
EFFECTS OF LEADERSHIP STYLES ON ORGANIZATIONAL PERFORMANCE IN KALITI METAL PRODUCTS FACTORY

^a Mesfin Lemma (Ph.D.) and ^b Deres Eshete

^a Associate professor at International Leadership Institute, Ethiopia

^b Production department head - Kaliti metal products factory, Ethiopia

ABSTRACT

This study investigated the main effects of leadership styles on organizational performance at Kaliti metal products factory (KMPF). It specifically sought to determine the effects of laissez-faire, Democratic, Autocratic, and Charismatic leadership styles on Financial and non-Financial Organizational performance. A descriptive survey research based on the perceptions of all employees below top level managements in KMPF was undertaken. Explanatory research design was employed. Total participants in the research were 153; a structured self-completed research questionnaire was thereafter distributed and collected with interview question and focus group discussion was used. The researchers used both probability and non-probability sampling technique to collect the required data. The finding revealed that there is the significant and positive relationship between leadership style and organizational performance. Autocratic leadership styles, Democratic leadership styles, and Charismatic leadership styles has a positive relation with organizational financial and non-financial performances while laissez-fair leadership styles has a negative relation with organizational performance. In order to be more profitable organization it is better to exercise at most democratic leadership styles and for the sake of overall efficiency and employee motivation the leaders of KMPF have to work hard.

KEY WORDS: Autocratic, Charismatic, and Democratic leadership styles, Financial and non-Financial Organizational performance.



1. INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Leadership has been defined in many different ways, but most definitions share the assumption that it involves an influence process concerned with facilitating the performance of a collective task (Yalk, 2002). The success of many organizations possibly results from the leadership sagacity and willpower, the technical prominence and innovation, the excellent quality or the distinguished reputation, but all these relate to “human”. The interest in the influence of leadership styles on organizational performance represent an alternative to the traditional focus on the leaders as the center of attention and power, the qualities of leaders are obviously important especially in teamwork. In particular, leaders need the skill to engage followers in productive and satisfying mutual pursuits.

It was discovered that employee turnover was lowest and job satisfaction highest under leaders who were rated high in consideration. Most productive work groups tend to have leaders who are employee-centered rather than production centered. Also the most effective leaders are those who have supportive relationships with group member. They emphasize group rather than individual decision making, and encourage team members to set and achieve high performance goal (DuBrin, 1995).

The period of greatest interest in management competences occurred in the decade 1985-95. More recently attention has moved away dramatically-from management to leadership. Now leadership is seen as the source of organizational success and the key determinant of organizational performance, and lack of leadership is blamed for poor performance at business and even national level (Storey, 2004).

Today, the old assumptions about the distribution of power are no longer valid. An emphasis on control and rigidity serves to squelch motivation, innovation, and morale rather than produce desired results. Effective leaders share power rather than hoard it and find ways to increase an organizations brainpower by getting everyone in the organization involved and committed. Rather than being a controller, the leader is a facilitator who helps people do and be their best by removing obstacles to performance, getting people what they need, providing learning opportunities, and offering support and feedback. One reason for this is that the financial basis of today’s economy is becoming information rather than the tangible assets of land, building, and machines. This means human capital is becoming more important than financial capital (Daft, 2015).

Leadership style plays an important role in shaping the behavior and attitude of the members of an organization. In recent years, the study of leadership has drawn more attention due to its role in the failure or success of an organization. Over the years, scholars and researchers have not been unanimous on the most appropriate style of leadership in organization and these has led to the formulation of



several theories that could bring about organizational efficiency and effectiveness. Though some scholars have argued that no particular leadership style is the best, the level of participation of workers in the decisions that affect them or the organization as a whole will spur them to better commitment to the realization of set goals. Comparatively, participation provides outstanding long term results which are by no means far better than effective short term results.

1.2 STATEMENT OF THE PROBLEM

A large number of organizations spend considerable huge amount on solving managerial problems. Besides, research on management's leadership style and organizational performance are limited and personnel do not know enough about management's leadership style and the organizational productivity. In order to maintain the growth and achieve higher objectives, the top management in the organization needs to understand the problems and make strategies to satisfy, retain, and motivate employees to exert extra efforts. In other words, it needs such leadership in its factory that can achieve organizational goals efficiently and effectively. Leaders should have the ability to motivate its employees to exert extra efforts to achieve higher goals. Moreover, the existing leadership should adopt such leadership styles that help to augment subordinates' satisfaction, their efforts and organizational performance. Leadership style impacts the organization by affecting employee morale, productivity, decision-making speed, and metrics. Successful leaders carefully analyze problems, assess the skill level of subordinates, consider alternatives, and make an informed choice. By choosing the most appropriate leadership style for the situation, an effective leader provides a lasting impact.

The key influencers for organizational effectiveness are leadership and employee motivation. Leadership style extensively influences employee's commitment and dedication, while the correlation between leadership style and motivation has been studied in a wide variety of sectors and in an equally wide variety of demographic settings, few of these studies focus on this relationship in the context of a corporate in oil and refinery segment (Gopal & Chowdhury, 2014).

Leadership has a direct cause and effect relationship upon organizations and their success. Leaders determine values, culture, change tolerance and employee motivation. They shape institutional strategies including their execution and effectiveness. Leaders can appear at any level of an institution and are not exclusive to management. Successful leaders do, however, have one thing in common. All these which leaders should do and has to do in collaboration with their subordinates but all the above mentioned functions and purpose of leadership is not known even there is a mix with management.

The absence of effective leadership is a serious problem endemic in many organizations. It is obvious that the resultant outcome is poor staff performance, absence of motivation, poor growth and



development of the institutions. While a lot of research has already been done in the area of leadership style and organizational performance, the subject is so vast that there will always be new perspectives. For instance, in the modern day scenario wherein there an increase effect on new technology, shifting from the management system to leadership, and competitive the effects of leadership style on organizational performance need to be studied under effective leadership practice. A research done on the same and related topic almost all agree that leadership style has a direct relation with organizational performance with different magnitude for different leadership styles for example Chris U. and Ukaidi (2016) they use leadership style (autocratic, laissez faire and democratic) while Wahab, Rahmat, Yusof, and Mohamed (2015) using Transformational and Transactional leadership style but the output of their research is that leadership styles affect organizational performance according to the situation and type of activities.

