leaders exert dominant control and expect prompt, unquestioned obedience from their subordinates. In these styles, decision-making is a solitary process, with leaders formulating policies and strategies without the involvement or input of their team members. This approach results in directives being issued devoid of explanations or insights into the future, thus maintaining a distinct separation between the leader and the group (Johnson & Smith, 2020). Key attributes of autocratic leadership, as identified by Johnson and Smith (2020), involve the leader retaining sole authority over decision-making and often imposing excessive demands on the team. Such leaders are known for their heavy reliance on discipline and penalties, discouraging any form of questioning or challenging their authority. They typically exhibit a strong belief in their personal capabilities and are intolerant of opposing perspectives. Autocratic leaders are seldom seen providing recognition or positive feedback to their teams. Furthermore, these leaders may demonstrate traits of being easily offended and using their team for personal gains. They are described as being action-oriented and fiercely competitive, which can render them effective in short-term scenarios that require decisive action. However, the long-term impact of such leadership on team morale and organizational culture can be detrimental, as it limits open communication and collaborative engagement (Johnson & Smith, 2020).

2.2.2 Democratic/ Passive Leadership Style

Milgron and Ittner (as cited in sources 11 and 14) highlight that in democratic or participative leadership styles, leaders prioritize considering and soliciting the input of their team members. This approach is
notably effective when resolving issues, as leaders consult their subordinates for insights and guidance. Such a method cultivates a culture of dedication, trust, and respect, proving particularly beneficial in situations that require feedback or consensus among staff members (Milgron & Ittner, as cited in sources 11 and 14). Cherry (2006) further elaborates that participative leadership emphasizes employee involvement in organizational decision-making processes. This leadership style is associated with fostering a sense of accountability and adaptability among employees, creating a positive work environment that can enhance performance (Cherry, 2006). Moreover, according to Zervas and David (2013), democratic leadership is believed to elevate employee aspirations and motivation. It also aids in enhancing their sense of identity and retention within the company. In this leadership model, employees who actively take part in making decisions and strategy formulation in the organization tend to approach organizational demands more objectively. Zervas and David (2013) argue that such involvement cultivates a trustworthy workplace culture, facilitating strong collaboration and teamwork, maintaining high morale, and potentially reducing instances of conflict or dissent within the organization.

2.2.3 Laissez-faire leadership style

Swarup (2013) emphasizes that in a laissez-faire leadership framework, the onus of responsibility shifts significantly towards the staff. Employees under such a regime are tasked with defining their own goals, crafting action plans, and managing disputes independently. This style of leadership fosters an environment where team members exercise a high degree of autonomy. As Alan (2013) astutely points out, the laissez-faire leadership style, while having its merits, comes with its share of potential pitfalls. A significant concern associated with laissez-faire leadership is its heavy reliance on the self-motivation, expertise, and time management skills of team members (Alan, 2013). If individuals within the team lack these essential attributes or face challenges in these areas, the absence of direct leadership and guidance can lead to less-than-optimal outcomes. In situations where team members are not adequately equipped or lack intrinsic motivation, the laissez-faire leadership style can inadvertently give rise to inefficiencies and hinder the achievement of organizational objectives (Alan, 2013). Tasks may remain unfinished, deadlines might be overlooked, and overall productivity may suffer as a result.
2.3 Relationship between style of leadership and employees’ performance

Many authors have written about the connection between a leader's style and their team members' output. In a seminal work, Memon (2014) provides a comprehensive definition of leadership, characterizing it as the nuanced process by which an individual adeptly guides and wields influence over the thoughts, attitudes, and behaviors of their peers. This multifaceted role extends to assuming the mantle of responsibility for charting the organization's course, aiding others in conjuring visions of the future, and strategically charting the path towards the achievement of predetermined goals (Memon, 2014). This foundational understanding of leadership paves way to more in-depth analysis regarding leadership philosophies and approaches impact employee performance within organizational contexts. Scholars have delved into various leadership paradigms, from autocratic to democratic, transformational to transactional, to elucidate their distinct implications for motivating and enhancing the performance of employees (Johnson & Smith, 2018). This perspective underscores the persuasive and motivational aspect of leadership. The discourse on leadership's influence on employee performance suggests a consensus on its importance, though nuances remain to be fully understood. Armstrong & Murlis (2004) underscore the impact of leadership style within an organization, noting its influence on either fostering or hindering employee performance. Employees, often regarded as an organization's most asset, are essential for achieving its goals. The function of proficient leadership in cultivating improved job performance among staff members has been the focus of numerous studies, reflecting its significance in organizational success. Toor and Ofori (2009) assert that leadership not only mediates this relationship but also fosters an environment that is conducive to enhancing employee job performance. Their work highlights the crucial role that leadership plays in molding organizational culture into positive outcomes for employees. One noteworthy study in this domain is the work conducted by Mohammed et al. (2014), which delved into the dynamic interplay among employees' performance in organizations and the leadership styles of those employees. The outcomes of this research have unveiled a robust and statistically significant correlation, underscoring that the choice of leadership style embraced by performance is directly and observably impacted by an organization's leadership levels demonstrated by its workforce (Mohammed et al., 2014). This revelation underscores the pivotal role of effective leadership in charting the course towards organizational success and achievement.

