



Sustainability of Employee Performance and Leadership Styles Valor: A Double Dynamic Approach

Friday Isah Iyaji¹, Akeem Adewale Bakare², John AGBANA³

¹Department of Business Administration, Nile University of Nigeria, Abuja. isah.friday@yahoo.com; Tel. +2348103928581, ORCID ID: 0009-0006-0148-4352

²Department of Business Administration, Nile University of Nigeria, Abuja., Akeem.bakare@nileuniversity.edu.ng; Tel. +2347069302217, ORCID ID: 0000-0003-2019-1417

³Department of Business Administration, Nile University of Nigeria, Abuja. agbana.john@yahoo.com; Tel. +2348138616036, ORCID ID: 0000-0001-9317-5333

Doi : <https://doi.org/10.55248/gengpi.5.0824.2005>

ABSTRACT

The growing need for continued leadership performances remains integral to the expected performances of several organizations, including Small and Medium Enterprises (SMEs), which are enormously impacted by the several leadership approaches adopted by the leaders. Consequently, this study investigates the impact of leadership styles and the sustainability of SMEs' employee performance in Nigeria. The specific objectives entail the impact of transactional leadership style (TSL) on the sustainability of employee performance of SMEs in Nigeria and the evaluation of the impact of laissez-faire leadership style (LFL) on the sustainability of employee performance of SMEs in Nigeria. 81 questionnaires were distributed to the 81 respondents for this study, of which a 100 percent response rate was achieved, while descriptive and inferential statistics were employed for this study's analysis. The outcomes show that the topmost TSL factors include an emphasis on adhering to rules, monitoring performance, and providing feedback and rewards for achieving targets, while LFL encompasses trusting the team to manage tasks, the often unavailability of the leader, and the encouragement of autonomy. It equally denotes that the top factors of employee performance entail adequacy of training and equipment, opportunities for professional growth, and clear guidance from the supervisor. This study concluded that with an R Square of .871, there is about 87% impact of TSL and LFL on the EEP, denoting that TSL and LFL are negative and positive predictors of EPP, respectively. The practical implications of these findings for leaders in SMEs are significant. The study recommended that leaders should not solely focus on rules and procedures but also recognize and reward employees' efforts and achievements, especially when taking calculated risks. It also emphasizes that leaders should offer more direction and support, particularly in situations that involve risk-taking, including setting clear expectations, providing necessary resources, and being available for consultation when needed.

Keywords: Employee Performances, Laissez-faire, Leadership, SMEs, Transactional

INTRODUCTION

The primary aim of all businesses is to make a profit and expand the business's scope in relation to the founding protocols (Cahyadi & Cahyadi, 2023). Leadership is a determinant factor in effectively and successfully managing the affairs of an organization (Ndianabasi & Okokon, 2024). The success or failure of an organization depends largely on the style of leadership being adopted in the organization (Sivaruban, 2021). Under the right leadership style, employees are ready to go the extra mile in contributing their best to the growth and sustainability of the organization, whereas under the wrong leadership style, they lack the zeal and motivation to contribute the best of their quota to the organization, and invariably, a low output is experienced (Darmanto & Supriyadi, 2022). To a great extent, leadership skill is the bedrock of any business or organization. Therefore, only people who can manage other people of different races, who are highly creative and innovative, and who can successfully savage dire situations in case of emergencies are worthy to be called leaders (Sulantra et al., 2020). In this vein, being a leader is personal because it emerges from individual qualities and actions. However, to successfully lead an organization that is result-oriented, the employees' actions must also be considered. Absolute scrutiny of personnel's traits will enable the leaders to make informed decisions on the type of leadership style to be adopted to yield the desired results that will enhance the growth and sustainability of the organization (Padmakumar & Dwivedi, 2021).

Business organizations are facing magnificent failures due to poor leadership styles. Leadership is an imperative task affecting an organization's achievements or failures (Nungky et al., 2020). An organization is a social setup with a boundary that distinguishes it from its environment, pursues its collective goals, and controls its performance (Ndianabasi & Okokon, 2024). In a formal organization, interactions are rationally coordinated and directed through time on a continuous basis. The person at the helm of affairs is usually the leader. In order to meet the needs of highly competitive markets, business organizations ought to consistently improve performance (Choiriyah & Riyanto, 2021). Prior literature submits that the role of

leadership is censoriously significant for attaining organizational performance (Ramadhan et al., 2021). However, the literature findings about leadership's role in increasing business performance are varied. For example, Chen et al. (2018), suggest that the role of leadership is critically important for an organization to achieve a high level of performance. However, some other studies, such as Rahman et al. (2021), Sunarsi et al. (2021), and Cahyadi and Cahyadi (2023), suggest that the role of leadership is not so important in achieving organizational performance. In the global market, leadership styles have considerable effects on business performance, even if numerous variables affect business performance. It is tipped that leaders have significant effects on business policies, and it is considered to have a vital impact on the competitive environment and advantage (Boukamcha, 2019).

The role of leadership in an organization is crucial in terms of creating a vision, mission, determination, and establishment of objectives, designing strategies, policies, and methods to achieve the organizational objectives effectively and efficiently, and directing and coordinating the efforts and organizational activities (Darmanto&Supriyanto, 2018). Top-quality leadership is essential to achieve the mission and vision along with coping with the changes occurring in the external environment (Rafsanjaniet al., 2019). Many companies face problems related to unethical practices, high labor turnover, poor financial performance, etc (Fannon, 2018). This may be due to the lack of effective leadership. The main aim of many companies is to accomplish their stated objectives; hence, there is a need for influential leaders to coordinate and motivate the employees (Otsupius&Eshiemogie, 2023). Unfortunately, some companies do not consider the leadership style their managers adopt.

The success of any organization depends on several factors, one of which is leadership (Rahman et al., 2020). No matter how wealthy an organization is in terms of finance and human and material resources, if the people appointed to coordinate the affairs of the establishment are managerially incompetent, the organization will not be able to achieve its stated objectives (Waruwaru et al., 2020). From several studies, it has been observed that studies have been conducted on effective leadership as it affects organizational performance in different regions in Nigeria and outside Nigeria. Studies have examined leadership styles in different parts of Nigeria. There has been no known research among all the studies conducted in the North-Central region. Again, in all the studies covered, only a few examine the features of effective leadership as they affect the performance of an organization. Against this backdrop, the researcher sets out to investigate the impact of leadership styles and the sustainability of SMEs' employee performance in Nigeria. The objectives of this study entail the following;

- i. To examine the impact of transactional leadership style on the sustainability of employee performance of Small and Medium-Scale Enterprises in Nigeria.
- ii. To evaluate the impact of laissez-faire leadership style on the sustainability of employee performance of Small and Medium-Scale Enterprises in Nigeria.

LITERATURE REVIEW

Leadership Strategies

Managers adopt multiple leadership strategies to optimize their supply chain operations. According to Hashmi et al. (2018), quality leadership involves implementing new and relevant technology to boost employee morale, increase organizational performance, and encourage firms to develop leadership skills. Leadership styles include autocratic, transactional, bureaucratic, charismatic, transformational, democratic, and laissez-faire leadership. Authoritarian leadership is also called the authoritative leadership strategy. Autocratic leaders have all the power and authority, resulting in a directive style (Adnan &Valliappan, 2019). Uslu (2019), referred to the autocratic leader as directive; without consulting team members, the manager solely decides the operations' policies. Authoritarian leaders may have authoritarian, benevolent, and incompetent personalities (Kibbe, 2019). Leadership styles refer to how leaders influence subordinates to achieve organizational goals and objectives. The benevolent autocrat is a positive kind of autocrat who uses their power and authority positively. The strict autocrats influence their subordinates to follow them by threatening, instilling fear, criticizing, and imposing penalties for failure to comply with set rules and regulations (Northouse, 2019). Although autocrats possess massive powers, benevolent autocrats lead by encouraging, motivating, and guiding their subordinates to follow their ideas (Kibbe, 2019). By contrast, incompetent autocrats have insufficient leadership skills and hide their weaknesses in their power. Managers achieve a faster decision-making process and increased motivation with unchallenged powers (Kibbe, 2019). The autocratic leadership style results in higher employee turnover due to a lack of motivation and inclusion (Uslu, 2019). Autocratic leaders use excessive power and authority to control their subordinates' actions, which sometimes become chaotic and destroy their relationships with their juniors.