Due to the fact that Ethiopian literature on leadership styles and organizational performance is not being enriched, there is an urge for the researchers to perform a robust and rigorous research by examining the relationship of leadership styles and organizational performance. Hence, this would sort to investigate management leadership style and organizational performance. The purpose of this paper is to demonstrate how leadership styles can affect organizations to maintain high performance in existing markets. As a result, the study attempted to address the following research questions.

1. Is there relationship between leadership styles and overall equipment effectiveness?
2. What is the direct effect of leadership styles on organizational productivity?
3. What is the effect of leadership styles on organizational profitability?
4. To what extent leadership styles affect financial liquidity?
5. How leadership style affects employee's motivation?

2. RELATED LITERATURE REVIEW

2.1 LEADERSHIP THEORY

The definition of leadership may vary based on the context and setting to which it is applied, but in a general sense, leadership is a “process whereby intentional influence is exerted over other people to guide, structure, and facilitate activities and relationships in a group or organization. Effective leaders should be visionaries who are adaptable and have the ability to inspire others toward a collective goal. Preoperative settings often have team members with technical expertise and innovative ideas but who do not fulfill a formal leadership role (Cox, 2016). Leadership is viewed as a social influence process through which one individual exerts influence intentionally over others to structure the behaviors and relationship within a group or organizations (Chris and Ukaidi, 2016). Leadership style’ is the general



manner, outlook, attitude and behaviour of a leader, particularly in relation to his or her colleagues and team members. This can be expressed in various ways including: what a leader says; how they say it; the example they set; their body language; and their general conduct and character (ACCA, 2012).

2.1.1 THE CHARISMATIC LEADER

Charisma is the intense magnetic charm that reaches people on an emotional, non-rational level, inspiring efforts and undertakings beyond the norms of ordinary life. People tend to think of leaders as people who influence others to follow by the power of their charismatic personality. We think, for example, of John F. Kennedy's press conferences or Martin Luther King's stirring speeches. The "charismatic" leader is able to articulate a compelling vision that responds to the needs and aspirations of the followers. Through their relationship with the charismatic leader, the followers gain feelings of power and build their self-esteem. Charismatic leaders are generally very skilled communicators. They tend to be individuals who are both verbally eloquent, but also able to communicate to followers on a deep, emotional level. These charismatic leaders use effective communication with their followers to gain their trust, and then influence and persuade them to follow. Charismatic leaders also pay a great deal of attention to scanning and reading their environment, and are good at picking up the moods and concerns of both individuals and larger audiences. They then will try to hone their actions and words to suit the situation (Kolzow, 2014).

2.1.2 AUTOCRATIC LEADERSHIP

Autocratic leaders retain most of the authority for themselves. They make decisions confidently and assume that group members will comply; they usually are not concerned with group members' attitudes toward the decision. Autocratic leaders are considered task-oriented because they place heavy emphasis on getting tasks accomplished. Typical autocrat behaviors include telling people what to do, asserting themselves, and serving as a model for team members (Daft, 2015). Autocratic leader is one who tends to centralize authority and derive power from position, control of rewards, and coercion. Groups with autocratic leaders perform highly so long as the leader is present to supervise them. However, group members were displeased with the close, autocratic style of leadership, and feelings hostility frequently arose (DuBrin, 1995).

2.1.3 LAISSEZ-FAIRE LEADERSHIP

Leadership is provided to the group indirectly rather than directly. Group member are presented a task to perform and are given free rein to figure out how to perform it best. The leader does not get involved unless requested. Team members are allowed all the freedom they want as long as they do not violate policy. In short, the laissez fair leader delegates completely. The laissez-faire leadership style sometimes



works effectively with well-motivated and experienced employees. These people are self-sufficient and may not need help or emotional support from the manager. A problem with this leadership style, however, is that group members perceive the laissez-faire leader as uninvolved and indifferent. Yet the laissez-faire leaders believe they are helping subordinates develop self-sufficiency (DuBrin, 1995).

2.1.4 DEMOCRATIC LEADERSHIP

The participative techniques and majority-rule decision making used by the democratic leader trained and involved the group members so that they performed well with or without the leader present. These characteristics of democratic leadership may partly explain why the empowerment of employees is a popular trend in companies today (Daft, 2015).

2.2 ORGANIZATIONAL PERFORMANCE

The performance measurement is fundamental to companies' improvement. Performance measurements are used to control and keep track of how the company is performing and whether it is meeting its objectives. The importance of performance measurement has increased with the realization that in order to be successful in the long term, business organizations have to fulfill the expectations and needs of stakeholders' which include their customers, consumers, employees, suppliers, local community stakeholders, and shareholders. While the importance of the performance measurement is difficult to quantify it is evident that in virtually all texts, research, and case studies on company improvement the performance measurement plays a central role (Harif, and Ahmad, 2013)..

Continuous performance is the focus of any organization because only through performance organizations are able to grow and progress. Performance is dynamic, requiring judgment and interpretation. Performance may be illustrated by using a causal model that describes how current actions may affect future results. Performance may be understood differently depending on the person involved in the assessment of the organizational performance.

The term "performance measurement" usually refers to the continuous gathering of data from specific functional areas. It concerns the ongoing monitoring and reporting of a Customs administration's progress towards reaching its organizational goals. It is made up of an internal system that collects, collates and reports on workflows, outputs and outcomes (Ireland, Cantens, and Yasui, 2011).

A performance indicator is a detailed quantitative and/or qualitative descriptor. It describes what the organization is doing or has done. There can be more than one indicator for each performance measure. In order to assist with the discussion of organizational performance measurement, use of the following nomenclature is recommended.



Input is the resource required to complete activities, for example, people, equipment, technology, legislation and budget;

Activity is the process undertaken, for example, it can be daily, weekly, monthly and would include collecting import documentation, screening and questioning people moving across the border, boarding arriving vessels, numbers of vehicles inspected, etc.;

Output is a result achieved, for example, an annual report, as well as effective and efficient use of resources, management of, and the ability to report on the cost to deliver Customs services, revenue collected, enforcement seizures, permits issued, training courses conducted, etc.

Outcome is the impact, benefit or change as a result of Customs' activities.

2.2.1 FINANCIAL PERFORMANCE MEASURES

Financial performance measures as tools of financial management. The focus is on the functional specialism of finance and financial management. This is concerned with the efficient provision and use of financial resources to support the wider aim of the organization, and to manage the effective and efficient operation of the finance function. Financial measures of performance as mechanisms for motivation and control within the organization. Here the financial information provides a window into the organization by which specific operations are managed through the codification of their inputs and outputs in finance terms. As indicated on (ACCA. 2012) financial performance measures are used to monitor the inflows (revenue) and outflows (costs) and the overall management of money in the business. These measures focus on information available from the Statement of profit or loss and Statement of financial position of a business (Neely, 2002).

