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Project title

**The Impact of Leadership Style on Employee Job
Performance in Private Companies**

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1. Chapter 1: Introduction

1.1. Research Background

Leadership remains one of the most influential factors in shaping employee behavior and organizational performance. In modern organizational environments, leadership style plays a crucial role in directing employee efforts, enhancing motivation, and improving job outcomes (Al-Malki & Wang, 2018). Effective leadership contributes to higher levels of trust, satisfaction, and performance within organizations, particularly in structured and performance-driven environments (Asencio, 2016).

Transformational leadership has been widely recognized as a leadership approach that enhances employee motivation and performance. Leaders who adopt transformational behaviors inspire employees to exceed expectations by creating a sense of purpose and commitment (Bellé, 2014). Empirical evidence shows that transformational leadership significantly improves employee job performance by strengthening employees' sense of meaning and perceived social impact (Bellé, 2014). Similarly, Biloa (2022) found that leadership style has a direct and measurable impact on employee job performance within organizational settings.

Transactional leadership, which focuses on supervision, structure, and reward-based exchanges, has also been linked to performance outcomes. Research suggests that directive and participatory leadership styles influence employee commitment and service quality, which ultimately affect performance levels (Dolatabadi & Safa, 2010). In addition, Belonio (2012) demonstrated that leadership style significantly influences both employee satisfaction and job performance, particularly in financial institutions.

Leadership effectiveness is also closely associated with employee trust and satisfaction, which serve as mediating factors in performance improvement (Asencio, 2016). Studies conducted in public sector organizations further indicate that leadership behaviors influence employee motivation and performance through structured managerial practices (Fernandez et al., 2010; Christensen et al., 2017).

Employee job performance itself represents the degree to which individuals effectively fulfill their work responsibilities and contribute to organizational goals. Leadership approaches that align managerial behavior with employee expectations tend to produce higher levels of productivity and performance (Hersey et al., 2013). Therefore, leadership style remains a key determinant of employee outcomes across various organizational contexts.

Despite the extensive research on leadership and performance, most empirical studies have focused on public institutions or specific sectors, leaving a need to further examine the relationship between leadership style and employee job performance within private companies. Accordingly, this study seeks to investigate the impact of leadership style on employee job performance in private companies, contributing additional empirical evidence to the leadership-performance literature.

1.2. Research Problem

Although leadership has been widely examined in organizational research, inconsistencies remain regarding the extent to which different leadership styles influence employee job performance, particularly within private sector organizations. While prior studies confirm that leadership plays a significant role in shaping employee attitudes and productivity, contextual variations across industries and organizational settings suggest that further investigation is needed. Therefore, identifying both theoretical and practical gaps is essential to clarify the problem addressed in this study.

1.2.1. Theoretical Gaps

Although previous studies have examined the relationship between leadership style and employee performance, several theoretical gaps remain. First, many studies have focused on specific leadership approaches such as transformational leadership without providing comprehensive comparative analysis across multiple leadership styles within the same organizational context (Bellé, 2014; Al-Malki & Wang, 2018). While these studies confirm

the positive influence of leadership behaviors on performance outcomes, the relative effectiveness of different leadership styles remains insufficiently explored.

Second, much of the existing literature has been conducted within public sector institutions or specific organizational environments (Asencio, 2016; Fernandez et al., 2010). Although these findings provide valuable insights, leadership dynamics may differ between public and private sector organizations due to variations in structure, competition, and performance pressures. Therefore, the generalizability of prior findings to private companies remains theoretically limited.

Third, previous research has often linked leadership style to employee satisfaction, trust, or commitment as primary outcomes (Belonio, 2012; Dolatabadi & Safa, 2010), while fewer studies have directly examined its measurable impact on employee job performance within private sector settings. This indicates a need for updated empirical investigation that directly tests the leadership–performance relationship in competitive private organizations.