Organizational managers adopt a transactional leadership style to control, organize, and achieve short-term goals. Transactional leaders use rewards and penalties to control their followers, as employees who follow instructions are rewarded, while those who oppose the rules get punished (Northouse, 2019). Bureaucratic leadership is a leadership approach that follows specific rules and regulations that direct the employees' actions. Government organizations use a bureaucratic form of governance to ensure job security and stability (Adnan &Valliappan, 2019). Organizations with a bureaucratic form of management could be more efficient with more extended change implementation timelines due to the necessary approval process, which may hinder employee creativity and innovation based on their defined roles (Uslu, 2019). The transaction exists between the leader and followers to achieve the organizational goal as employees focus on the reward (Olowo, 2023). Charismatic leadership is the leadership strategy whereby leaders strive to influence their followers. Uslu (2019) explained that charismatic leaders have high communication skills to persuade their followers to buy their ideas which are crucial to organizational success. Charismatic leaders encourage teams to collaborate and develop a sense of belonging, leading to long-term sustainability (Adnan &Valliappan, 2019; Vasilescu, 2019). A charismatic leadership style may cause the leader to be self-centered by drawing employees toward their interests instead of considering the organization's interests.

Laissez-faire leadership

Laissez-faire leadership is one of the three major categories of leadership styles (Omar & Fauzi Hussin, 2013). Laissez-faire leaders give minimal guidance to employees and allow them to make decisions independently (Tarsik et al., 2014). Laissez-faire leadership characteristics are similar to those of liberal leadership. In a liberal leadership style, a leader seldom uses his or her power and grants his or her employees freedom in the performance of their duties (Gonos & Gallo, 2013). As one of the major categories of leadership, a distinct characteristic of a laissez-faire style of leadership is its noninvolvement approach toward employees. The communication strategies employed under a laissez-faire leadership style are not effective for communicating with employees and achieving organizational performance. Laissez-faire leaders may inhibit the flow of information deliberately or negligently (Bass & Avolio, 1994). According to Asan (2015), laissez-faire leaders do not provide feedback and expend minimal effort in helping followers meet their needs. In essence, laissez-faire leaders do not attempt to motivate followers (Eken et al., 2014). This lack of an attempt to motivate followers is consistent with laissez-faire leaders' lack of effective communication with employees. However, a laissez-faire leadership style has been shown to positively predict employees' motivation (Fiaz et al., 2017). Laissez-faire leadership is different from autocratic and democratic leadership (Eken et al., 2014). In a study of the relationships between laissez-faire, transactional, and transformational leadership styles and conflict management styles among 150 managers in the private sector, Saeed et al. (2014) showed laissez-faire as the only leadership style with an avoidant approach with regard to employees' conflict management. The laissez-faire leadership style was the least common leadership style used by leaders across 16 countries from 93,576 employees of large companies (Zwingmann et al., 2014). Organizational leaders use the laissez-faire leadership style less in comparison to other major styles of leadership. Jackson et al. (2014) found that leaders used less laissez-faire leadership styles than transactional and transformational ones. The laissez-faire leadership style results in team conflicts and impedes employees' health (Zwingmann et al., 2014). However, the laissez-faire leadership style is suitable for employees who can be productive with minimal leader guidance (Segun-Adeniran, 2015). There is no consensus on the best leadership style because a leader can practice any style or a mix of styles to suit the employee, the situation, or a given time (Asan, 2015). However, business leaders favor transactional and transformational leadership styles over laissez-faire ones.

Transactional Leadership

Carter (2013) described transactional and transformational leadership as the two most commonly practiced leadership styles, the former a much more traditional and common approach than the latter. Transactional leaders operate on the notion of rewarding employees for their efforts (Carter, 2013). Transactional leaders also punish employees for their lack of effort (Gangwar et al., 2013). Leaders exhibit transactional leadership by using transactions between them and their followers (Tarsik et al., 2014). The leader-employee relationship from a transactional leader's perspective works on the following principle: if an employee does something for the leader, the leader will do something in return for the employee (Carter, 2013).

The transactional leadership concept of influencing employee motivation for positive outcomes does not focus on the use of effective communication. Transactional leaders' approach to influencing employee motivation to perform includes ensuring compliance with rules, rewarding compliance, and punishing noncompliance (Blomme et al., 2015). Transactional leadership strategies for influencing employees are different from those of transformational leadership, which include the following: charismatic communication (Giltinane, 2013), effective communication of vision (Rijal, 2016), and precise feedback (Blomme et al., 2015). Chaimongkonrojna and Steane (2015) noted that transactional leaders typically give feedback for corrective action purposes. Transactional leaders communicate with employees and incorporate their communication practices in different ways and for different reasons.

The transactional leadership style consists of the following categories: management by exception (active and passive) and contingent reward (Ghazali et al., 2015). The active approach involves the leader being proactive in the communication of his or her expectations and following up with employees, and the passive approach involves mainly reactive communication by the leader when something goes wrong (Gangwar et al., 2013). Bass (1985), presented contingent reward and management by exception as two practices of the transactional leadership style. In contrast, Tarsik et al. (2014), presented two characteristics that form the basis of transactional leadership as management by exception and contingent reward as follows: management by exception consists of two types (passive leadership and active leadership), and contingent reward involves the leader associating goals with rewards and providing clarifications for expectations. Under passive leadership, transactional leaders take corrective actions when they deem their involvement necessary, while under active leadership, transactional leaders deem their initial involvement necessary, monitor employees and take corrective actions as necessary (Arenas et al., 2017). Transactional leaders practice contingent rewards in which the leaders set expectations for their employees and use rewards (extrinsic rewards, e.g., bonuses or promotions) to reinforce employee performance is deemed effective (Arenas et al., 2017). Reward is not the only tool at the disposal of transactional leaders using the management-by-exception approach. Yao et al. (2014) noted that transactional leaders focus on employees' mistakes, encourage employees with rewards, and criticize them through admonishments. Both contingent reward and management, by exception, have positive and significant relationships with motivation, and this demonstrates that transactional leaders use reward and punishment to motivate employees to accomplish organizational goals (Arenas et al., 2017; Bambale et al., 2017). However, leaders who often manage by exception frequently encounter employee unwillingness to share information and, thus, negatively affect the communication process (Bass & Avolio, 1994). A leader can influence his or her employee outcomes with the leadership approach that the leader practices. In a study of transactional and transformational leadership styles with data collected from public-sector organizations through a survey questionnaire, Ahmad et al. (2015), found that transformational leadership was more effective than transactional leadership. Similarly, private-sector organization participants prefer transformational leadership (Giltinane, 2013). However, no leadership style fits all situations, and leaders should use it based on the circumstances they face (Giltinane, 2013; Opoku et al., 2015). A leader may practice a suitable leadership style based on the situation or at a certain time (Wirba, 2015). A leader can influence his or her employees' performances through his or her leadership style.