MEASURING PROFITABILITY

The primary objective of a profit seeking company is to maximize profitability. A business needs to make a profit to be able to provide a return to any investors and to be able to grow the business by reinvestment (ACCA. 2012).

Three profitability ratios are often used to monitor the achievement of this objective:

- Return on capital employed (ROCE) = $\text{operating profit} \div (\text{noncurrent liabilities} + \text{total equity}) \%$

This is a key measure of profitability as an investor will want to know the likely return from any investment made.

- Return on sales (ROS) = $\text{operating profit} \div \text{revenue} \%$

A high return is desirable. It indicates that either sales prices and or volumes are high or that costs are being kept well under control.

- Gross margin = $\text{gross profit} \div \text{revenue} \%$



The gross margin focuses on the trading activity of a business as it is the gross profit (revenue less cost of sales) as a percentage of revenue.

Measuring liquidity: A business can be profitable but at the same time encounter cash flow problems. Cash at the bank and profit are not the same thing. There are two liquidity ratios that are used to give an indication of a company's ability to manage and meet short term financial obligations (ACCA, 2012).

Current ratio: The ratio measures the company's ability to meet its short term liabilities due within one year with the current assets than should be converted into cash within one year.

Current ratio = current asset/current liability

Acid test (Quick ratio): This is a similar to the current ratio but inventory is removed from the current assets due to its poor liquidity (time taken to convert into cash) in the short term.

Acidic test = current assets – inventory

Current liability

2.2.2 NON-FINANCIAL PERFORMANCE

Non-financial performance measures such as customer satisfaction, product quality, or employee turnover are especially relevant in cases where market-based performance measures showing the total firm value are not available. Non-financial performance measures such as customer satisfaction, product quality, or employee turnover (Hofman, 2001).

Non-financial performance measures are often used for performance evaluation. They are especially relevant if the available financial performance measures not completely reflect the manager's contribution to the firm's total value. Then, non-financial performance measures serve as an indicator for the firm's long-term performance and may therefore be included in incentive contracts (Hofman, 2001).

The following are the determinants of non-financial performance measures

Efficiency and process reliability: Efficiency involves using people and resources to carry out essential operations in a way that minimizes costs. Efficiency is especially important when the competitive strategy of the organization is to offer its products and services at a lower price than competitors. Efficiency can be increased by redesigning work processes, using new technology, and coordinating unit activities to avoid unnecessary activities and wasted resources (Yuki, 2006).

Process reliability means avoiding unnecessary delays, errors, quality defects, or accidents. This performance determinant is especially important when defective products or unreliable process can affect the health and safety of employees, result in financial loss, or cause damage to expensive equipment. Process reliability can be improved by using extra resources to ensure that quality standards



are maintained, products or services are delivered on time, and accidents are avoided, but this approach may also reduce efficiency.

Innovation and adaptation: The effectiveness of the organization also depends on responding in appropriate ways to external threats and opportunities. When change in the external environment affects the capacity of the organization to carry out its mission, successful adaptation requires of the threats and opportunities, and the willingness to make changes in the processes, products, services, or the competitive strategy of the organization. Innovative change is more important when the external environment is volatile and uncertain, which is likely in situations of rapid technological change, political and economic turmoil, or new threats from competitors. Adaptation is enhanced by accurate interpretation of information about the environment; collective learning by members (understanding of processes and causal relationships); effective knowledge management (retention and diffusion of new knowledge within the organization); flexibility of work processes (capacity to change them quickly as needed); innovations in products, services, or processes; and availability of discretionary resources (to support new initiatives and crisis management) (Yuki, 2006).

Productivity: A productivity measure is a measure of the efficiency of an operation; it is also referred to as resource utilization. It relates the goods or services produced to the resources used, and therefore ultimately the cost incurred to produce the output. The most productive or efficient operation is one that produces the maximum output for any given set of resource inputs or alternatively uses the minimum inputs for any given quantity or quality of output (ACCA, 2012).

Productivity is often analyzed using three control ratios:

Production volume ratio: The production volume ratio assesses the overall production relative to the plan or budget. A ratio in excess of 100% indicates that overall production is above planned levels and below 100% indicates a shortfall compared to plans.

The production volume ratio =

$$\frac{\text{Actual output measured in standard hours}}{\text{Budgeted production hours}} \times 100$$

Capacity ratio: The capacity ratio provides information in terms of the hours of working time that have been possible in a period.

The capacity ratio =

$$\frac{\text{Actual production hours worked}}{\text{Budgeted production hours}} \times 100$$



A ratio in excess of 100% indicates that more hours have been worked than were in the budget and below 100% fewer hours have been worked than in the budget.

Efficiency ratio: The efficiency ratio is a useful indicator of productivity based on output compared with inputs.

The efficiency ratio =

$$\frac{\text{Actual output measured in standard hours}}{\text{Actual production hours worked}} \times 100$$

A ratio in excess of 100% indicates that the workforce have been more efficient than the budget predicted and below 100% less efficient than in the budget.

Overall equipment effectiveness (OEE): is a way to monitor and improve the efficiency of your manufacturing process. Developed in the mid 1990's, OEE has become an accepted management tool to measure and evaluate plant floor productivity. OEE is broken down into three measuring metrics of **Availability**, **Performance**, and **Quality**. These metrics help gauge your plant's efficiency and effectiveness and categorize these key productivity losses that occur within the manufacturing process. OEE empowers manufacturing companies to improve their processes and in turn ensure quality, consistency, and productivity measured at the bottom line (EXOR / DataVisor Marquees).

Availability: **Availability** takes into account Down Time Loss, which includes all events that stop planned production for an appreciable length of time (typically several minutes or longer). It is calculated as the ratio of Operating Time to Planned Production Time, where Operating Time is simply Planned Production Time less Down Time:

$$\text{Operating time} / \text{planned production time}$$

Performance: Performance takes into account speed loss, which includes all factors that cause the production asset to operate at less than the maximum possible speed when running. It is calculated as the ratio of net operating time to operating time. In practice, it is calculated as:

$$(\text{Ideal cycle time} * \text{total pieces}) / \text{operating time}$$

The ideal time is the theoretical fastest possible time to manufacture one piece. Therefore, when it is multiplied by total pieces the result is net operating time – the theoretical fastest possible time to manufacture the total quality pieces.

