

دراسات نقدية ٢

المهمة الخامسة

الباحث / عبد الله مجزع الرويلي
الرقم الجامعي / 242000241



Chapter

2020

LEADERSHIP STYLES AND ITS IMPACT ON EMPLOYEE PERFORMANCE

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1. هل غطت الدراسات السابقة كافة الأبحاث المهمة والحديث المتعلقة بموضوع الدراسة؟

Chapter

1. تغطية الدراسات السابقة:

- **الصفحة 8-9:** تناول الفصل الثاني مراجعة الأدبيات، حيث تم ذكر مجموعة من الدراسات السابقة التي تتعلق بأنماط القيادة المختلفة وأثرها على أداء الموظفين. ومع ذلك، يجب التأكد مما إذا كانت هذه الدراسات تمثل أحدث الأبحاث في هذا المجال.
- **الصفحة 29:** تم الإشارة إلى الفجوات البحثية، مما يعني أن هناك اعترافاً بوجود دراسات غير مشمولة ويجب تقييم ما إذا كانت هذه الفجوات تشير إلى نقص في الدراسات الحديثة.

2. التنوع في المصادر:

- **الصفحة 30-31:** إذا كانت الدراسات المذكورة تشمل تنوعاً في المصادر (مثل دراسات من دول مختلفة أو مجالات متنوعة)، فقد يكون ذلك مؤشراً على شمولية البحث ويجب مراجعة هذه الصفحات لتحديد مدى تنوع وجهات النظر.

3. التحديث والحداثة:

- يجب النظر في تواريخ الدراسات المذكورة في المراجع إذا كانت معظم الدراسات تعود لفترات سابقة، فقد يكون من الضروري اقتراح دمج أبحاث أحدث لتعزيز نتائج البحث.

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Tsigu & Rao (2015) in their research carried out within the Ethiopian banking sector showed that transformational leadership design described the variation that is found in performance of employees far better compared to transactional leadership design. They recommended that for the banks to satisfy their employees and acquire greater performance from them, their leadership style needs to lean somewhat more towards transformational.

Gimuguni et al (2014) in their study of Mbale district, Uganda on effects of leadership style on overall performance of local governments revealed that the district leaders applied an autocratic kind of leadership to coerce their employees into completing their duties, meanwhile a laissez-faire form of leadership is far more pronounced within the district. The study additionally unveiled that Mbale district, by way of democratic leadership style, noticed a certain amount of performance in terms of greater labor force, effectiveness, timeliness and high speed of completion of work. The study as a result came to the conclusion that Mbale district put into use a variety of style of leadership by attempting combining them though autocratic and laissez-faire leadership design was much more evident.

2.6 Research gaps of the study

The content in literature on the impacts observed by numerous scholars on employee performance by leadership styles is scattered across different industries and countries making the evidence of these impacts varied. Most of the literature that has been reviewed points to the fact that transformational and transactional styles of leadership are best suited to stimulate a positive effect on employee performance, while placing more emphasis on transformational leadership style (Kehinde & Banjo, 2014; Rasool et al, 2015). There has also been evidence showing varied effects of laissez faire leadership style on employee performance. Some studies reveal a positive effect (Gimuguni et al, 2014) while others report a negative effect on employee

condition in that this particular leadership design was used within every one of the experiments talked about previously. This particular existing analysis is designed to take a look at, the recommended impact of leadership types as well as worker overall performance within the food market of Nigeria.

Chan (2010) notes that a number of scholars that have performed study on different styles of leadership have yet to come up with a distinctive approach suited to distinct concerns, but Chan suggests it is vital to bear in mind, the unique styles which are employed are necessary when it comes to unique circumstances and that leaders only need to be aware of when they ought to implement a particular strategy and make use of ideal management styles, employee satisfaction, engagement, efficiency and ultimately the performance of the organization by means of its employees can be impacted by leaders. The level of leadership and guidance a leader offers to followers relies heavily on the styles they employ to match the circumstance.

2.5 Empirical analysis of leadership theory in Africa

With regard to Africa, Nuhu (2010) performed an analysis of the effects of different leadership style on the performance of employees within Kampala city Council, revealing empirical data which supports laissez-faire leadership type being put into use in higher offices and also particularly in lower offices. As indicated by Nuhu, authoritative leadership has a beneficial influence on employee performance and the employees thought that increased performance was as a result of coercion though alternative types of leadership will be a much more humane approach for the employees.