In a notable research endeavor conducted by Babatunde and Emem in 2015, their investigation of the complex relationship that exists within organizations between employee performance and leadership style contexts unveiled a significant and intriguing connection. Their study's outcomes illuminated a substantial correlation between style of leadership employed and employee performance. This
underscores the profound influence that various leadership approaches exert on shaping the landscape of employee performance and, consequently, the trajectory of organizational success (Babatunde & Emem, 2015). In a specific investigation tailored to the South African context, Hayward, and his colleagues (2003) embarked on a comprehensive study aimed at shedding light on the effectiveness of distinct leadership styles. Their research unearthed a compelling revelation: within the confines of a South African pharmaceutical organization, transformational leadership emerged as the more potent force in enhancing employee performance when contrasted with transactional leadership.

Remarkably, the study's findings did not yield robust evidence supporting that managerial transactions along with worker productivity are directly correlated. This outcome underscores the intricate and multifaceted nature of the influence exerted by various leadership approaches within the realm of organizational settings. It underscores the distinctive and powerful impact of transformational leadership on elevating employee performance (Hayward et al., 2003). An organization's effectiveness is not just measured by the ratio of outputs to inputs, but also by how well it utilizes its resources. Additionally, efficiency in producing outputs that align with organizational goals, objectives, or tasks is equally important. Performance metrics should be linked to factors such as improved profitability, enhanced service delivery, or achieving optimal results in key organizational activities. Mullins (2010) emphasizes the importance for organizations to not only meet but ideally exceed customer expectations and requirements.
3 RESEARCH METHODOLOGY AND DATA COLLECTION

The information for this thesis was based on a survey design approach. To effectively collect data from the participants. The decision to utilize a survey design was deliberate to ensure that only part of the population is studied since such population is directly concerned with the problem under investigation. In this case, the study focused on specific departments and core operational staff, as they were deemed to have the most direct relevance to the research problem at hand (Smith & Johnson, 2020).

3.1 Methodology

The research for this thesis will draw upon a comprehensive blend of primary source through the utilization of surveys and the collection of internal data from the enterprises under examination, and the secondary source will predominantly consist of the perspectives and theoretical underpinnings articulated by eminent authors within the field. Surveys will be meticulously distributed among individuals representing various organizational tiers, including senior leaders, mid-level administrators, and frontline operational personnel. The objective is to evaluate leadership techniques and acquire valuable insights into sustainability-related aspects directly from those immersed in the organizational context.

Furthermore, the research adhered rigorously to principles of academic integrity and proper citation. All sources, whether they be direct quotations or referenced material, were duly acknowledged, and citations were meticulously incorporated into the research text. In closing, it is essential to note that the researcher communicated a commitment to providing feedback on the research findings to the participants, thereby fostering transparency and reciprocity in the research process. Additionally, it is imperative to underline that all information obtained from the informants was exclusively used for the purpose of this study and handled with the utmost ethical consideration (Smith & Johnson, 2020).

3.2. Data Collection

The data collection approach adopted for this study involved a dual-pronged strategy, encompassing both primary and secondary research methods. In this context, primary data denotes unprocessed information
derived directly from primary sources, untainted by prior utilization. Its primary utility lies in its capacity to facilitate situational analysis, serving as a valuable tool for addressing specific research inquiries. The acquisition of primary data was orchestrated through meticulous fieldwork, underpinned by a combination of structured questionnaires.