Quality: Quality takes in to account quality loss, which factors out manufactured pieces that do not meet quality standards, including pieces that require rework. It is calculated as the ratio of fully productive time (fastest possible time for good pieces) to net operating time (fastest possible time for total pieces). In practice it is calculated as:



Good pieces / Total pieces

Motivation: It is essential to increase overall efficiency of human beings to improve performance of an organization. While machines, processes, technology of high order can be made available to the individuals, but high productivity can only be achieved if workers are highly skilled and adequately motivated (Kondalkar, 2007).

Content theory of motivation: The four content theories that affect motivation. These factors include associates' needs and the various job and contextual attributes that might help them meet these needs. Among the four theories Hierarchy of Needs Theory which is one of the most popular motivation theories, frequently referred to as the hierarchy of needs theory, is used for this research. According to Maslow, people are motivated by their desire to satisfy specific needs. Maslow arranged these needs in hierarchical order, with physiological needs at the bottom, followed by safety needs, social and belongingness needs, esteem needs, and, at the top, self-actualization needs. In general, lower-level needs must be substantially met before higher-level needs become important.

Process Theories of Motivation: Process theories are concerned with the *process* by which such factors interact to produce motivation. One of the weaknesses of content theories is the assumption that motivation can be explained by only one or two factors, such as a given need or the content of a job. As we have seen, human motivation is much more complex than that. In most cases, several conditions interact to produce motivated behavior. Process theories take this complexity into account. Process theories generally focus on the cognitive processes in which people engage to influence the direction, intensity, and persistence of their behavior.

Expectancy Theory

The first process theory to recognize the effects of multiple, complex sources of motivation was Victor Vroom's expectancy theory. Expectancy theory suggests that managers and associates consider three factors in deciding whether to exert effort. In essence, expectancy theory suggests that people are rational when deciding whether to expend a given level of effort (Hitt, Miller, and Colella, 2001). The following equation formally states how people implement expectancy theory:

$$MF = E * \sum (I * V)$$

Where:

MF = Motivational force.

E = Expectancy, or the subjective probability that a given level of effort will lead to a particular level of performance. It can range from 0 to +1. Further, the expectancy of interest usually corresponds to the probability that strong effort will result in good performance. Thus, an expectancy of zero means that an



individual thinks there is no chance that strong effort will lead to good performance. An expectancy of one means that an individual thinks it is certain that strong effort will lead to good performance. For a given person in a given situation, self-esteem, previous experience with the task, and availability of help from a manager can influence this subjective probability.

I = Instrumentality, or the perceived connection between a particular level of performance and an outcome. Instrumentality can range from -1 to $+1$, because it is possible for a performance level to make an outcome less likely as well as make an outcome more likely. For example, an instrumentality of -0.8 indicates that an individual expects that performing at a particular level would make an outcome very unlikely (e.g., praise from co-workers might be unlikely because of jealousy).

V = Valence, or the value associated with an outcome. Valence can be negative or positive, because some outcomes may be undesirable while others are desirable.

2.4 THEORETICAL FRAME WORK AND HYPOTHESIS

A research conducted by Chris, and Ukaidi (2016) used autocratic, laissez faire and democratic leadership style on efficiency and effectiveness of the organization and concluded that leadership style of the organization greatly influence the performance and organizational output. On other research Uchenwamgbe (2013) used autocratic and democratic leadership styles effect on the organizational performance, employee commitment, employee motivation and concluded that Leadership plays an important role in the behavior and attitudes of the members of an organization. It also determines how people would interact with each other in order to solve problems and take decisions. The field of leadership not only focuses on interpersonal relations but also appreciates the role of a leader as a motivator and energizer. For this study the research used chi-square and simple percentage method for data analyses.

For the purpose of this research work four styles of leadership were used (autocratic, democratic, laissez-faire and charismatic which are the independent variables and two financial variables (profitability and liquidity) and two nonfinancial variables (productivity and overall equipment effectiveness) will be used to measure organizational performance. Empirically the relation between leadership styles and organizational performance will be checked and also conceptually through questionnaire, interview and focus group discussion the relations will be proved.

HYPOTHESIS

Hypothesis 1 (H1): Organization becomes efficient through innovation and performance, which enables metal manufacturing industries to take risks in achieving profitability and success. Profitability is also



driven by efficiency in obtaining organizational goals and objectives, and is a measurement of an organization's. The leadership style has effect on profitability.

Hypothesis 2 (H2): The fundamental requirements for any “best-in-class” liquidity structure are visibility of cash flows and currency positions, control over those balances and yield optimization. However, organizational leadership styles often influence which strategy best aligns with its organizational culture and is therefore best suited to achieving its liquidity objectives. The leadership style has effect on liquidity.

Hypothesis 3 (H3): Leaders and managers play an important role in creating an atmosphere and culture of enthusiasm and productivity among the employees that help them do what they need to do. Developing an understanding of the impact leadership can make on employees motivation is important. Many leaders think that materialistic rewards are enough to motivate their employees but it is not and money alone will not do the impact in motivating your employees while the leader is ignoring individual's needs to contribute to the organizations and make meaning out of what they do. The leadership style has on employee motivation.

Hypothesis 4 (H4): Leadership is of utmost importance in every organization because of its far-reaching effects on the accomplishment of organizational productivity. Leadership behavior of managers has been consistently associated with employee output; and leadership styles of individual managers are powerful predictors of productivity. The leadership style has effect on productivity.

Hypothesis 5 (H5): The more variation in how processes are followed, the less effective performance will be. The role of leadership in this situation is to reduce variation in process performance by ensuring their people know what to do, they know how to do it and they are held accountable for doing it. In terms of Reliability Excellence, the result of process performance is measured by Overall Equipment Effectiveness (OEE). The leadership style has an effect on OEE.