Role of Leadership Behavior in an Organization

According to the research conducted by Akca (2017), leadership behavior in an organization plays an essential role, specifically in the fast-food industry, as it mainly adopts the different styles that effectively contribute vital elements in organizational development. Different types of leadership have been analyzed according to the organizational objectives that effectively manage all operations and activities to improve employee performance and satisfaction. The essential contemporary leadership approach is transformational leadership. Leaders majorly motivate employees to exceed their interest in the organization's development. This has been identified as a vital leadership style that inspires and motivates employees to create and innovate change that effectively supports shaping and growing organizational success in the future. Shafique et al. (2018) asserted in their research that the style of leadership effectively serves to increase the morale, job performance as well as motivation of employees through a massive variety of organizational operation strategies, such as connecting the self-sense of employees and recognizing the vital project that mainly identifies organization's values and vision. Transactional leadership has been analyzed as the most effective leadership style that mainly emphasizes organizational performance and employee supervision (Ndianabasi&Okokon, 2024). The incentives and rewards for employees help increase their motivation to perform more efficiently to achieve the aims and objectives of the food industry organization. Strong organizational leadership and management can be defined as implementing operations and tasks according to the plans and completing them based on designed organizational objectives. Comparatively, the leaders in the organization have been recognized as the most crucial part as they are the ones who effectively make every individual in an organization follow the right path. It is not necessary to interpret that managers have leadership qualities. However, the most efficient managers are the ones who can demonstrate strong leadership qualities (Singgih et al., 2020). It has been identified from the research of Ko and Kang (2019) that there are several differences between leaders and managers. It was found that the qualities of both leaders and managers are mostly similar. So, it can be potentially analyzed that managers with strong leadership qualities can succeed in management process efficiency. Different uncertainties developed in the national or international market have made an organization more prone and aware to implement change constantly.

Leadership Effect on Organizational Performance

Leadership quality is one of the most critical variables that could influence the outcome of any company's endeavors, as firms rely on leadership skills to drive innovative teams. Globalization gave rise to technological advancement and change in consumer buying behavior, causing organizations to respond rapidly to change and remain competitive (Zekhnini et al., 2020). Teamwork is essential to a firm's success; hence, leaders need to plan, organize, and monitor creative teams tasked with idea generation, exploration, and experimentation (Super, 2020). Team members acquire knowledge through learning, knowledge-sharing, and integration to achieve innovative outcomes. Leadership style reflects how an individual directs and inspires others to work toward the organization's accomplishment. Al Khajeh (2018) examined the influence of leadership styles in organizations and posited that democratic, transformational, bureaucratic, and autocratic leadership styles positively impact organizations' performance. Charismatic and transactional leadership styles do not give employees opportunities and autonomy (Al Khajeh, 2018). Leadership style is an amalgamation of many features and personality quirks that leaders use to build relationships with team members (Chen et al., 2021). Organizational management strategies that are dynamic and open to change are critical to successfully implementing innovative technology and products, leading to higher productivity and competitive advantage. Organizations strive to incorporate transformational leadership in a fiercely competitive environment. Yang and Yang (2018) advised firms to adopt product and process innovation to pursue a new market for long-term sustainability and argued that transformational leadership significantly facilitates explorative innovation. According to Naidoo et al. (2019), rewards, resources, and leadership vision are the three latent leadership variables that positively relate to innovation. Organizational attributes consist of leadership that supports innovative activities.

Transformational leadership cultivates connections and interactions that promote followers' creativity (Nandasinghe, 2020). Research shows that a transformational leader highlights followers' consciousness about the value and method of achieving the desired outcome. Transformational leadership emphasizes creating highly desirable expectations for followers and motivating them to recognize further possibilities in their workplaces. Goal setting directs most human activity that transfers the need to encourage and drive individual efforts toward the objectives (Nandasinghe, 2020). Leadership strategies improve organizational outcomes and performance by establishing supply chain management practices (Para-Gonzalez et al., 2018). Leaders of firms communicate clear goals and motivate teams to attain personal and corporate objectives. Human resource professionals recruit individuals with traits that align with the organization to achieve higher performance. Leaders' behaviors affect employees' performance, trust, job satisfaction, and growth in the business atmosphere (Chen et al., 2021). Leadership is essential to every business, and the roles and responsibilities are getting more complex (Chen et al., 2021). Leaders can alter overall leadership styles to ensure improved results (Chen et al., 2021). Firms provide training programs for employees to overcome organizational and environmental difficulties. An organization's success level correlates with the management approach utilized. Al Khajeh (2018) found a correlation between the kind of leadership style and the corporate culture and performance. Ahmad and Karadas (2021) presented a connection between leadership and the state of the organization. The importance of leadership in achieving organizational objectives has resulted in a significant amount of management research. Consequently, researchers and scholars have developed many theories to justify how leadership makes management procedures seamless.

Transactional Leadership and Organizational Performance

A transactional leader is a leader who works within existing organizational frameworks to satisfy the needs/desires of his/her followers by focusing on aspects like contingent rewards, attention to detail, deviations, mistakes, or irregularity and who makes corrective moves or adjustments (Eliyana et al., 2019). Transactional leadership is found in almost all forms of leadership models. It refers to the interactions between leaders and subordinates (Purwanto et al., 2019). It is a motivation process whereby leaders achieve their goals, and subordinates receive rewards for a well-done job. An example of this kind of a leader is offering rewards, namely, promotions, extra pay, and time off duty for people/subordinates who exceed their goals:

interactive goal setting, contingent rewards, and personnel recognition (Nugroho et al., 2020). Supportive leaders have gained attention in different leadership style(s) research areas (Fayzhall et al., 2020). It is essential to support emotional and informational subordinates as a leader.

Theoretical Review

The laissez-faire leadership style is like transformational leadership with the characteristic of building trust and relying on employees by giving them autonomy to increase creativity and achieve their goals. The laissez-faire leader must be more responsive and active in situations requiring superiors' involvement by avoiding decision-making (Nielsen et al., 2019). The laissez-faire leadership style is the least effective management style, as the absence of decisions and interactions with the leader violates the followers' expectations (Robert & Vandenberghe, 2020). Vital relational employees may have a negative attitude towards their managers and organization, which affects the quality of exchange relationships between employees and leaders (Alrowwad & Abualoush, 2020). The laissez-faire leader builds a relationship and encourages their followers to change. In the laissez-faire leadership style, the leader delegates work and hands off by allowing members to make the decisions. The laissez-faire leadership style could be

effective if managers check in on employees' work performance and provide regular feedback (Robert & Vandenberghe, 2020). Laissez-faire leaders offer limited problem-solving guidance, performance feedback, or work improvement intervention leading to role conflict, increased stress, and low job satisfaction (Donkor & Zhou, 2020). The laissez-faire leadership style is helpful to managers in creating their leadership style in an organization that motivates and encourages the employees to be more efficient and creative (Arif & Akram, 2018). Successful change initiative requires strategic planning, execution, and employee participation, and a lack of strategies may inhibit adoption within the organization. Laissez-faire leaders leave their followers to make decisions independently. In the laissez-faire approach, the leaders abdicate their responsibility and leave their followers to run the affairs of the organization without a sense of direction (Robert & Vandenberghe, 2020). The laissez-faire approach contradicts transformational leadership since a transformational leader is a coach who guides the followers on how to operate. Transformational leaders always advise their followers to achieve the set goals (Mokhtar et al., 2019). Laissez-faire leadership influences followers and encourages personal growth, leading to an increase in motivation and job performance.