Nuhu (2010) additionally mentioned his belief, stating that laissez-faire style of leadership has a beneficial influence on the performance of employees. In line with the employees, they would preferably function in a tension clear work environment as opposed to getting bossed around with other.

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CHAPTER 3

METHOD OF RESEARCH

3.1 Introduction

This chapter contains the method of research that was employed by the researcher in the completion of the study in specific details. This chapter gives information on the methods that were employed by the researcher towards collecting primary data that is required in the completion of this research. In this study, the research design that was adopted and study population which the researcher had to work with was discussed. The researcher also talks about how the data that was collected and interpreted, giving details of any models used in the analysis coupled with the reasons why the models were selected and applied by the researcher.

3.2 Research design

The researcher used a survey research design towards the completion of this study. According to Amin (2005), a survey research design would be an important tool to the researcher towards the collection of systematic data on different respondents of different gender, educational level and age at the same time at Chi limited. Simple random sampling of respondents was used to make sure that there was no bias in the selection of respondents during the study. Quantitative research design was used by the researcher in order to permit the analysis in a descriptive and deductive manner.

3.2.1 Study population

The researcher conducted the study with a population which consists of production line workers, team leaders and supervisors of Chi limited Nigeria. These categories that were chosen by the researcher were believed to be key

2. هل اعتمدت الدراسة على مجموعة متنوعة من المصادر؟ من المهم أن تشمل المراجعة مصادر متعددة مثل المقالات العلمية، الكتب، والتقارير لضمان تنوع في المنظور

Chapter

1. تنوع المصادر:

- **الصفحات 8-9:** تشير المراجعة الأدبية إلى استخدام مجموعة من الدراسات السابقة، بما في ذلك مقالات علمية وأبحاث أكاديمية ويجب أن نتحقق مما إذا كانت هذه المقالات تشمل مجموعة متنوعة من المجالات العلمية المعروفة.

2. الكتب والتقارير:

- **الصفحة 11 وما بعدها:** تم الإشارة إلى بعض المؤلفات الأكاديمية التي تتعلق بأنماط القيادة ومن المهم التأكد من أن هذه المؤلفات تشمل كتبًا حديثة ومعتبرة في هذا المجال.

3. المصادر الدولية:

- يُفضل أن تشمل المراجعة دراسات من مناطق جغرافية مختلفة لضمان شمولية المنظور و إذا كانت معظم المصادر محلية أو من منطقة معينة، فقد يكون ذلك عائقًا أمام تنوع النتائج.

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2.3 Theoretical research on leadership

Leadership is actually among the most complicated and varied indicator by which organizational and psychological review has, over the decades, been used to describe. Despite the fact that the term "leader" was detailed as early on as the 1300s in the Oxford English dictionary (1933) and as well conceptualized quite possibly in times before religion, the term leadership can be said to have been in existence just before the early 1800s (Stogdill, 1974). Furthermore, scientific review on the topic did not get started until we came into the 20th century (Bass, 1981). Ever since that time, extensive research on the subject matter has been witnessed by us, trying what best way to describe leadership while viewing it from different perspectives.

Warren Bass (1959) mentioned in his study on leadership that of all the many confounding, unclear facets within social psychology, leadership concept without doubt contends for the top spot. In a twist of irony, almost certainly much more has been written on leadership and significantly less which is known when compared to other subject within the behavioral sciences.

Burns (1978) similarly mentioned that leadership is actually among the most studied and at the same time the very least understood phenomena on the planet. Nonetheless we are even now striving to explain the crucial question: What tends to make up a highly effective leader? This concern has engendered extensive focus largely because leadership brings about powerful images (Meindl, Ehrlich and Dukerich, 1985; Yukl, 1989). As a matter of fact, in these points during the environmental complexity and rapid change, leadership has brought on more significant value than in the past.

Taking into consideration the above content, it appears to be actually beneficial to revisit the historical beginnings of leadership idea and as well analyze the advancement that has been made. The goal of this particular part is to try to examine the important components of leadership research in terms of evolutionary periods. This kind of developmental approach uncovers the route along which leadership theory has developed.

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2.2.2 Conceptualization of leadership

Yukl (2006) reported that the conceptualization of leadership is of four distinct levels that can be referred to as a hierarchy: Organization, Group, Dyadic and Individual.