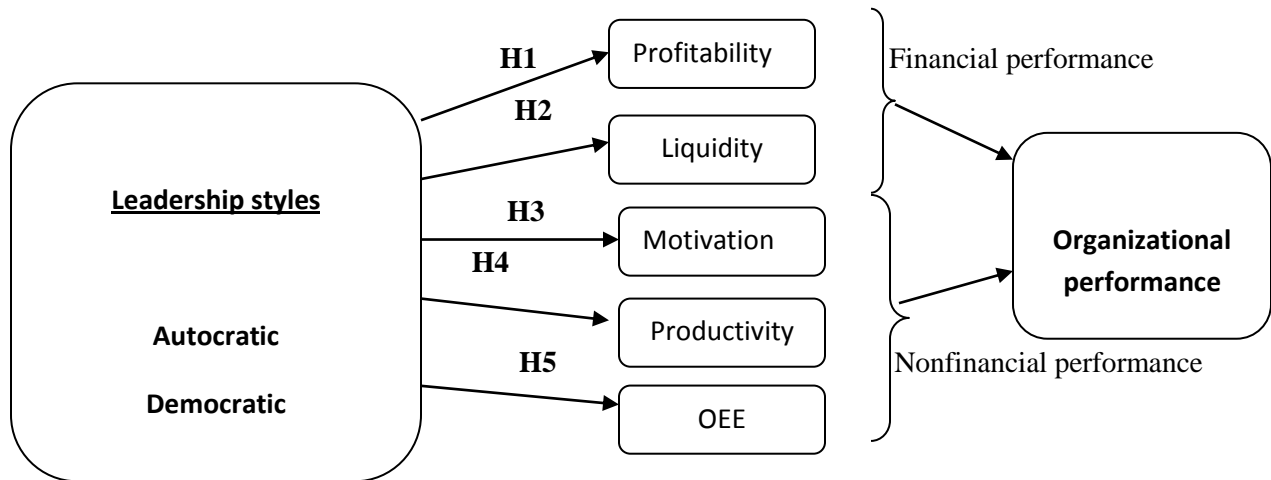


Figure 2.2 Theoretical frame works

Source: Literature review

3. RESEARCH METHODS

3.1 RESEARCH DESIGN

For the purpose of this study explanatory research design was used. Studies that establish causal relationships between variables may be termed explanatory research. Furthermore, the nature of the study necessitates the use of a descriptive research design as it is concerned with finding out the respondents' attitudes towards leadership styles in their workplace and how it affect organizational performance. Both qualitative and quantitative study approach were applied, because the research use justifies the financial and non-financial variables empirically analyzed and measured with numbers these will explore detail information to investigate the objectives of the study for this quantitative method were used. For the data gathered through interview and focus group discussion it is conceptually relates the relation between dependent and independent variables for this qualitative technique was used.

3.2 POPULATION, SAMPLE SIZE AND SAMPLING TECHNIQUES

The population of this study consist 428 population elements from KMPF permanent employees which are now working. The sample frame of this research is 356 employees who are currently working in the factory by excluding branch employees who are working on the six branches. For this research 9 top including the CEO managements were included for interview questions and 6 supervisors and middle level managers were selected for focus group discussion for this research purposive sampling were used. Finally, to make representative from the sampling frame probability sampling techniques was applied. From the given sampling frame using the following formula 188 respondents were taken as sample.



$$n = \frac{N}{1 + N(e)^2} \qquad n = \frac{356}{1 + 356(0.05)^2} = 188$$

Where n – designates the sample size the research uses.

N - Designates total number of sample frame (356)

e – Designates maximum variability or margin of error 5% (0.05).

1 – Designates the probability of the event occurring.

3.3 SOURCES OF DATA AND DATA GATHERING TOOLS

To successfully achieve the research objectives and answer the stated research questions, the researchers have used both primary and secondary data sources and which can be collected from the respondents and review documents. To realize this, questionnaire, interview and focus group discussion with specific department of the factory workers have been designed by the researchers. The researchers have contacted the selected sample of different professionals such as top managers including CEO, middle level managers of production department, operators and major customers of the factory. The main source was questionnaire with open and closed ended questions and five–point interval scales, which distributed for 188 respondents. Apart from use of questionnaires, a structured interview was conducted for CEO, top level managers directly in charge of leadership activities for the organization. Besides, a structured focus group discussion with supervisors, and middle level managers were held to exploit deep information about the leadership style used at KMPF, what effect does it on overall organization performance and employees motivation.

Validity and reliability tests were used to select and assess the final items of the independent constructs that were used for statistical testing. Since data for the study were generated using a multi-scaled responses, it was necessary to test for reliability. The internal consistency of each factor was examined using Cronbach Alpha reliability analysis. The result indicated that the Cronbach’s alpha measures for the three main constructs exceeded the threshold point of 0.70. Alpha coefficients for Organizational Performance is 0.837, Charismatic Leadership Style 0.870, Democratic Leadership Style 0.829, Autocratic Leadership Style 0.884, Laissez-faire leadership 0.928 after the alpha maximization process were carried out, indicating internal consistency. Therefore the research instrument is reliability and can be used for the actual research.

3.4 DATA ANALYSIS TECHNIQUES

After the data are collected both descriptive and inferential statistical techniques were employed to analyze the data. The data were analyzed by using SPSS version 20. The statistical tools were aligned with the objectives of the research. Inferential statistics is particularly the Pearson’s correlation were

used to show the relationship and the strength/degree as well as direction of associations between variables. The other inferential statistics used is regression analysis that shows interdependence of independent variables and dependent variable. Thus, both the strength of the relationship between variables and the influence of independent on dependent variable and statistical significance were assessed.

4. RESULTS AND DISCUSSIONS

4.1 DESCRIPTIVE ANALYSIS

4.1.1 FINANCIAL PERFORMANCE

Table 4.1 shows the average mean of financial performance is 3.62 and standard deviation of 1.08. as can be seen almost question number one and four contributes this show that the majority of the respondents agree that the organization costs a lot to produces its main products this is due its leadership styles and company has a good trend to pay off its current liabilities this is due to a good leadership practices. And the smallest mean is from question six, there is a huge loss in purchased items due to poor quality this intern leads to reduces annual losses. There is no significant difference between the largest and the smallest mean.