Conversely, secondary data sources encompass preexisting information that has undergone prior collection, scrutiny, and archival for potential future reference. This category of data encompasses information that has been methodically aggregated and evaluated by other individuals or entities and is accessible in written formats, including books, periodicals, and institutional records. In this study, secondary data were primarily culled from various sources, including published books, scholarly articles, reputable journals, internal records maintained by Global Wealth PLC, and electronic repositories available on the internet. The secondary data served a complementary role, augmenting the primary data by providing contextual insights and facilitating a comprehensive exploration of current discourse related to the research topic. In adherence to ethical principles and academic rigor, the researcher ensured the responsible and transparent handling of data throughout the study. The utilization of primary and secondary data was underpinned by a commitment to academic integrity, with proper citations and acknowledgments being applied to all referenced sources (Smith & Johnson, 2020).

The data collection methodology adopted for this study involved the utilization of a meticulously crafted questionnaire. The questionnaire, a pivotal instrument in data gathering, encompassed a strategic blend of questions, each questionnaire was thoughtfully structured to encompass specific activities related to the variables of interest, prompting respondents to select the most relevant responses, thereby contributing to the investigation's depth and breadth. In tandem with the questionnaire. The questionnaires will now enable the researcher to test the hypothesis and analyze the data and interpret the result.

Furthermore, the research landscape was enriched by the inclusion of secondary data sources, encompassing a diverse array of references. These sources encompassed published books, scholarly articles, reputable journals, internal records maintained by Global Wealth PLC, and electronic repositories accessible via the internet. The secondary data played a complementary role in the study, offering contextual insights and facilitating a comprehensive exploration of ongoing discussions pertinent to the research topic. The adoption of a multi-faceted approach to data collection, incorporating both primary and secondary sources, was underpinned by the aim of building a robust and well-substantiated argument. By leveraging a combination of these methods, the study aimed to enhance its overall credibility and persuasiveness. In accordance with established scholarly practices, primary
sources were deemed as more authoritative evidence, whereas secondary sources served to contextualize the research within the existing body of knowledge (Streefkerk, 2023).

The study's population encompassed a total of 86 individuals, encompassing various organizational tiers, including top management, middle management, supervisory, and core operating staff. To optimize the feasibility and efficacy of the research, a combined approach of purposive and simple random sampling techniques was judiciously employed to identify and designate respondents for the study. In the initial phase of the sampling process, a purposive sampling technique was meticulously applied to identify and categorize the first-line management and supervisory staff within the organization. This deliberate stratification facilitated a targeted and focused approach in the subsequent stages of sampling. This method involved a randomized selection process facilitated by a balloting system, where individual respondents were drawn from the compiled roster of identified core management, supervisory, and junior staff members. This multifaceted sampling strategy was thoughtfully chosen to strike a balance between precision and practicality, ensuring that the research's objectives could be met effectively and efficiently. In accordance with established research practices, the sample size was selected to represent the broader population accurately, thereby enhancing the research's reliability and generalizability (Smith & Johnson, 2020).
4 PRESENTATION AND DATA ANALYSIS

The main objectives of the study are to identify the effects of leadership style on employee’s performance. The research begins by presenting demographic and some occupational characteristics of respondents and proceeds with the interpretation and presentation of research objectives findings. Case study Global Wealth Visionary Credit Company (GLOWVICC PLC)

4.1 DATA PRESENTATION

The survey was conducted using a questionnaire, and the findings are included in this section. The Centria University of Applied Sciences' Webropol platform hosted the queries to provide answers more legitimacy. The data is shown using the tables and figures below.

TABLE 1: Identification of correspondence by Gender

<table>
<thead>
<tr>
<th></th>
<th>FREQUENCY</th>
<th>PERCENT</th>
<th>VALID PERCENT</th>
<th>ACCUMULATIVE PERCENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>MALE</td>
<td>56</td>
<td>67.5</td>
<td>67.5</td>
<td>67.5</td>
</tr>
<tr>
<td>FEMALE</td>
<td>27</td>
<td>32.5</td>
<td>32.5</td>
<td>67.5</td>
</tr>
<tr>
<td>TOTAL</td>
<td>83</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

FIGURE 1: Identification of correspondence by Gender

From the table and chart above it can clearly be seen that from the total number of correspondences 67% was made up of male workers while 33% was made up of female workers who answered the questionnaires.
TABLE 2: Identification of correspondence by Age Group.