Empirical Review of Related Studies

Muhtadin (2023), discussed the significant positive effect of leadership style and work discipline on the sustainability of employee performance based on a quantitative survey with 70 respondents. Leadership Style (X1) positively and significantly affects the sustainability of employee performance. The t-test showed that the Leadership Style variable had a clear positive and very significant effect on the sustainability of employee performance in the company. Work Discipline (X2) also has a very substantial positive impact on the sustainability of employee performance. The statistical analysis indicated that the Work Discipline variable had a positive effect on the sustainability of employee performance, and the direction of the coefficient was positive. When considered together, the Leadership Style (X1) and Work Discipline (X2) variables positively and significantly affected the sustainability of employee performance. The positive effect of leadership style on the sustainability of employee performance suggests that investing in training programs for managers and supervisors could further enhance the sustainability of employee performance. These programs can focus on developing effective communication, decision-making, and motivational skills.

Adriana et al. (2023) examined the effect of leadership style, work motivation, and organizational culture on the sustainability of employee performance. The study indicates that Leadership Style positively and significantly impacts Binjai Kota Community Health Center's performance. Effective leadership style was found to play a crucial role in influencing the sustainability of employee performance. When leadership style is practical, performance is on target to achieve organisational goals. The study also found that Work Motivation positively and significantly impacts Binjai Kota Community Health Center's performance. It was observed that the sustainability of employee performance improves with motivation, making it easier to achieve good performance. However, it was noted that work motivation in the health centre still needs to improve due to factors such as lack of praise, opportunities for career advancement, and bonuses, as well as tasks and responsibilities not aligning with employees' abilities and education. The research revealed that Organizational Culture positively and significantly affects Binjai Kota Community Health Center's performance.

Mnzen et al. (2023), examined the impact of leadership style and work environment on the sustainability of employee performance, with job satisfaction as an intervening variable. The study used a quantitative approach and surveyed 44 employees in the administration division at Disdukcapil Pati. The results showed that leadership style and work environment both positively and significantly affect the sustainability of employee performance. It is recommended to improve the leadership style, as it significantly positively affects the sustainability of employee performance and job satisfaction. This can be achieved through training and development programs for leaders to enhance their communication and motivational skills. b. Creating a conducive work environment is crucial, directly influencing the sustainability of employee performance. Organisations should provide a healthy and supportive work environment to enhance employee productivity and job satisfaction.

Kusdianto et al. (2023), focused on the influence of leadership style, work discipline, job satisfaction, and work environment on the sustainability of employee performance at BKKBN Kota Palopo. The study found that work discipline has a significant positive effect on the performance of employees at the National Population and Family Planning Agency (BKKBN) of Palopo City, South Sulawesi. The t-count value of work discipline was more significant than the t-table value, indicating that work discipline affects the performance of employees. This finding is consistent with previous research, such as Mariam's study in 2016, which also showed that work discipline significantly impacts the sustainability of employee performance. The authors used a quantitative approach to measure work discipline in the study. They collected data from 105 respondents and tested the validity of the work discipline variable using the Product Moment Table. The results of the validity analysis for all instruments on the work discipline variable (X2) showed that the analysis results were above the required value ($r = 0.191$). This indicates that the 9 scores of statements or instruments on the work discipline variable (X2) were declared valid and suitable for measuring research variables. The study recommends conducting future research to

comprehensively understand how leadership style, work discipline, job satisfaction, and work environment interact and mutually influence the sustainability of employee performance. The authors suggest using quantitative and qualitative approaches to understand better the mechanisms and patterns of relationships between these factors.

Aesah et al. (2023), examined a study on the influence of work motivation and leadership style on the sustainability of employee performance at a specific company in Indonesia. The study found that motivation and leadership style have a significant positive effect on the sustainability of employee performance, and the research contributes to understanding the importance of these factors in improving the sustainability of employee performance. The methodology used in the study on the influence of work motivation and leadership style on the sustainability of employee performance was quantitative. The study had a sample size of 85 people. It utilised data analysis techniques such as validity tests, reliability tests, classic assumption tests, linear regression analyses, correlation coefficient analyses, coefficients of determination, and hypothesis testing to evaluate the effect of work motivation and leadership style on the sustainability of employee performance. The company should pay more attention to leadership style and motivation to improve the sustainability of employee performance. It is suggested that applying an appropriate leadership style that aligns with the employee's character, work, and existing conditions can significantly enhance the sustainability of employee performance.

Nurzaman and Fadhilillah (2023), analyze the influence of organisational culture, leadership style, and job satisfaction on the sustainability of employee performance at PT Kalfaz Sahara. The study used a quantitative method with primary data collected from 65 respondents and analysed using SPSS. The results indicated that organisational culture, leadership style, and job satisfaction positively affect the sustainability of employee performance at PT Kalfaz Sadhara. The study shows that organisational culture positively and significantly affects the sustainability of employee performance. Therefore, it is recommended that PT Kalfaz Sadhara focuses on strengthening and cultivating a positive organisational culture that supports employee development and motivation.

Marendr et al. (2023), examined the influence of Leadership Style and Work Discipline on Employee Performance at PT. Komunitas Anak Bangsa Jakarta. The leadership style variable had a significant impact on the sustainability of employee performance. The work discipline variable also had a significant effect on the sustainability of employee performance. The study utilised quantitative research methods rooted in the positivist philosophy. Data was collected through the distribution of questionnaires to the respondents at PT. Komunitas Anak Bangsa. The research technique involved data instrument tests, classical assumption tests, descriptive analysis, regression analysis, correlation, and determination. They implemented an effective leadership style that focuses on leading by example, building authority, delegating tasks, making decisions, and motivating employees to improve the sustainability of employee performance.

Akpan (2023), examined the relationship between leadership style and organisational performance of deposit money banks in Rivers State, Nigeria. It found that transformational and charismatic leadership styles have a significant positive relationship with organisational performance, while transactional leadership had mixed results. The study also revealed that organisational climate moderates the relationship between leadership style and organisational performance. The study recommended that bank managers utilise transformational leadership to create a positive work environment and foster innovative ideas for future organisational impact. The study used quantitative research to examine the relationship between leadership style and organisational performance. It employed statistical tools such as correlation analysis and partial correlation to ascertain the relationship between the dimensions of leadership style (transformational, transactional, and charismatic leadership) and organisational performance measures (innovation, competitive advantage, and customer satisfaction). Additionally, the study utilised multivariate analysis, specifically partial correlation, to assess the moderating influence of organisational climate on the relationship between leadership style and organisational performance. Utilise transformational leadership to create a positive work environment that generates new and innovative ideas. Adopt a transformational leadership style to improve relationships with followers and enhance the firm's competitive advantage. Utilise transformational leadership to provide a positive work environment for fostering new and innovative ideas. Adopt a transformational leadership style to improve relationships with followers and boost the firm's competitive advantage.

Nitawati et al. (2023), discuss the impact of leadership style, motivation, and work discipline on the sustainability of employee performance at PT Mega Daya Motor Surabaya. The key findings related to motivation in the study were that motivation has a significant simultaneous, partial, and dominant effect on the sustainability of employee performance at PT Mega Daya Motor Surabaya (Mazda, East Java branch). The study revealed that motivation is essential for improving the sustainability of employee performance and productivity. Additionally, it was suggested that employees should increase their motivation at work to enhance their performance and productivity. The results indicated that motivation plays a crucial role in influencing the sustainability of employee performance. The study used a quantitative approach and collected data through interviews, questionnaires, and observation. The researchers employed a probability sampling technique with 60 respondents who were employees of PT Mega Daya Motor Surabaya.

Coffie et al. (2023), explored the relationship between knowledge management, leadership style, and organisational performance. It discusses the strong relationship between organisational performance and knowledge management, leadership style and organisational performance. It also mentions that leadership style does not moderate the relationship between knowledge management and organisational performance. The implication is that comprehensive knowledge management policies should be implemented through employees to enhance organisational performance. The researchers used a stratified random sampling technique to divide the respondents into subgroups based on their industries. They then used convenience sampling to select 291 respondents from these subgroups. Future research should prioritise comprehensive data analysis to determine the strength and significance of relationships between knowledge management, leadership style, and organisational performance. This may involve the use of advanced statistical methods to uncover nuanced insights.