Table 4.1: Financial performances

Item	SD	D	SHA	A	SA	Mean	SD
The organization costs a lot to produces its main products this is due its leadership styles.	2(1.3)	16(10.5)	33(21.6)	53(34.6)	49(32)	3.86	1.029
The organization incurs more overhead and administrative expenses this intern reduces its profit which is a direct reflection of its leaders.	2(1.3)	25(16.3)	44(28.8)	50(32.7)	32(20.9)	3.56	1.038
The leaders of company are capable enough to sell all the unnecessary assets quickly to raise cash.	6(3.9)	30(19.6)	36(23.5)	54(35.3)	27(17.6)	3.43	1.111
Company has a good trend to pay off its current liabilities this is due to a good leadership practices.	1(7)	10(6.5)	47(30.7)	49(32.0)	46(30.1)	3.84	.954
There are assets that are going to be deteriorated (wasted) due to poor leadership practice.	5(3.3)	23(15.0)	39(25.5)	44(28.8)	42(27.5)	3.62	1.136
There is a huge loss in purchased items due to poor quality this intern leads to reduces annual losses.	11(7.2)	28(18.3)	38(24.8)	43(28.1)	33(21.6)	3.39	1.215
Overall						3.62	1.08

(Source: own survey, June 2018)

This implies even though that there are a lot of wastages and unnecessary costs incurred for production processes and poor quality of purchased raw materials and accessories which reduces its annual profit. The top leaders are wise in paying of the company liabilities. The research conducted by Sofi (2015), Khan and Adnan (2014) and Edoka (2012) concludes that leadership style has an effect on organizational profitability (financial performance).

4.1.2. LEADERSHIP EFFECT ON PRODUCTIVITY

As table 4.2 depicts the overall mean of leadership effect on productivity is 3.66 with standard deviation of 1.19. As it can be seen from the table question number five, poor quality of products and services are a direct reflection of ineffective leadership contributes more for the average mean.

Table 4.2 Leadership effect on productivity

Item	SD	D	SHA	A	SA	Mean	SD
The leaders of the organization develop and apply new technologies or approaches and structures; they can expand output by more than any additional inputs that might be required.	8(5.2)	21(13.7)	44(28.8)	49(32.0)	31(20.3)	3.48	1.119
The organization leader helps to increases in output, at a given level of input, from more efficient use of the existing technologies.	8(5.2)	18(11.8)	37(24.2)	52(34.0)	38(24.8)	3.61	1.136
Your leaders help to increased efficiency by redesigning work processes, using new technology, and coordinating unit activities to avoid unnecessary activities and wasted resources.	13(8.5)	15(9.8)	42(27.5)	37(24.2)	46(30.1)	3.58	1.250
Your leaders provide the required raw material in quality and quantity so that the productivity of the company is high.	8(5.2)	22(14.4)	24(15.7)	47(30.7)	52(34.0)	3.74	1.218
Poor quality of products and services are a direct reflection of ineffective leadership.	9(5.9)	14(9.2)	24(15.7)	41(26.8)	65(42.5)	3.91	1.216
Overall						3.66	1.19

(Source: own survey, June 2018)

The implication is that there are poor quality of products produced due to under acceptable specification of raw materials purchased for inputs and lack of customer focused services this affects the productivity of the company. But there is more expansion underway that replaces the old machine in order to



improve the production processes which is the result of leadership. Wahab, Rahmat, Yusof, and Mohamed (2015) also concluded that organizational effectiveness is directly related with leadership styles exercised.

4.1.3. LEADERSHIP EFFECT ON OVERALL EQUIPMENT EFFECTIVENESS (OEE)

Table 4.3 shows the overall mean is 3.81 and standard deviation of 1.03. This means that for the sake of satisfying the customer needs and at the same time increases the annual profit and to

Table 4.3 Leadership effect on Overall Equipment Effectiveness (OEE)

Item	SD	D	SHA	A	SA	Me an	SD
The amount of scrap your company produces is due to a poor quality of the raw materials this intern the reflection of leadership and reduces its machine performance.	10(6.5)	20(13.1)	21(13.7)	49(32.0)	53(34.6)	3.75	1.24 2
Attaining higher quality levels has a multiplicative effect throughout the entire company due to the commitment of the leaders	4(2.6)	6(3.9)	33(21.6)	61(39.9)	49(32.0)	3.95	.965
Creating and sustaining a passion for quality brings greater responsiveness and flexibility into company-wide is the core objective of the leaders of the company.	3(2.0)	8(5.2)	33(21.6)	68(44.4)	41(26.8)	3.89	.929
By concentrating on a core set of quality metrics, manufacturing teams have the goals they need to focus on.	2(1.3)	10(6.5)	27(17.6)	64(41.8)	50(32.7)	3.98	.942
Your leader provides quality input for production and service	4(2.6)	20(13.1)	41(26.8)	52(34.0)	36(23.5)	3.63	1.06 3
The greatest achievements in quality are happening today because the leaders create every team member, operator and worker to have a sense of ownership of outcomes.	6(3.9)	14(9.2)	43(28.1)	55(35.9)	35(22.9)	3.65	1.05 4
Overall						3.81	1.03

Compute the dynamic market quality focus process, products and customer services the leaders not providing 100 % acceptable quality inputs there are more tons of raw material that was creates compliance from the customers. This issue also supported by focus group discussion that the leaders provide poor quality of raw materials.

4.1.4. LEADERSHIP EFFECT ON MOTIVATION

Table 4.4 presents the overall mean for leadership style effect on employee motivation is 3.31 and standard deviation of 1.19. Question four with larger mean; the majority of the respondent agrees that leaders in my organization take the initiative to help other employees when the need arises and question six with a relative smaller mean. This implies that the company gives on the job training and pays for those that are willing to learn up to first degree but they are not more satisfied with the total benefit package as per the work they do. From focus group discussion the group also agrees with the above ideas. Edoka (2012) on his research concludes that leadership styles positive and significant relationship with employee motivation.

Table 4.4 Leadership effect on motivation

Item	SD	D	SHA	A	SA	Mean	SD
Your leaders conduct a survey of employees. Specifically, ask them how much they care about the business' success.	18(11.8)	29(19.1)	33(21.6)	41(26.8)	32(20.9)	3.26	1.307
The leaders create an effective recognition system for outstanding effort and achievements made by employee	16(10.8)	32(20.9)	28(18.3)	48(34.1)	29(19.0)	3.27	1.279
The leaders are willing to give appropriate and enough job-related training and help to increase the performance of the organization.	10(6.5)	19(12.4)	53(34.6)	41(26.8)	30(19.6)	3.41	1.132
Leaders in my organization take the initiative to help other employees when the need arises.	4(2.6)	17(11.1)	51(33.7)	53(34.6)	28(18.3)	3.55	1.000
Communication between top leaders and employees is good in my organization.	3(2.0)	32(20.9)	44(28.8)	38(24.8)	36(23.5)	3.47	1.124
I am satisfied with my total benefits package given by the company that is decided by the top leaders	29(19.0)	33(21.6)	38(24.8)	28(18.3)	25(16.3)	2.92	1.347
Overall						3.31	1.19