1.2.2. Practical Gaps

From a practical perspective, many private companies continue to experience performance inconsistencies despite the availability of leadership theories and models. Managers frequently apply leadership styles based on personal experience rather than evidence-based practices (Hersey et al., 2013). Although research confirms that leadership behaviors influence employee satisfaction and performance (Belonio, 2012; Biloa, 2022), there remains limited practical guidance tailored specifically to private sector environments.

Moreover, while studies have shown that leadership can enhance employee trust and motivation (Asencio, 2016; Christensen et al., 2017), organizations often struggle to translate these theoretical insights into actionable managerial strategies. The gap between academic findings and managerial implementation highlights the need for context-specific research that provides practical recommendations for private companies operating under competitive market conditions.

Therefore, addressing both the theoretical and practical gaps is essential to better understand how leadership style influences employee job performance within private companies.

1.3. Research Significance

This study is important because it addresses both theoretical and practical aspects of leadership and employee performance within private sector organizations. By examining the relationship between leadership style and employee job performance, the research contributes to a deeper understanding of how leadership behaviors influence organizational outcomes in competitive business environments.

1.3.1. At the theoretical level

At the theoretical level, this study contributes to the existing body of knowledge in leadership theory and organizational behavior. Although leadership has been extensively studied, inconsistencies remain regarding the comparative impact of different leadership styles on employee performance, particularly in private sector settings. By empirically examining the relationship between leadership style and job performance, this research helps refine theoretical assumptions concerning how leadership behaviors translate into measurable employee outcomes.

Furthermore, the study supports and extends transformational and transactional leadership theories by testing their applicability within contemporary private organizations. It also enriches performance literature by linking leadership approaches to multidimensional aspects of job performance. Therefore, the study adds updated empirical evidence that strengthens the theoretical framework connecting leadership style and employee performance.

1.3.2. At the practical level

At the practical level, this study provides valuable insights for managers, human resource professionals, and decision-makers in private companies. Understanding which leadership styles positively influence employee job performance enables organizations to adopt more effective managerial approaches that enhance productivity, engagement, and work quality.

The findings may assist organizations in designing leadership development programs, improving supervisory practices, and implementing evidence-based management strategies. Additionally, the study can guide HR departments in recruitment, training, and performance evaluation processes by emphasizing leadership competencies that drive employee performance. Ultimately, this research supports private companies in achieving sustainable competitive advantage through improved leadership effectiveness.

1.4. Research Questions

Based on the research problem and the identified gaps, this study seeks to answer the following questions:

1. What is the dominant leadership style practiced in private companies?
2. What is the level of employee job performance in private companies?
3. Is there a significant relationship between leadership style and employee job performance?
4. To what extent does transformational leadership influence employee job performance?
5. To what extent does transactional leadership influence employee job performance?

1.5. Research Objectives

The main objective of this study is to examine the impact of leadership style on employee job performance in private companies.

To achieve this objective, the study aims to:

1. Identify the dominant leadership style practiced in private companies.
2. Measure the level of employee job performance in private companies.
3. Examine the relationship between leadership style and employee job performance.
4. Determine the impact of transformational leadership on employee job performance.
5. Determine the impact of transactional leadership on employee job performance.

1.6. Research Hypotheses

Based on the literature and research framework, the following hypotheses are proposed:

Main Hypothesis:

H1: Leadership style has a statistically significant impact on employee job performance in private companies.

Sub-Hypotheses:

H1a: Transformational leadership has a statistically significant positive impact on employee job performance.

H1b: Transactional leadership has a statistically significant positive impact on employee job performance.