RESEARCH METHODOLOGY

Data Methods

The data was collected using survey questionnaires. The research questions were personally distributed of which over 15 days was used to fully collect the data. The target population in this study is employees in public sector organizations. The sample size on the other hand which is the number of units that are required to get accurate findings (Hayes & Preacher, 2013). Hair et al. (2017), indicate that selecting an appropriate number of the sample population is essential to obtain the proper outcome. Thus, 81 questionnaires were distributed of which the total was returned.

Method of Data Collection and Analysis

The method of data collection used in this study is a questionnaire, which will be administered to the respondents involving primary data. The reason for employing a questionnaire is that it is practical, involves large amounts of information that is collected from many respondents in a short period and is relatively cost-effective. This study adopts the multiple regression method which is predicated on ascertaining the cause-and-effect relationship between the dependent and independent variables (Tutar&Erdem, 2020). It is worth noting that the study adopted the model of Morgan et al. (2017) with a slight modification to suit the adaptation of this study. However, this multiple linear regression is equally applied in similar studies such as ahyadi& Cahyadi (2023) and Nungky et al. (2020).

The mathematical method or model is expressed in the study as follows:

$$Y = f(X_1, X_2, \dots, X_n) \dots \dots \dots \text{equation (1)}$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_n X_n + \varepsilon \dots \dots \dots X_n$$

Where:

Y = Dependent Variable of the study

X₁.....X_n = Independent variable of the study

B₀ = Beta coefficient for the constant

β₁..β₈ = Beta coefficients for the independent variables

ε = Error term

Substituting the variable of this current study into equation 1 above, we have:

$$EEP = f(\text{TSL}, \text{LFL}) \dots \dots \dots \text{equation (2)}$$

$$Y = \beta_0 + \beta_1 \text{TSL} + \beta_2 \text{LFL} + \varepsilon$$

Where:

EEP = Performance of Small and Medium scale Enterprises (effectiveness)

TSL = Transactional Leadership Style

LFL = Laissez-Faire Leadership Style

ANALYSIS AND RESULTS

Descriptive Statistics

According to the table 1, the respondents profile denotes male (60) and female (21) indicating a response rate of 74.07 and 25.93 percent respectively. The age of the respondents entails 18 – 20 (8), 21 – 30 (20), 31 – 40 (19), 46 – 50 (18), and above 50 years (18) showing a response rate of 9.88, 24.69, 23.46, 19.74 and 22.23 percent correspondingly. Also, the level of education encompasses HND (17), Degree (44), Masters (18) and PhD (2), and depicts 20.99, 54.32, 22.22 and 2.47 percent respectively. The number of employees employed by the SMEs entailed 2 (49), 3 (18), and above 4 (14) depicting a response rate of 61.2, 21.7 and 17.1 percent congruently. Similarly, the experience of the respondents in SME operations include 1 – 5 years (11), 6 – 10 years (34) and above 11 years (36) triggering a response rate of 13.58, 41.98 and 44.44 percent compatibly. Furthermore, the position of the respondents indicates Frontline Supervisors (34), Financial Managers (23), General Managers (11), Marketing Managers (2), Sales Managers (5) and Strategy and Planning (6) positing a response rate of 42.8, 27.8, 13.7, 2.7, 5.7 and 7.4 percent respectively.

Table 1: Respondent’s Profile

	Frequency	Valid Percent	Cumulative Percent
Gender			

Male	60	74.07	74.07
Female	21	25.93	100.00
Total	81	100	

Age

18-20	8	9.88	9.88
21-30	20	24.69	34.57
31-40	19	23.46	58.03
46-50	16	19.74	77.77
Above 51	18	22.23	100.00
Total	81	100	

Level of Education

HND	17	20.99	20.99
Degree	44	54.32	75.31
Masters	18	22.22	97.53
PhD	2	2.47	100.00
Total	81	100	

Numbers of Employee

2	49	61.2	61.2
3	18	21.7	82.9
Above 4	14	17.1	100.0
Total	81	100.0	

Experience in SME

1 – 5 years	11	13.58	13.58
6 – 10 Years	34	41.98	55.56
Above 11 Years	36	44.44	100.00
Total	81	100.00	

Position of Respondents

Frontline Supervisors	34	42.8	70.6
Financial Managers	23	27.8	27.8
General Managers	11	13.7	84.3
Marketing Managers	2	2.7	87.0
Sales Managers	5	5.7	92.6
Strategy and Planning	6	7.4	100.0

Total	81	100.0
-------	----	-------

Source: Author's Field Survey, (2024)

Transactional Leadership (TSL)

Table 2 shows the descriptive statistics for the TSL of which 'emphasizes adherence to rules (M = 4.074)' is ranked 1st and is positioned the topmost factor. Also, 'monitors performance and provides feedback (M = 3.926)', 'rewards for achieving targets (M = 3.852)', 'sets clear goals and expectations (M = 3.840)' and 'uses contingent rewards (M = 3.741)' are ranked 2nd, 3rd, 4th and 5th correspondingly and are considered the medium ranked factors.

Table 2: Descriptive Statistics for TSL

Statement	Mean	SD	Position
Sets clear goals and expectations	3.840	0.715	4
Rewards for achieving targets	3.852	0.760	3
Monitors performance and provides feedback	3.926	0.264	2
Emphasizes adherence to rules	4.074	0.543	1
Uses contingent rewards	3.741	0.803	5

Source: Author's Field Survey, (2024)

Laissez-Faire Leadership (LFL)

According to table 3, the LFL descriptive statistics shows 'trusts team to manage tasks (M = 4.432)' and 'often unavailable (M = 4.037)' are ranked 1st and 2nd, which are positioned the topmost factors. Also, 'encourages autonomy (M = 3.963)', 'provides minimal guidance (M = 3.704)' and 'allows team to make decisions (M = 3.457)' are ranked 3rd, 4th and 5th, and are considered the medium ranked factors.

Table 3: Descriptive Statistics for LFL

Statement	Mean	SD	Position
Allows team to make decisions	3.457	0.909	5
Provides minimal guidance	3.704	1.006	4
Often unavailable	4.037	0.621	2
Encourages autonomy	3.963	0.782	3
Trusts team to manage tasks	4.432	1.139	1

Source: Author's Field Survey, (2024)

Employee Performance (EEP)

The descriptive statistics for EEP shown in table 4 indicates that 'adequately trained and equipped (M = 4.185)', 'opportunities for professional growth (M = 4.123)' and 'clear guidance from supervisor (M = 4.086)' are ranked 1st, 2nd and 3rd respectively are considered the topmost factor. The medium ranked factors entail 'motivated to perform at best (M = 3.840)' and 'regular and constructive feedback (M = 3.605)' which are ranked 4th and 5th, and are considered the medium ranked factors.

Table 4: Descriptive Statistics for EEP

Statement	Mean	SD	Position
Adequately trained and equipped	4.185	0.391	1
Opportunities for professional growth	4.123	0.533	2
Clear guidance from supervisor	4.086	0.809	3
Motivated to perform at best	3.840	0.829	4
Regular and constructive feedback	3.605	0.585	5

Source: Author's Field Survey, (2024)

Inferential Statistics

H₀: There is no significant statistical impact of Transactional Leadership and Laissez-faire leadership styles on employee performances of the SMEs in Nigeria

According to the outcome of table 5, it shows the variables entered into the SPSS statistical tool which includes the LFL and TSL which makes up the independent variables while EEP makes up the dependent variable of this study. The model summary is illustrated in table 4.6, and it indicates an R Square of .871 which represent an 87% of the variables on the EEP while the rest is covered by the error term.