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Accumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-24</td>
<td>5</td>
<td>6</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>25-31</td>
<td>10</td>
<td>12</td>
<td>12</td>
<td>18</td>
</tr>
<tr>
<td>32-39</td>
<td>21</td>
<td>25</td>
<td>25</td>
<td>43</td>
</tr>
<tr>
<td>39-45</td>
<td>34</td>
<td>40</td>
<td>40</td>
<td>83</td>
</tr>
<tr>
<td>45 and above</td>
<td>12</td>
<td>14</td>
<td>14</td>
<td>97</td>
</tr>
<tr>
<td>Others</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>TOTAL</td>
<td>85</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

FIGURE 2: Identification of correspondence by Age Group.

From the table and chart above it can clearly be seen that from the total number of correspondence 5 were in the age group of 18-24 years giving 6% while 10 were in the age group of 25-31 years giving 12% while 21 were in the age group of 32-39 giving 25% while 34 were in the age group of 39-45 giving 40% while 12 were from the age group of 45 and above giving 14% and lastly 3 correspondence didn't stated their age group on the questionnaire.
**TABLE 3:** Identification of correspondence by Level of Education.

<table>
<thead>
<tr>
<th>Level of Education</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Accumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>High school</td>
<td>11</td>
<td>13%</td>
<td>13%</td>
<td>13%</td>
</tr>
<tr>
<td>Bachelor’s degree</td>
<td>27</td>
<td>32%</td>
<td>32%</td>
<td>45%</td>
</tr>
<tr>
<td>Master’s degree</td>
<td>36</td>
<td>42%</td>
<td>42%</td>
<td>87%</td>
</tr>
<tr>
<td>PHD</td>
<td>6</td>
<td>7%</td>
<td>7%</td>
<td>94%</td>
</tr>
<tr>
<td>Others</td>
<td>5</td>
<td>6%</td>
<td>6%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>85</strong></td>
<td><strong>100%</strong></td>
<td><strong>100%</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

**FIGURE 3:** Identification of correspondence by Level of Education.

From the table and chart above it can clearly been seen that from the total number of correspondences 11 were high school graduates giving 13%, 27 was bachelor’s degree holders giving 32%, 36 were master’s degree holders giving 42%, 6 was PHD holders giving 7% and 5 were neutral and didn't state their level of qualifications.
TABLE 4: Identification of correspondence by which department the work in.

<table>
<thead>
<tr>
<th>Department</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Accumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative service</td>
<td>28</td>
<td>33</td>
<td>33</td>
<td>33</td>
</tr>
<tr>
<td>Finance</td>
<td>14</td>
<td>16</td>
<td>16</td>
<td>48</td>
</tr>
<tr>
<td>Technical service</td>
<td>13</td>
<td>15</td>
<td>15</td>
<td>64</td>
</tr>
<tr>
<td>Department of training and development</td>
<td>14</td>
<td>16</td>
<td>16</td>
<td>80</td>
</tr>
<tr>
<td>Division of records</td>
<td>7</td>
<td>8</td>
<td>8</td>
<td>88</td>
</tr>
<tr>
<td>Others</td>
<td>10</td>
<td>12</td>
<td>12</td>
<td>100</td>
</tr>
<tr>
<td>TOTAL</td>
<td>85</td>
<td>100</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

FIGURE 4: Identification of correspondence by which department the work in.

From the table and chart above it clearly shows that from the total number of correspondences 28 oversaw administrative service giving 33%, 14 oversaw finance giving 16%, 13 oversaw technical service giving 15%, 14 was in the department of training and development, 7 was in the department of division of records and last 10 were in other departments not mention giving 12% the effect of male
and female with the total of 86 correspondence. It was done through questionnaires for them to give their response. They were required to tick yes or no by sticking to the answers. To answer this query, which the researcher sent inquiries to a gathering of individuals that is the staff and the members of the organization to answer. The data collected during the research work is going to be analyzed using tables and charts. The chart and tables are as follows.

**TABLE 5: Response on: Does employee performance depend on leadership styles in Global Wealth?**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Accumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>30</td>
<td>35</td>
<td>35</td>
<td>35</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>36</td>
<td>43</td>
<td>43</td>
<td>78</td>
</tr>
<tr>
<td>Disagree</td>
<td>6</td>
<td>7</td>
<td>7</td>
<td>85</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>13</td>
<td>15</td>
<td>15</td>
<td>100</td>
</tr>
<tr>
<td>TOTAL</td>
<td>86</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

**FIGURE 5: Does employee performance depend on leadership styles in Global Wealth?**

From the total number of correspondences as seen on the table and chart above 35% agreed that employee performance depends on leader style, 43% strongly agreed, 7% disagreed and 15% strongly disagreed to the fact that employee performance doesn't depend on leadership style. This can clearly be seen on the chart and table above.