1.7. Research Model

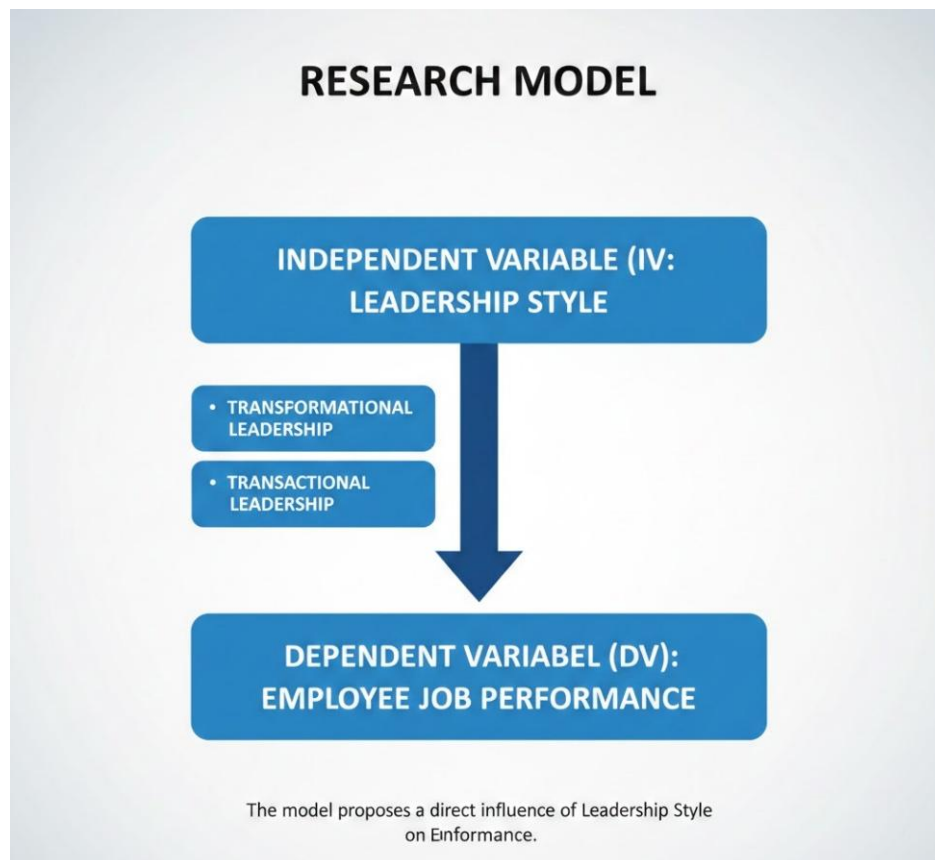
The research model of this study is developed based on leadership theory and prior empirical findings that confirm the relationship between leadership style and employee job performance. The model assumes that leadership style represents the independent variable, while employee job performance represents the dependent variable.

In this study, leadership style is examined through two main dimensions:

- Transformational Leadership
- Transactional Leadership

Employee job performance is treated as a multidimensional construct reflecting employees' effectiveness in performing their assigned tasks.

Conceptual Framework Structure:



2.Chapter 2: Literature Review

2.1. Introduction

This chapter reviews the relevant literature concerning leadership style and employee job performance. It establishes the theoretical foundation of the study by examining previous research related to leadership as the independent variable and employee job performance as the dependent variable. The chapter further explores empirical studies that investigated the relationship between leadership behaviors and employee performance outcomes in organizational settings (Al-Malki & Wang, 2018; Biloa, 2022).

2.2. The independent variable Leadership Style

Leadership style refers to the behavioral patterns leaders use to influence, guide, and motivate employees toward achieving organizational goals (Hersey et al., 2013). Contemporary leadership research emphasizes that leadership effectiveness depends on how leaders interact with employees and shape workplace attitudes and behaviors (Asencio, 2016).

Transformational leadership has been widely recognized as a leadership approach that enhances employee engagement and performance. Leaders who adopt transformational behaviors create a sense of purpose and inspire employees to perform beyond formal expectations (Bellé, 2014). Empirical research confirms that transformational leadership positively influences employee job performance by increasing perceived impact and motivation (Bellé, 2014; Biloa, 2022).

Transactional leadership, in contrast, focuses on structured supervision, clear expectations, and reward-based exchanges between leaders and employees. This leadership style promotes performance through monitoring and contingent rewards (Dolatabadi & Safa, 2010). Research indicates that directive and participatory

leadership styles influence employee commitment and service quality, which are directly linked to performance outcomes (Dolatabadi & Safa, 2010; Belonio, 2012).