(Source: own survey, June 2018)

4.1.5. CHARISMATIC LEADERSHIP STYLE PERFORMANCE

Table 4.5 depicts the overall mean for leadership style effect on employee motivation is 3.41 and standard deviation of 1.17. Question two with larger mean; the majority of the respondent agrees that charismatic leaders are good communicators. They are able to share the message loud and clear and question four with a relative smaller mean; somehow agree that charismatic leaders are willing to take



risks as well they are accountable for any problems that might arise. They aren't afraid of challenges either. This implies that there are leaders that has charismatic leadership style characterized by listening the employees and communicates friendly so that there are no as such many problems. Of course the leaders take risks with accountability for any mistake arise but this does not mean that they are happy and take all the responsibility willingly. Charismatic leaders are not only good communicator but also according to Kolzow (2014) they are good at picking up the moods and concerns of both individuals and larger audiences. They then will try to hone their actions and words to suit the situation.

Table 4.5 Charismatic leadership style performance

Item	SD	D	SHA	A	SA	Mean	SD
Your leaders are visionary means being open to chance and understanding that constant improvement is required for progress.	6(3.9)	18(11.8)	51(33.3)	44(28.8)	34(22.2)	3.54	1.082
Your leaders are good communicators. They are able to share the message loud and clear.	8(5.2)	21(13.7)	34(22.2)	48(31.4)	42(27.5)	3.62	1.175
Your leaders are able to sense the other person's expectations and properly approach them with your vision. In short, they are able to sense the mood and be able to adjust to it.	6(3.9)	27(17.6)	62(40.5)	34(22.2)	24(15.7)	3.28	1.054
Your leaders are willing to take risks as well they are accountable for any problems that might arise. They aren't afraid of challenges either.	20(13.1)	31(20.3)	38(24.8)	32(20.9)	32(20.9)	3.16	1.325
Your leaders are able to think outside of the box in order to create meaningful change in the organization.	9(5.9)	28(8.3)	39(25.5)	41(26.8)	36(23.5)	3.44	1.202
Overall						3.41	1.17

4.1.6 DEMOCRATIC LEADERSHIP STYLE PERFORMANCE

Table 4.6 shows the overall mean for leadership style effect on employee motivation is 3.19 and standard deviation of 1.20. Question two with larger mean; the majority of the respondent agrees that democratic leaders established trust by avoiding unnecessary specific direction and close supervision, and question five with a relative smaller mean; somehow agree that democratic leaders are reward adequate performance and rarely punish or give negative feedback. This implies that there are democrat leaders that are working closely and gives objective wise direction to attain the goals. But rewarding is now adequate that is why experienced employees leaving the company. Also Daft (2015) supports democratic leadership styles by saying the participative techniques and majority-rule decision making

used by the democratic leader trained and involved the group members so that they performed well with or without the leader present.

Table 4.6 Democratic leadership style performance

Item	SD	D	SHA	A	SA	Mean	SD
Your leaders provide job security, fringe benefits, and office amenities to keep subordinates happy and avoid conflicts that might cause bad feelings	12(7.8)	27(17.6)	44(28.8)	40(26.1)	30(19.6)	3.32	1.201
Your leaders established trust by avoiding unnecessary specific direction and close supervision.	8(5.2)	23(15.0)	47(30.7)	53(34.6)	22(14.4)	3.38	1.070
Your leaders believe subordinates should participate in decisions that affect their work and prefer to make decisions by consensus	14(9.2)	31(20.3)	41(26.8)	46(30.1)	21(13.7)	3.19	1.180
Your leaders hold many meetings and listen to subordinates	25(16.3)	30(19.6)	47(30.7)	28(18.3)	23(15.0)	2.96	1.282
Your leaders are reward adequate performance and rarely punish or give negative feedback	23(15.0)	32(20.9)	57(37.3)	24(15.7)	16(10.5)	2.92	1.431
Your leaders have high standards, expect self-direction of both themselves and others, and lead by example or modeling	5(3.3)	27(17.6)	55(35.9)	41(26.8)	25(16.3)	3.35	1.054
Overall						3.19	1.20

(Source: own survey, June 2018)

4.1.7. AUTOCRATIC LEADERSHIP STYLE PERFORMANCE

Table 4.7 shows the overall mean for leadership style effect on employee motivation is 3.48 and standard deviation of 1.03. Question three with larger mean; the majority of the respondent agrees that autocratic leaders control tightly often by requiring many detailed reports, and question four with a relative smaller mean; somehow agree that autocratic leaders give negative and “personalized”; feedback; and use threats of discipline or punishment as a motivational tool. This implies that autocratic leaders not allow followers to do by them and even require detail written evidences and believe that punishment the only way of motivation. DuBrin (1995) also agree that Autocratic leader is one who tends to centralize authority and derive power from position, control of rewards, and coercion.

Table 4.7 Autocratic leadership style performance

Item	SD	D	SHA	A	SA	Mean	SD
Your leaders are provide clear direction by telling subordinates what to do, permitting only minimal subordinate input	3(2.0)	23(15.0)	47(30.7)	56(36.6)	24(15.7)	3.49	.994
Your leaders expect immediate subordinate compliance or obedience	5(3.3)	11(7.2)	64(41.8)	50(32.7)	23(15.0)	3.49	.947
Your leaders control tightly, often by requiring many detailed reports	2(1.3)	15(9.8)	49(32.0)	58(37.9)	29(19.0)	3.63	.944
Your leaders give negative and “personalized”; feedback; and use threats of discipline or punishment as a motivational tool.	11(7.2)	31(20.3)	48(31.4)	40(26.1)	23(15.0)	3.22	1.147
Your leaders provide clear direction, but in a tactful manner	7(4.6)	19(12.4)	45(29.4)	47(30.7)	35(22.9)	3.55	1.112
Overall						3.48	1.03

(Source: own survey, June 2018)

4.1.8. LAISSEZ-FAIR LEADERSHIP STYLE PERFORMANCE

Table 4.8 depicts the overall mean for leadership style effect on employee motivation is 3.40 and standard deviation of 1.09. Question three with larger mean; the majority of the respondent agrees that Laissez-fair leaders are willing to provide the tools and resources needed, and question two with a relative smaller mean; agree that Laissez-fair leaders are able to give complete freedom for followers to make decisions. This implies that laissez-fair leaders strictly follow what inputs are needed and in what amount and deliver on time and there is a complete free freedom given to subordinates so that output will increased. Laissez fair leader delegates completely and believe they are helping subordinates develop self-sufficiency according to (DuBrin, 1995).