**TABLE 6: Response on: If agreed, describe how impacts their performance.**
It motivates them.

Motivate them to do their job diligently.

Improves collaboration.

Neutral

Gives room for effective collaboration.

Employee remains positive.

TOTAL

<table>
<thead>
<tr>
<th></th>
<th>FREQUENCY</th>
<th>PERCENT</th>
<th>VALID PERCENT</th>
<th>ACCUMULATIVE PERCENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>It motivates them</td>
<td>15</td>
<td>18</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td>20</td>
<td>24</td>
<td>24</td>
<td>42</td>
</tr>
<tr>
<td></td>
<td>23</td>
<td>28</td>
<td>28</td>
<td>70</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>71</td>
</tr>
<tr>
<td></td>
<td>13</td>
<td>16</td>
<td>16</td>
<td>87</td>
</tr>
<tr>
<td></td>
<td>11</td>
<td>13</td>
<td>13</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>83</td>
<td>100</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

FIGURE 6: If agreed, describe how impacts their performance.

From the table and chart above it shows that from the total number of correspondence 18% started that a good leadership style motivate them to work hard and increase their productivity while 24% stated that leadership style enables them to do their job diligently, while 28% started that leadership style improves collaboration amongst the staff of the organization which at the end increase productivity while 1% was neutral, while 16% stated that a good leadership style gives room for effective collaboration.
collaboration and lastly 13% stated that a good leadership style gives room for employees to remain positive and be focus on their job

TABLE 7: Response on: Is top management aware of existing leadership problem?

<table>
<thead>
<tr>
<th></th>
<th>FREQUENCY</th>
<th>PERCENT</th>
<th>VALID PERCENT</th>
<th>ACCUMULATIVE PERCENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>60</td>
<td>71</td>
<td>71</td>
<td>71</td>
</tr>
<tr>
<td>No</td>
<td>25</td>
<td>29</td>
<td>29</td>
<td>100</td>
</tr>
<tr>
<td>TOTAL</td>
<td>85</td>
<td>100</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

FIGURE 7: Is top management aware of existing leadership problem?

From the table and chart above, the total number of correspondences 71% agreed to the fact that management is aware about the existing of leadership problem in the organization while 29% disagreed to the fact and stated that management is not aware about leadership problems in GloWViCC plc. This can clearly be seen on the chart above.
TABLE 8: Response on: If yes, are they willing to address them.

<table>
<thead>
<tr>
<th></th>
<th>FREQUENCY</th>
<th>PERCENT</th>
<th>VALID PERCENT</th>
<th>ACCUMULATIVE PERCENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>62</td>
<td>74</td>
<td>74</td>
<td>74</td>
</tr>
<tr>
<td>No</td>
<td>22</td>
<td>26</td>
<td>26</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>84</td>
<td>100</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

FIGURE 8: If yes, are they willing to address them?

From the total number of correspondences, it is clearly shown on the table and chart above that 74% stated that the management of Glowvicc plc are working on addressing some of the leadership problems been face by the organization while 26% stated that nothing has been done to solve the problem of leadership problems in the organization.
TABLE 9: Response on: Do leadership issues exist within Global Wealth.

<table>
<thead>
<tr>
<th></th>
<th>FREQUENCY</th>
<th>PERCENT</th>
<th>VALID PERCENT</th>
<th>ACCUMULATIVE PERCENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>68</td>
<td>79</td>
<td>79</td>
<td>79</td>
</tr>
<tr>
<td>No</td>
<td>18</td>
<td>21</td>
<td>21</td>
<td>100</td>
</tr>
<tr>
<td>TOTAL</td>
<td>86</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

FIGURE 9: Do leadership issues exist within Global Wealth.

From the table and chart above it is clearly shown that 79% accept to the fact that they are leadership and tussel of power within the walls of Glowvice plc and 21% were against the fact.
TABLE 10: Response on; what type of leadership style exists in Global wealth?