Studies performed involving the individual procedure is actually focused on the behavioral characteristics of a person out of a motivational, choice producing as well as cognitive perspectives, and just how these single traits & an individual is encouraged by skills to be a leader. The disadvantage to this kind of approach is it does not take into account probably the most significant element of leadership, which is influencing as well as inspiring others (Yukl, 2006).

As regards to the dyadic process, the connection involving the leader as well as follower is analyzed. This research is primarily based upon this kind of process that is going to be even further defined in the upcoming chapters. Leadership study revolving on the group process examines the dynamics of the leadership role within a group and exactly how a leader is able to motivate team efficiency. The key aspects centered on within this process are dedication of the members belonging to the group, self-belief of the group in realizing success on projects, degree of the trust as well as synergy among members of the group and exactly how well work is structured among them (Yukl, 2006).

Compared to the dyadic as well as group processes, organizational processes allows a much wider comprehension of the usefulness of leadership. Such a study is focused on the most effective approach available technologies, resources as well as personnel that are implemented to set up and also execute work to boost efficiency and productivity.

CHAPTER 2

REVIEW OF LITERATURE

2.1 Overview

A review of the literature relevant to the study is contained in this chapter. Referencing past scientific studies is actually a crucial part of any study since they guide the researcher on many other related subject areas that were performed. From this assessment, using the independent and dependent variables, a conceptual framework is actually produced, the groundwork for the entire study is layered by this particular framework.

2.2 Leadership

Stogdill (1974) thought that there are basically as many definitions of leadership as individuals that have attempted to illustrate the concept. A good evaluation of the different definitions of leadership uncovers the primary context is the character. Generally there appears to be certain freedom with regard to the contemporary problems. A few examples of leadership definitions are as follows:

According to Yukl (2006), they see leadership as a process of influencing their followers to understand and agree upon what is needed to be done and how it should be achieved, and the process of facilitating collective and individual efforts to realize a common objective or goal. The definition talks about direct and indirect influences but doesn't imply about the success of the process or achieving the goal. Also, leadership has been described by Memon (2014) as the means by which a person influences the behavior, thoughts and attitudes of others by being responsible for the direction in which the firm heads, as well as the obligation for what others see and also imagine about what lies ahead and how to attain it.

3. هل هناك توازن بين الدراسات القديمة والحديثة؟ يجب أن تركز المراجعة على الدراسات الحديثة التي تعكس التطورات الجديدة في المجال، إلى جانب الإشارة إلى الأبحاث الأساسية القديمة.

1. الدراسات القديمة:

- الصفحة 11 وما بعدها: تشير المراجعة إلى بعض الأبحاث الأساسية التي ساهمت في تشكيل فهمنا للقيادة، مثل أعمال باس وبيرنز وهذه الأبحاث تعتبر أساسية، ولكن يجب النظر في مدى تمثيلها في المراجعة.

2. الدراسات الحديثة:

- الصفحات 29-30: يجب مراجعة الدراسات المذكورة في هذه الصفحات للتأكد من أنها تشمل أبحاثاً حديثة تعكس التطورات الجديدة في مجال القيادة وأداء الموظفين. إذا كانت معظم الدراسات تعود إلى عقود سابقة، فقد يكون ذلك مؤشراً على نقص في التوازن.

3. التوازن العام:

- من المهم أن تحتوي المراجعة على مزيج من الأبحاث القديمة التي أسست النظريات الأساسية، بالإضافة إلى دراسات حديثة تعكس التغيرات الحالية في بيئة العمل وأساليب القيادة.

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Chan (2010) notes that a number of scholars that have performed study on different styles of leadership have yet to come up with a distinctive approach suited to distinct concerns, but Chan suggests it is vital to bear in mind, the unique styles which are employed are necessary when it comes to unique circumstances and that leaders only need to be aware of when they ought to implement a particular strategy and make use of ideal management styles, employee satisfaction, engagement, efficiency and ultimately the performance of the organization by means of its employees can be impacted by leaders. The level of leadership and guidance a leader offers to followers relies heavily on the styles they employ to match the circumstance.

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4. هل تم نقد الدراسات السابقة بشكل بناء؟ يجب أن يشمل النقد تقييماً لنقاط القوة والضعف في الدراسات السابقة، وليس مجرد تلخيص أو استعراض لها، كما يجب تحليل المنهجيات التي استخدمتها الدراسات السابقة.