Table 5: Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	LFL, TSL ^b	.	Enter

a. Dependent Variable: EEP

b. All requested variables entered.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.933 ^a	.871	.869	.07349

a. Predictors: (Constant), LFL, TSL

The ANOVA statistics indicated in table 7 indicates regression of sum of squares (71.115), df (2), mean square (35.558), F (62.783) with Sig. (0.000) while the residual value for the criterion except for F and Sig indicates 44.176, 78 and .566 correspondingly. The larger F-Value shows that there is a greater difference among the group means. Consequently, the presence of (Sig. <.05) indicates that there are statistically significant difference among the group delineating an evidence to reject the null hypothesis.

Table 7: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	71.115	2	35.558	62.783	.000 ^b
1	Residual	44.176	78	.566		
	Total	115.291	80			

a. Dependent Variable: EEP

b. Predictors: (Constant), LFL, TSL

According to table 8 which indicates the coefficients of this study indicates a Sig (<0.05) signifying the rejection of all the hypotheses such as the H₀ of this study while the regression line for the model indicates $EEP = .605 - .491(TSL) + 1.289(LFL)$. This indicates that TSL and LFL are negative and positive predictors of EEP respectively.

Table 8: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	.605	.308		1.961	.000
1	TSL	-.491	.337	-.466	-1.457	.008
	LFL	1.289	.334	1.234	3.854	.000

a. Dependent Variable: EEP

Discussions

According to the outcome of this study, there is a high adherence to the rules of engagement by the leader that exhibits the TSL while equally emphasizing their approaches to monitors performance and provides feedback which they see as integral to their leadership styles. According to Ahmad

et al. (2017), the importance of strict compliance to the rule of engagement remains integral to the continuous growth and development of the organization. This is because, a lack of composition between the leadership and the team leads to a disjointed performances owing to the inefficiency in the communication or gaps that reduces the outcomes of the team performances (Adnan and Valliappan, 2019). For the LFL, trusting team to manage task emphasizes his lack of availability at times which gives rooms for a continued excellent performances when instruction are given and team is capable (Sulantara et al., 2020), or error-prone performances when the team is not capable of working without supervision. Also, this leadership approach also encourages autonomy sometimes according to the respondents especially in the area where there is high competence; it encourages reduced interferences in line with the organizations ethics. For the EEP, the adequacy of employee training and equipment is immeasurable to their performances according to the respondents which align with the outcome of Choiriyah&Riyanto (2021). This also provides opportunities for professional growth and development as emphasized by the respondents which agree with Darmanto and Supriyadi (2022), that the professional growth and development of the employee is unavailable when there is adequate training and equipment which is beneficial to the performances of the SME organizations. Clear guidance from supervisor and motivated to perform at best as well as regular and constructive feedback are all seen as an important factor in measuring the performances of the employees. These EEP factors are impacted by the about 87 percent of the combined impact of both TSL and LFL in line with the outcome of this study. It shows according to the regression line $EEP = .605 - .491(TSL) + 1.289(LFL)$ that, while the TSL largely have a negative impact on the employee performances, the positivity of the leadership approaches is witnessed in the LFL which makes it an indispensable leadership approach in line with the outcome of this study.

CONCLUSION AND RECOMMENDATIONS

This study that investigate the impact of leadership styles and sustainability of employee performance of SMEs in Nigeria concludes that the top most factors for the TSL includes emphasis on adhering to rules, monitors performance and provides feedback, and rewards for achieving targets while that of LFL encompasses trusting team to manage tasks, the often unavailability of the leader and the encouragement of autonomy. It also concludes that the top most factors the employee performances entail adequacy of training and equipment, opportunities for professional growth and clear guidance from supervisor. This study concludes further that with an R Square of .871, it represent an 87% impact of TSL and LFL on the EEP denoting further that TSL and LFL are negative and positive predictors of EPP respectively in line with the outcome of this study. This study thus, recommends that;

1. Transactional leaders should not exclusively prioritize rules and procedures, but should also acknowledge and incentivize employees' endeavors and accomplishments, particularly when they entail making well-considered gambles. Recognition can manifest in diverse ways, such as verbal commendation, financial rewards, and additional motivators.
2. It is necessary for a leader to create a system of rewards that particularly recognizes and encourages individuals to take effective risks, thereby motivating them to move beyond their comfort zones. The awards should be explicitly associated with the attainment of certain objectives and performance measures.
3. Laissez-faire leaders should provide additional guidance and assistance, especially in circumstances that include taking risks. This encompasses establishing explicit requirements, furnishing essential materials, and offering accessibility for consultation as required.
4. As the level of direction increases, laissez-faire leaders should persist in fostering autonomy and trust among their teams. It is crucial to achieve a harmonious equilibrium where employees are both empowered to make decisions and take risks, while also being aware that they have the support and endorsement of their leaders.

REFERENCES

- Adnan, S. N. S. M., & Valliappan, R. (2019). Communicating shared vision and leadership styles towards enhancing performance. *International Journal of Productivity and Performance*.
- Adriana, F., Matondang, S., & Hendry, H. (2023). The effect of leadership style, work motivation, and organizational culture on performance with job satisfaction as an intervening variable at Puskesmas Binjai City. *Journal of Research in Business, Economics, and Education*, 5(4), 1-23. <https://doi.org/10.1038/s41366-018-0093-2>
- Aesah, S., Suprapti, E., & Hernawati, S. P. (2023). The influence of work motivation and leadership style on the sustainability of employee performance. *International Journal of Indonesian Business Review*, 2(2), 162-175. <https://doi.org/10.1126/science.aau6977>
- Ahmad, N., Rizvi, A., & Bokhari, S. N. (2017). Impact of employees' voice on employees' effectiveness. *Journal of Business Strategies*, 11(1), 79-98. Retrieved from http://www.greenwich.pk/PDFs/BS_V11_N1.pdf
- Ahmad, A. F., & Karadas, G. (2021). Managers' perceptions regarding the effect of leadership on organizational performance: Mediating role of green supply chain management practices. *SAGE Open*, 11(2), <https://doi.org/10.1177/21582440211018686>
- Akpan E. C. (2023). Leadership style and organizational performance of deposit money banks in Rivers State, Nigeria. *Scholarly Journal of Management Sciences Research*, 2(7), 1-115 <https://doi.org/10.1038/s41534-019-0139-x>
- Al Khajeh, E. H. (2018). Impact of leadership styles on organizational performance. *Journal of Human Resources Management Research*, 1-10. <https://doi.org/10.5171/2018.687849>