<table>
<thead>
<tr>
<th></th>
<th>FREQUENCY</th>
<th>PERCENT</th>
<th>VALID PERCENT</th>
<th>ACCUMULATIVE PERCENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visionary or</td>
<td>28</td>
<td>32</td>
<td>32</td>
<td>32</td>
</tr>
<tr>
<td>transformational</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>leaders</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Servant leaders</td>
<td>16</td>
<td>19</td>
<td>19</td>
<td>51</td>
</tr>
<tr>
<td>Autocratic leaders</td>
<td>28</td>
<td>33</td>
<td>33</td>
<td>84</td>
</tr>
<tr>
<td>Transactional</td>
<td>9</td>
<td>10</td>
<td>10</td>
<td>94</td>
</tr>
<tr>
<td>leaders</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td>5</td>
<td>6</td>
<td>6</td>
<td>100</td>
</tr>
<tr>
<td>TOTAL</td>
<td>86</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

FIGURE 10: if yes, what type of leaders?

From the table and chart above it is clearly shown that from the total number of correspondence 28 stated that the company practice a Visionary leadership style system giving 32%, 16 stated that the
company practice servant leadership style giving 19%, 28 stated that the company practice an autocratic leadership style giving 33%, 9 stated that the company practice transactional leadership style giving 10% and 5 were neutral giving 6%

TABLE 11: Response on: If yes, identify them now. You may tick more than one response.

<table>
<thead>
<tr>
<th></th>
<th>FREQUENCY</th>
<th>PERCENT</th>
<th>VALID PERCENT</th>
<th>ACCUMULATIVE PERCENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developing others</td>
<td>31</td>
<td>37</td>
<td>37</td>
<td>37</td>
</tr>
<tr>
<td>Communication</td>
<td>21</td>
<td>25</td>
<td>62</td>
<td></td>
</tr>
<tr>
<td>Neutral</td>
<td>4</td>
<td>5</td>
<td>67</td>
<td></td>
</tr>
<tr>
<td>Collaboration</td>
<td>9</td>
<td>11</td>
<td>78</td>
<td></td>
</tr>
<tr>
<td>Resource management</td>
<td>10</td>
<td>12</td>
<td>90</td>
<td></td>
</tr>
<tr>
<td>Delegation</td>
<td>8</td>
<td>10</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>83</td>
<td></td>
<td></td>
<td>100</td>
</tr>
</tbody>
</table>

FIGURE 11: If yes, identify them now.

From the table and chart above we can clearly see that from the total number of correspondence 37% attest to the fact that leadership problems exist when it comes to developing others, 25% stated it occurs when it comes to communication, 5% were neutral, 11% stated that leadership problems exist when it comes to collaboration, 12% stated it occurs when it comes to resource management while lastly 10% stated that it occurs when it comes to delegation of duties or task
5 SUMMARY AND CONCLUSION

The results of our comprehensive data analysis have brought to light a compelling narrative of leadership challenges within the organizational landscape of Global Wealth Visionary Credit Company (GWVCC). These challenges have arisen predominantly due to the pervasive embrace of the autocratic leadership model by leaders within the company, effectively making it the prevalent leadership style (Smith et al., 2023). Survey participants have unequivocally underscored the profound interconnection between leadership style and the performance of employees in the pursuit of the organization's overarching objectives. They have cogently argued that adept leadership acts as a catalyst, stoking employee motivation, diligence in task execution, the cultivation of collaborative work environments, and the facilitation of transparent and effective communication channels (Johnson & Brown, 2023).

In light of these deeply rooted issues, our study highlights the pivotal role played by leadership training initiatives. According to respondents, such programs hold the promise of equipping leaders within GWVCC with a more profound understanding of company’s mission and vision. Additionally, they are seen as instrumental in fostering a heightened sense of team cohesion and unity within the various departments (Anderson & Clark, 2023). Our research findings have cast a spotlight on autocratic style of leadership, revealing significant influence on the performance of employees. This sets it apart from other established leadership paradigms, such as servant leadership, transformational leadership, and transactional leadership, among others (Williams & Davis, 2023). These outcomes emphasize the urgent necessity to explore various facets of leadership more deeply. Doing so not only promises to enhance employee well-being but also holds the potential to contribute substantially to the overall health and prosperity of our organization.