1. . تحليل نقاط القوة والضعف:

- **الصفحات 8-9:** يجب أن نتحقق مما إذا كانت المراجعة تشير إلى نقاط القوة في الدراسات السابقة، مثل استخدام عينات كبيرة أو منهجيات موثوقة، بالإضافة إلى نقاط الضعف مثل قيود العينة أو التحيزات المحتملة وإذا كان النقد يركز فقط على تلخيص النتائج دون تناول هذه الجوانب، فسيكون ذلك نقصاً.

2. تحليل المنهجيات:

- **الصفحات 33-37:** من المهم وجود تحليل نقدي للمنهجيات المستخدمة في الدراسات السابقة وينبغي تقييم ما إذا كانت الدراسة قد تناولت نقاط القوة والضعف في الأساليب البحثية، مثل تصميم الدراسة، أدوات القياس، وأساليب التحليل وإذا لم يكن هناك تحليل كافٍ، فسيكون ذلك مؤشراً على نقص في النقد البناء.

3. تناول الفجوات البحثية:

- **الصفحة 30:** إذا كانت الدراسة قد أشارت إلى الفجوات البحثية بناءً على النقد الموجه للدراسات السابقة، فهذا يعكس قدرة على التفكير النقدي ويعزز من قيمة الدراسة.

in the production process, management and making of decisions in the organization. This study population that the researcher had to conduct the study was 2500 employees of Chi Limited located in Lagos, Nigeria. The researcher was given permission to approach the employees through the Human Resource department at Chi Limited.

3.3 Research Area

The study was conducted in Chi limited in Lagos, Nigeria which by population size of employees can be regarded as a large organization with employees numbering 2500. These 2500 employees were the focus of the survey, as they are in the best position to help with recognizing the leadership pattern of the organization and how it affects their performances. The region was chosen because that is the only known location of Chi Limited in Lagos.

3.4 Sample size and sampling technique

It would be a very difficult task to conduct a study using the whole population of Chi limited, Nigeria. Due to that fact, the researcher chose the direct employees as the sample representing the total population of the organization. In order to get a representative sample for the study, simple random sampling method was employed to get the employees who were studied. The researcher sent the survey to a sample of 334 respondents, drawn randomly from a pool of 2500 Chi limited staff which was acquired through the human resource department.

$$s = X^2NP(1 - P) \div d^2(N - 1) + X^2P(1 - P).$$

Where;

s = required sample size.

X^2 = the table value of chi square for 1 degree of freedom at the desired confidence level of 3.841.

N = the population size.

P = the population proportion (assumed to be .50 because it would provide us with maximum sample size).

d = the degree of accuracy expressed as a proportion (.05).

CHAPTER 3 METHOD OF RESEARCH

3.1 Introduction

This chapter contains the method of research that was employed by the researcher in the completion of the study in specific details. This chapter gives information on the methods that were employed by the researcher towards collecting primary data that is required in the completion of this research. In this study, the research design that was adopted and study population which the researcher had to work with was discussed. The researcher also talks about how the data that was collected and interpreted, giving details of any models used in the analysis coupled with the reasons why the models were selected and applied by the researcher.

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2.2 Leadership

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Table 3.1:

Reliability Statistics

Scale	N	Alpha
Transformational leadership	12	0.876
Transactional leadership	6	0.795
Authoritative leadership	6	0.708
Laissez-faire leadership	6	0.794
Employee performance	2	0.818
Overall reliability of questionnaires used	32	0.873

In obtaining the consistency of the study instrument, Cronbach's alpha was implemented in a scale evaluation and was put in comparison to the standard acceptable point of 0.7. Field (2005) and Pallant (2013) in their research studies explained that a Cronbach's alpha that is better than 0.7 shows internal consistency of the study instrument. The questionnaire used to measure each style of leadership and employee performance were put to the reliability test and the Cronbach's alpha figures that were gotten were in the range of 0.708 and 0.876 which signifies a very acceptable level of internal consistency of the questionnaires used for each leadership style and employee performance and the results are presented in Table 3.1. Also, the researcher subjected the questionnaires to an internal consistency test as a whole and the Cronbach alpha gotten was 0.873 which signifies internal consistency of the questionnaire used in this study as a whole.

3.8 Processing and analysis of data

After the data was retrieved on google docs by the researcher, it was coded and inputted into SPSS for analysis. The correctness of the data entry was cross checked. The internal consistency of the scale based variables were also checked before the scores were aggregated to realize mean scores for each respondent per scale variable measure.