- Alrowwad, A., Abualoush, S., & Masa'deh, R. (2020). Innovation and intellectual capital as intermediary variables among transformational leadership, transactional leadership, and organizational performance. *Journal of Management Development*, 39(2), 196-222. <https://doi.org/10.1108/jmd-02-2019-0062>
- Arenas, F. J., Tucker, J., & Connelly, D. A. (2017). Transforming future air force leaders of tomorrow: A path to authentic transformational leadership. *Air & Space Power Journal*, 31, 18–33. Retrieved from <http://www.airuniversity.af.mil/ASPJ>
- Arif, S., & Akram, A. (2018). Transformational leadership and organizational performance. *SEISENSE Journal of Management*, 1(3), 59-75. <https://doi.org/10.33215/sjom.v1i3.28>
- Asan, V. W. (2015). Leadership style: School perspective in Cameroon. *Education Research International*, 2015, 1–9. doi:10.1155/2015/439345
- Bambale, A. J., Girei, A. A., & Barwa, T. M. (2017). Leadership styles and workers' performance in small and medium scale industries in Adamawa State, Nigeria: A research model. *Journal of Economic Development, Management, IT, Finance, and Marketing*, 9(2), 14–23. Retrieved from <http://www.gsmi-ijgb.com/Pages/Journals.aspx>
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. New York, NY: Free Press.
- Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Thousand Oaks, CA: Sage.
- Blomme, R. J., Kodden, B., & Beasley-Suffolk, A. (2015). Leadership theories and the concept of work engagement: Creating a conceptual framework for management implications and research. *Journal of Management and Organization*, 21, 125–144. doi:10.1017/jmo.2014.71
- Boukamcha, F. (2019). The effect of transformational leadership on corporate entrepreneurship in Tunisian SMEs. *Leadership & Organization Development Journal*, 40(3), 286-304. <https://doi.org/10.1108/LODJ-07-2018-0262>
- Cahyadi, L. & Cahyadi, W. (2023). The influence of transactional leadership style and transformational on organizational commitment with compensation as a moderating variable. Vol. 9, No. 2, pp. 845-853. DOI: <https://doi.org/10.29210/020231736>
- Carter, T. (2013). Global leadership. *Journal of Management Policy and Practice*, 14, 69–74. Retrieved from <http://www.na-businesspress.com>
- Chaimongkonrojna, T., & Steane, P. (2015). Effectiveness of full range leadership development among middle managers. *Journal of Management Development*, 34, 1161–1180. doi:10.1108/JMD-01-2014-0002
- Chen, L., Jia, F., Li, T., & Zhang, T. (2021). Supply chain leadership and firm performance: A meta-analysis. *International Journal of Production Economics*, 235, 108082. <https://doi.org/10.1016/j.ijpe.2021.108082>
- Chen, Y., Ning, R., Yang, T., Feng, S., & Yang, C. (2018). Is transformational leadership always good for employee task performance? Examining curvilinear and moderated relationships. *Frontiers of Business Research in China*, 12(1). <https://doi.org/10.1186/s11782-018-0044-8>
- Choiriyah, S. & Riyanto, S. (2021). *Effect of Training and Competence on Job Satisfaction and Its Impact on Employee Commitment (Case Study at BPJS Ketenagakerjaan)*. *International Journal of Innovative Science and Research Technology*, 6(6), 1021-1030.
- Darmanto, S. & Supriyanto, S. (2018). *Employee Performance of Y Generation in Blora Regency, Central Java*. *Jurnal Aplikasi Manajemen*, 16(1), 81-88. <https://>
- Darmanto, S. & Supriyadi, Y. (2022). Development of Employee Performance Model Based on Transactional Leadership, Competency, and Job Satisfaction. *Jurnal Aplikasi Manajemen*, Volume 20, Number 2, Pages 427–437. Malang: Universitas Brawijaya. <http://dx.doi.org/10.21776/ub.jam.2022.020.02.18>.
- Donkor, F., & Zhou, D. (2020). Organizational commitment influences on the relationship between transactional and laissez-faire leadership styles and employee performance in the Ghanaian public service environment. *Journal of Psychology in Africa*, 30(1), 30-36. <https://doi.org/10.1080/14330237.2020.1712808>
- Eken, I., Özturgut, O., & Craven, A. E. (2014). Leadership styles and cultural intelligence. *Journal of Leadership, Accountability and Ethics*, 11, 154–165. Retrieved from <http://www.na-businesspress.com>
- Eliyana, A., Ma'arif, S., & Muzakki. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), 144–150. <https://doi.org/10.1016/j.iedeen.2019.05.001>
- Fannon, D. (2018). *The relationship between emotional intelligence and leadership style in educational leaders*. California: Pepperdine University.
- Fayzhall, M., Asbari, M., Purwanto, A., Goestjahjanti, F. S., Yuwono, T., Radita, F. R., Yulia, Y., Cahyono, Y., & Suryani, P. (2020). Transformational versus Transactional Leadership: Manakah yang Mempengaruhi Kepuasan Kerja Guru? *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 256–275.
- Fiaz, M., Su, Q., Ikram, A., & Saqib, A. (2017). Leadership styles and employees' motivation: Perspective from an emerging economy. *The Journal of Developing Areas*, 51, 143–156. doi:10.1353/jda.2017.0093

- Gangwar, S., Padmaja, K. V., & Bhar, S. (2013). Impact of behavioral style, self-orientation and task orientation of leaders on employees' motivation. *International Journal on Global Business Management & Research*, 1(2), 57–66. Retrieved from <http://www.rajalakshmi.org/ijgbmr>
- Ghazali, R., Ahmad, M. N., & Zakaria, N. H. (2015). The mediating role of knowledge integration in effect of leadership styles on enterprise systems success: The post implementation stage. *Journal of Enterprise Information Management*, 28, 531–555. doi:10.1108/JEIM-08-2014-0083
- Giltinan, C. L. (2013). Leadership styles and theories. *Nursing Standard*, 27, 35–39. doi:10.7748/ns2013.06.27.41.35.e7565
- Gonos, J., & Gallo, P. (2013). Model for leadership style evaluation. *Model EvaluacijestilaVodenjaMenadzera*, 18(2), 157–168. Retrieved from <http://www.efst.hr/management>
- Hair, J., Marko, S., Christian, R., & Siegfried, G. (2017). *Advanced Issues in Partial Least Squares Structural Equation Modeling*. London: Sage Publications.
- Hashmi, P., Ansari, N., & Ahsanullah, A. (2018). Leadership initiative to attain business sustainability: Reorienting strategies to meet the needs of globalization. *Asia Proceedings of Social Sciences*, 2(3), 229-233. <https://doi.org/10.31580/apss.v2i3.438>
- Hayes, A., & Preacher, K. (2013). Statistical mediation analysis with a multicategorical independent variable. *British Journal of Mathematical and Statistical Psychology*, 67(3), 451-470.
- Jackson, A. R., Alberti, J. L., & Snipes, R. L. (2014). An examination of the impact of gender on leadership style and employee job satisfaction in the modern workplace. *Journal of Organizational Culture, Communication and Conflict*, 18.
- Kibbe, M. R. (2019). Leadership theories and styles. In *Leadership in Surgery* (27-36). Springer, Cham. https://link.springer.com/chapter/10.1007/978-3-030-19854-1_3
- Mokhtar, A. R. M., Genovese, A., Brint, A., & Kumar, N. (2019). Improving reverse supply chain performance: The role of supply chain leadership and governance mechanisms. *Journal of Cleaner Production*, 216, 42-55. <https://www.sciencedirect.com/science/article/pii/S0959652619300526>
- Naidoo, S., Hewitt, M., & Bussin, M. (2019). A leadership model validation: Dimensions influential to innovation. *South African Journal of Business Management*, 50(1), <https://doi.org/10.4102/sajbm.v50i1.1294>
- Nandasinghe, G. (2020). Leadership and organization performance: A review on theoretical and empirical perspectives. *Global Journal of Management and Business Research*, 25-30. <https://doi.org/10.34257/gjmbvol20is4pg25>
- Ndianabasi, F. U. & Okokon, B. A. (2024). Transformation Leadership and Marketing Performance of Deposit Money Banks in South-South Zone, Nigeria. *Advance Journal of Economics and Marketing Research*. Adv. J. Econ. & Mark Res. Volume: 9; Issue: 4
- Nielsen, M., Skogstad, A., Gjerstad, J., & Einarsen, S. (2019). Are transformational and laissez-faire leadership related to state anxiety among subordinates? A two-wave prospective study of forward and reverse associations. *Work & Stress*, 33(2), 137-155. <https://doi.org/10.1080/02678373.2018.1528307>
- Northouse, P. G. (2019). *Leadership: Theory and practice* (8th ed.). Thousand Oaks, Sage.
- Nugroho, Y. A., Asbari, M., Purwanto, A., Basuki, S., Sudiyono, R. N., Fikri, M. A. A., Hulu, P., Mustofa, Chidir, G., Suroso, & Xavir, Y. (2020). Transformational Leadership and Employees' Performance: the Mediating Role of Motivation and Work Environment. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 438–460. <https://ummaspul.ejournal.id/Edupsyscouns/article/view/507>
- Nungky Viana Feranita, Alifian Nugraha and Sampir Andrian Sukoco (2020). Effect of transformational and transactional leadership on SMEs in Indonesia. *Problems and Perspectives in Management*, 18(3), 415-425. doi:10.21511/ppm.18(3).2020.34
- Olowo, B. L. (2023). Leadership Strategies Supply Chain Managers Use in Adopting Innovative Technology. Doctoral Study Submitted in Partial Fulfillment of the Requirements for the Degree of Doctor of Business Administration Walden University.
- Omar, W. W., & Fauzi Hussin, F. (2013). Transformational leadership style and job satisfaction relationship: A study of structural equation modeling (SEM).
- Opoku, A., Ahmed, V., & Cruickshank, H. (2015). Leadership style of sustainability professionals in the UK construction industry. *Built Environment Project and Asset Management*, 5, 184–201. doi:10.1108/BEPAM-12-2013-0075
- Otsupius, A. I. & Eshiemogie, K. (2023). Strategic Leadership Styles and Employees' Productivity in Benin Electricity Distribution Company. *Baze University Journal of Entrepreneurship and Interdisciplinary Studies*: 2(1)
- Padmakumar, M. P. S. and Dwivedi, S. 2021. A Study of Relationship between Transactional Leadership Style and Employee Performance in Case of Private Sector in Oman. *International Journal of Scientific Development and Research (IJS DR)*, 6(4), 284-290.
- Para-Gonzalez, L., Jimenez-Jimenez, D., & Martinez-Lorente, A. R. (2018). Exploring the mediating effects between transformational leadership and organizational performance. *Employee Relations*, 40(2), 412-432. <https://doi.org/10.1108/er-10-2016-0190>