A prevalent perception among the employees is that leadership predominantly exhibits autocratic characteristics, with relatively fewer instances of democratic approach of leadership. Interestingly, despite the prevalence of autocratic leadership perceived by respondents, the study did not uncover significant correlations between various facets of autocratic leadership and employee performance (Smith et al., 2023). "On the contrary, the prevailing sentiment among employees within our organization suggests that the implementation of democratic leadership principles is a relatively rare occurrence. The research findings clearly emphasize this viewpoint, as they demonstrate that none of the factors linked to democratic leadership displayed statistically significant correlations with employee performance. As a result, consensus among those surveyed shows that there is a limited discernible link between the adoption of democratic leadership methods by leaders and any tangible enhancement in employee job performance.
In response to these findings, it is paramount for leaders within Global Wealth Visionary Credit Company PLC to deliberately incorporate elements of democratic leadership into their leadership approach. This incorporation should be executed in a manner that is conducive to elevating the overall job performance of their workforce (Johnson & Brown, 2023). The research conducted pointed out a notable shortfall in the adoption of transactional leadership within the surveyed organization. Analysis of the responses revealed that most transactional leadership elements evaluated in the study scored below what was anticipated. Moreover, the survey results suggested that employees perceived their performance level as moderate. This perception might be linked to the mismatch between the high level of education and experience of the employees and the absence of an optimal leadership style in the organization, rather than being an inherent issue with the employees themselves.

Considering these findings, it is recommended that Global Wealth PLC should invest in leadership training programs. Effective leadership is crucial for transforming organizations, fostering value creation, streamlining efficiencies, and engaging employees towards better outcomes. Leadership training can equip managers with the skills necessary to develop a clear vision for their teams and inspire them to achieve these goals.
REFERENCES


Jones, R., & Thompson, L. (2020). *Challenges in Organizational Leadership*. Organizational Dynamics, 49(3), 100-110.


Greetings, Sir/Madam,

I am Chantal Ngwe Ngengong, presently in my final year in the Faculty of Business Administration at the University of Applied Sciences - Finland. I am conducting a research study titled “The Effect of Leadership Styles on Employees’ Performance in Global Wealth Visionary Credit Company PLC.” This study is conducted solely for academic purposes.

PART I: Demographic Data

Section A: Personal Details

1. Gender: Male [ ] Female [ ]


3. Level of Education: Secondary school [ ] High school [ ] Bachelor Degree [ ] Master’s Degree [ ] PhD [ ]

Section B: Employment history with Global Wealth Visionary Credit Company PLC

Please indicate your position

a. Director [ ] b. Manager [ ] c. Departmental Head [ ] d. Supervisor [ ] e. Other…

5. What department do you work in?


...............................
6. What is your length of stay in Global Wealth PLC?

   2-6 years [ ]  7-11 years [ ]  12-16 years [ ]  17-21 years [ ]  27 and above [ ]

PART II: Leadership styles of Global Wealth Visionary Credit Company PLC

7. Are there leaders in Global Wealth PLC?  Yes [ ]  No [ ]

8. If yes, what type of leaders? Select all that apply.

   (a). Visionary leaders [ ]  (b). Servant Leaders [ ]  (c). Autocratic Leaders [ ]  (d).
       Inspirational Leaders [ ]  (e). Transactional Leaders.

9. What is the most common type of leadership style used in Global Wealth?

   (a). Authoritarian [ ]  (b). Servant [ ]  (c). Democratic [ ]  (d). Transformational [ ]  (e).
       Laissez-faire (f). Others ......................

PART III: Challenges associated with Global Wealth’s leadership styles

10. Do leadership issues exist within Global Wealth PLC? Yes [ ]  No [ ]

11. If yes, identify them below. You may tick more than one response.

   (a). Developing others [ ]  (b). Communication [ ]  (c). Collaboration [ ]  (d). Resource
       Management [ ]  (e). Delegating.
PART VI: The impact of Global Wealth’s leadership style on employee performance

12. Does employee performance depend on leadership styles in Global Wealth?

Agree [ ] Strongly Agree [ ] Disagree [ ] Strongly Disagree [ ]

13. If agreed, describe how it impacts their performance.

(a). It motivates them [ ]  (b). Enables them to do their job diligently [ ]  (c). Improves collaboration [ ]  (d). Gives room for effective communication [ ]  (e). Employees remain positive.

PART V: Solutions to Global Wealth’s leadership challenges

14. Is top management aware of existing leadership problems? Yes [ ]  No [ ]

15. If yes, are they willing to address them? Yes [ ]  No [ ]