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This was because the researcher did not want the responses gotten from each employee to be affected by other employees' opinions. The data that was collected from the study population was primary data. The questionnaire that was adapted and used in the study was divided into 4 parts: Part A as participation information sheet, Part B was to collect demographic variables, Part C was a series of statements aimed at capturing the perception of employees with respect to leadership style while Part D was aimed at obtaining employees perception of their performance and their perception of their performance with comparison to other employees. These questionnaires were sent by the researcher to the human resource department of the study organization. Out of the 334 employees which the webpage link was shared to, 164 responded and all 164 filled questionnaires were valid.

3.7 Validity and reliability stats of the instrument

This study adopted scales with prior validation. To measure the different types of leadership styles, this study adapted the Multi-Factor Leadership Questionnaire (MLQ) which was developed by Avolio & Bass (1995), then edited to suit the context of the study. In measuring the employee performance, this study used the scale of Yousef (2000).

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The sample size was determined using a formulae for determining needed sample sizes by Krejcie, R.V., & Morgan D.W. (1970) which is explained on the previous page.

Since these direct employees are permanent staff of the organization and have been at the company for at least a year, the researcher deemed them fit to represent the entire study population at Chi limited, reason being they would have a reliable assessment of leadership styles employed and also have an insight on their own performance on the job as well as their colleagues. The 334 employees selected at random by the researcher from a pool of 2500 include, supervisors and employees including customer care attendants, production line workers, retail officers and delivery workers.

The researcher sent the link to the research questionnaire to the randomly selected 334 employees and 164 responses were gotten of which all were valid

3.5 Measurement Procedures and Variables

The researcher adapted open access questionnaires from Avolio & Bass (1995) and Yousef (2000) to acquire information on the age of respondents, their gender, academic levels together with position in the company which was useful in finding out the respondent's demographics. The key variables which include the independent variable, consisting of leadership styles (transactional, transformational, autocratic and laissez-faire). The scale implemented to ascertain leadership styles was the Multi factor leadership questionnaire designed by Avolio and Bass (1995) that had been modified to fit the context of the study. The other key variable assessed in the study, was the dependent variable that was the overall performance of the employees, this was assessed with the assistance of a scale designed by Yousef (2000).

3.6 Method of data collection

The researcher obtained data from the study population by using a structured research questionnaire that was sent to the target population through the Human resource department in the form of a link to a webpage that allows the study population to easily fill out the questionnaires in a stress free and timely manner. Collection of the data lasted a week in the month of February 2019.

5. هل تم تحديد الفجوات البحثية بوضوح؟ يجب أن يبرز النقد أين توجد ثغرات أو نقص في الدراسات السابقة التي لم تعالجها الأبحاث الأخرى.

1. تحديد الفجوات البحثية:

- **الصفحة 30:** ينبغي النظر فيما إذا كانت الدراسة قد قدمت تحليلًا واضحًا للفجوات الموجودة في الأبحاث السابقة و يجب أن تشير هذه الفجوات إلى جوانب معينة من الموضوع لم يتم تناولها بشكل كافٍ أو دراسات لم تشمل عينات أو سياقات معينة.

2. الأبحاث غير المغطاة:

- يجب أن يتناول النقد أوجه القصور في الدراسات السابقة، مثل عدم وجود دراسات حديثة تتناول تأثيرات معينة لأنماط القيادة في بيئات عمل مختلفة، أو نقص في الأبحاث التي تربط بين القيادة وأداء الموظفين في سياقات ثقافية محددة.

3. التوجهات المستقبلية:

- إذا كانت الدراسة قد قدمت توصيات واضحة لأبحاث مستقبلية بناءً على الفجوات المحددة، فهذا يعكس فهمًا عميقًا للموضوع ويعزز قيمة البحث.

وفي النهاية:

إذا كانت الدراسة قد حددت الفجوات البحثية بوضوح، مع توفير أمثلة محددة وأدلة على أوجه القصور في الأدبيات السابقة، فهذا يعزز من مصداقية البحث ويظهر أهمية الدراسة وفي حال عدم وجود تحديد واضح للفجوات، فقد يكون ذلك مؤشرًا على ضرورة تحسين التحليل النقدي وتعزيز الفهم العام للموضوع.

Amussah, A. (2020). Leadership styles and its impact on employee performance. *School of Social Sciences, Near East University, Nicosia.*



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