- Purwanto, A., MayestiWijayanti, L., Chi Hyun, C., &Asbari, M. (2019). the Effect of Tansformational, Transactional, Authentic and Authoritarian Leadership Style Toward Lecture Performance of Private University in Tangerang. *DIJDBM*, 1(1), 29–42. <https://doi.org/10.31933/DIJDBM>
- Rafsanjani, F., Nursyamsi, I., and Pono, M. 2019. *The Effect of Work-Life Balance on Employee Performance with Job Stress and Job Satisfaction as Intervening Variables*. *Hasanuddin Journal of Business Strategy*, 1(4), 37-42.
- Rahman, A. S. B. A. 2021. *Leadership Styles And Job Satisfaction Among Employees*. *Electronic Journal of Business and Management*, 6(1), 39-59.
- Rahman, S., Ferdausy, S., Amin, A., & Akter, R. (2020). How Does Emotional Intelligence Relate to Transformational Leadership, Creativity, and Job Performance. *Society & Sustainability*, 2(1), 1-15.
- Ramadhan, H., Lumbanraja, P., &Sinulingga, S. 2021. *Analysis of the Effect of Competence and Soft Skill on Employee Performance with Job Satisfaction as Intervening Variable at the Regional Social Services of South Tapanuli Regency*. *International Journal of Research and Review*, 8(8), 290-298
- Rijal, S. (2016). Leadership style and organizational culture in learning organization: A comparative study. *International Journal of Management & Information Systems*, 20, 119–128. doi:10.19030/ijmis.v20i2.9642.
- Robert, V., &Vandenberghe, C. (2020). Laissez-faire leadership and affective commitment: The roles of leader-member exchange and subordinate relational self-concept. *Journal of Business and Psychology*, 36(4), 533-551. <https://doi.org/10.1007/s10869-020-09700-9>
- Saeed, T., Almas, S., Anis-ul-Haq, M., &Niazi, G. (2014). Leadership styles: Relationship with conflict management styles. *International Journal of Conflict Management*, 25, 214–225. doi:10.1108/IJCM-12-2012-0091
- Sivaruban, S. (2021). A Critical Perspective of Leadership Theories. *Business Ethics and Leadership*, 5(1), 57-65. [http://doi.org/10.21272/bel.5\(1\).57-65.2021](http://doi.org/10.21272/bel.5(1).57-65.2021).
- Sulantara, I. M., Mareni, P. K., Sapta, I. K. S., &Suryani, N. K. (2020). *The Effect of Leadership Style and Competence on Employee Performance*. *European Journal of Business and Management Research*, 5(5), 1-8.
- Sunarsi, D., Paramarta, V., Munawaroh, A. R., Bagaskoro, J. N., and Evalina, J. 2021. *Effect of Transformational, Transactional Leadership and Job Satisfaction: Evidence from Information Technology Industries*.
- Tarsik, N. F., Kassim, N. A., &Nasharudin, N. (2014). Transformational, transactional or laissez-faire: What styles do university librarians practice? *Journal of Organizational Management Studies*, 2014, 1–10. doi:10.5171/2014.194100
- Tutar, H. & Erdem, A. T. (2020). *Örnekleriyle bilimsel araştırma yöntemleri ve spss uygula-maları*. Seçkin Yayıncılık, Ankara.
- Uslu, O. (2019). General overview to leadership theories from a critical perspective. *Marketing and Management of Innovations*, 161-172. <https://doi.org/10.21272/mmi.2019.1-13>
- Vasilescu, M. (2019). Leadership styles and theories in an effective management activity. *Annals-Economy Series*, 4, 47-52. https://utgjiu.ro/revista/ec/pdf/2019-04/06_Vasilescu.pdf
- Waruwu, H., Asbari, M., Purwanto, A., Nugroho, Y. A., Fikri, M. A. A., Fauji, A., Shobihi, A. W. I., Hulu, P., Sudiyono, R. N., Agistiawati, E., &Dewi, W. R. (2020). The Role of Transformational Leadership, Organizational Learning and Structure on Innovation Capacity: Evidence from Indonesian Private Schools. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 378–397. <https://ummaspul.e-journal.id/Edupsyncouns/article/view/499>
- Wirba, A. V. (2015). Leadership style: School perspective in Cameroon. *Education Research International*, 2015, 1–9. doi:10.1155/2015/439345
- Yang, H., & Yang, J. (2018). The effects of transformational leadership, competitive intensity, and technological innovation on performance. *Technology Analysis & Strategic Management*, 31(3), 292-305. <https://doi.org/10.1080/09537325.2018.1498475>
- Yao, Y. H., Fan, Y. Y., Guo, Y. X., & Li, Y. (2014). Leadership, work stress and employee behavior. *Chinese Management Studies*, 8, 109–126. doi:10.1108/CMS-04-2014-0089
- Zekhnini, K., Cherrafi, A., Bouhaddou, I., Benghabrit, Y., & Garza-Reyes, J. (2020). Supply chain management 4.0: A literature review and research framework. *Benchmarking: An International Journal*, 28(2), 465-501. <https://doi.org/10.1108/bij-04-2020-0156>
- Zwingmann, I., Wegge, J., Wolf, S., Rudolf, M., Schmidt, M., & Richter, P. (2014). Is transformational leadership healthy for employees? A multilevel analysis in 16 nations. *ZeitschriftFürPersonalforschung*, 28(1), 24–51. doi:10.1177/239700221402800103