Furthermore, leadership behavior has been shown to affect employee trust and satisfaction, which are critical components influencing performance levels (Asencio, 2016). These findings highlight leadership style as a central determinant of organizational effectiveness.

2.3. The dependent variable Employee Job Performance

Employee job performance represents the extent to which employees effectively fulfill their work responsibilities and contribute to achieving organizational objectives (Belonio, 2012). High levels of performance are associated with improved organizational productivity and service quality.

Performance is influenced by leadership behavior, organizational structure, and employee motivation (Fernandez et al., 2010). Research demonstrates that leadership practices that promote employee commitment and public service motivation significantly improve performance outcomes (Christensen et al., 2017).

In competitive environments such as private companies, job performance becomes a strategic priority. Effective leadership enhances employee efficiency, accountability, and overall work quality (Al-Malki & Wang, 2018). Therefore, understanding the determinants of job performance is essential for sustaining organizational competitiveness.

2.4. Relationship Between Leadership Style and Employee Job Performance

The relationship between leadership style and employee job performance has been supported by numerous empirical studies. Leadership behaviors significantly influence employee attitudes, trust, and work effectiveness (Asencio, 2016).

Bellé (2014) demonstrated through experimental research that transformational leadership positively affects employee performance by enhancing perceived social impact. Similarly, Al-Malki and Wang (2018) concluded that leadership style plays a critical role in determining job performance across organizational contexts.

Bilola (2022) provided further evidence that leadership style has a measurable and statistically significant impact on employee job performance. Additionally, Belonio (2012) found that leadership behavior directly influences both employee satisfaction and performance levels.

Although many of these studies were conducted in public institutions or specific sectors, their findings consistently indicate a strong association between leadership style and employee performance. However, differences in organizational structure and competitive pressures highlight the need for further research within private companies.

Therefore, based on empirical findings and theoretical arguments, leadership style is expected to significantly influence employee job performance in private sector organizations.

2.5. Conclusion

This chapter reviewed the theoretical and empirical literature concerning leadership style and employee job performance using contemporary research. The discussion emphasized transformational and transactional leadership as key dimensions influencing employee outcomes. Empirical evidence consistently supports the existence of a significant relationship between leadership style and job performance.

However, variations across organizational contexts justify further empirical investigation within private companies. The next chapter presents the research methodology used to test the proposed relationship.

3. Chapter 3: Research Methodology

Research Methodology

This study will adopt a quantitative research approach to examine the relationship between leadership style and employee job performance in private companies. A cross-sectional survey design will be used to collect data at a single point in time.

Research Design

The study will follow a descriptive and analytical research design aimed at measuring the impact of leadership style on employee performance.

Population and Sample

The population will consist of employees working in private companies. A sample of approximately 60–100 employees will be selected using convenience sampling due to accessibility considerations.

Data Collection Method

Data will be collected using a structured questionnaire. The questionnaire will include three sections:

1. Demographic information
2. Leadership style items (Transformational and Transactional leadership)
3. Employee job performance items

Responses will be measured using a five-point Likert scale ranging from (1 = Strongly Disagree) to (5 = Strongly Agree).

Data Analysis

The collected data will be analyzed using statistical software such as SPSS. The analysis will include:

- Descriptive statistics (mean, standard deviation)
- Correlation analysis
- Regression analysis to test the hypothesis

The hypothesis will be tested at a significance level of ($\alpha \leq 0.05$).

2.1 Scope of the Study

This study will be limited to examining the impact of leadership style on employee job performance in private companies.

It will focus specifically on transformational and transactional leadership styles and will not examine other leadership models such as servant or authentic leadership.

The study will be geographically limited to private companies located in Riyadh, Kingdom of Saudi Arabia. Additionally, the research will be conducted during the academic year 2025–2026 and will use a survey-based quantitative method.

Therefore, the findings may not be generalized to public sector organizations or different cultural contexts without further research.

3.1. The Project Structure

The proposed structure of the research project is organized as follows:



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