Table 4.8 Laissez-fair leadership style performance

Item	SD	D	SHA	A	SA	Mean	SD
Your leaders work with very little guidance from their subordinates	8(5.2)	19(12.4)	60(39.2)	48(31.4)	18(1.3)	3.32	1.011
Your leaders are able to give complete freedom for followers to make decisions	15(9.8)	40(26.1)	30(19.6)	43(28.1)	25(16.3)	3.15	1.255
Your leaders are willing to provide the tools and resources needed	4(2.6)	15(9.8)	36(23.5)	63(41.2)	35(22.9)	3.72	1.010
Your leaders expect group members to solve problems on their own	8(5.2)	20(13.1)	48(31.4)	47(30.7)	30(19.6)	3.46	1.106
Your leaders power is handed over to followers, yet leaders still take responsibility for the groups decisions and actions	10(6.5)	17(11.1)	57(37.3)	44(28.8)	25(16.3)	3.37	1.088
Overall						3.40	1.09

(Source: own survey, June 2018)

4.3 CORRELATION ANALYSIS

A Pearson product moment correlation was conducted to evaluate the relationship between leadership styles and overall all organizational performance. There was a positive correlation between organizational performance and democratic leadership style ($r=0.488$, $N=153$, $p<0.05$) indicating that high levels of organizational performance is associated with high levels of exercising democratic leadership style. Using Cohen’s (1988) guidelines, the effect size is medium.

There was also a strong, positive correlation between organizational performance and charismatic leadership style ($r=0.672$, $N=153$, $p<0.05$) indicating that high levels of organizational performance is associated with high levels of exercising charismatic leadership style. However, organizational performance has negative relationship between Laissez-faire ($r = -0.506$, $N=153$, $p<0.05$) and autocratic leadership styles ($r= -0.377$, $N=153$, $p<0.05$).

This indicates that democratic leadership and charismatic leadership significantly predicts overall organizational performance while autocratic leadership and laissez-fair leadership styles negatively predicts organizational performance.

Table 4.9 Correlations analysis between leadership styles and overall all organizational performance

		Democrati c	Autocrati c	Laissez- faire	Charisma tic	Organization al Performance
Democratic	Pearson Corr.	1	-.288**	-.201*	.725**	.488**
	Sig.		.000	.013	.000	.000
	N	153	153	153	153	153
Autocratic	Pearson Corr.	-.288**	1	.773**	-.226**	-.377**
	Sig.	.000		.000	.005	.000
	N	153	153	153	153	153
Laissez-faire	Pearson Corr.	-.201*	.773**	1	-.324**	-.506**
	Sig.	.013	.000		.000	.000
	N	153	153	153	153	153
Charismatic	Pearson Corr.	.725**	-.226**	-.324**	1	.672**
	Sig.	.000	.005	.000		.000
	N	153	153	153	153	153
Organizational Performance	Pearson Corr.	.488**	-.377**	-.506**	.672**	1
	Sig.	.000	.000	.000	.000	
	N	153	153	153	153	153
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

(Source from SPSS analysis)

4.5 MULTIPLE REGRESSIONS ANALYSIS

Multiple regression analysis was conducted to examine the effects of leadership styles on the overall organizational performance. The researchers have checked the regression five key assumptions: Linear relationship, Multivariate normality, No or little multicollinearity, No auto-correlation and Homoscedasticity.

As depicted in Table 4.9, the regression results revealed the R square value of 0.544. This indicates that the dimensions of leadership styles collectively explained 54.4% percent of the variance in organizational performance. The model summary indicates that 54.4% of the variance in organizational performance can be predicted from the combination of Charismatic, Autocratic, Democratic & Laissez-faire leadership Style. Furthermore, the ANOVA table 4.10 indicated that the combination of leadership styles significantly predict organizational performance.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.738 ^a	.544	.532	.27351

a. Predictors: (Constant), Charismatic Leadership Style , Autocratic Leadership Style, Democratic Leadership Style, Laissez-faire leadership Style

(Source from SPSS analysis)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.206	4	3.301	44.132	.000 ^b
	Residual	11.072	148	.075		
	Total	24.278	152			

a. Dependent Variable: Overall Organizational Performance
 b. Predictors: (Constant), Charismatic Leadership Style , Autocratic Leadership Style, Democratic Leadership Style, Laissez-faire leadership Style

(Source from SPSS analysis)

Since the overall F value was computed with all the variables in the equation, charismatic and laissez-fair leadership style are significantly contributing to the equation. Democratic and autocratic leadership styles add a little to the prediction of organizational performance. Three predictors had positive regression weights, indicating that organization performance resulted from high level of exercising charismatic, autocratic & democratic leadership style. However, exercising Laissez-faire leadership style is associated with low organizational performance.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.096	.371		11.033	
	Democratic Leadership Style	.018	.055	.028	.330	.000
	Autocratic Leadership Style	.012	.123	.009	.100	.000
	Laissez-faire leadership Style	-.569	.163	-.330	-3.490	.001
	Charismatic Leadership Style	.408	.065	.546	6.271	.000

a. Dependent Variable: Overall Organizational Performance

(Source from SPSS analysis)

4.6 THE EFFECTS OF LEADERSHIP STYLE ON PROFITABILITY, LIQUIDITY, EMPLOYEE'S MOTIVATION, OEE, AND PRODUCTIVITY

4.6.1 LEADERSHIP STYLES HAVE SIGNIFICANT EFFECT ON ORGANIZATIONAL PROFITABILITY

The model summary indicates that 16.1% of the variance in organizational profitability can be predicted from the combination of Charismatic, Autocratic, Democratic & Laissez-faire leadership Style. The ANOVA table 4.13 for leadership style and organizational profitability indicated that the combination of leadership styles significantly predict organizational profitability.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.402 ^a	.161	.139	.69373

a. Predictors: (Constant), Autocratic Leadership Style, Charismatic Leadership Style, Laissez-faire leadership Style, Democratic Leadership Style

(Source from SPSS analysis)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.689	4	3.422	7.111	.000 ^b
	Residual	71.226	148	.481		
	Total	84.915	152			

a. Dependent Variable: Profitability

b. Predictors: (Constant), Autocratic Leadership Style, Charismatic Leadership Style, Laissez-faire leadership Style, Democratic Leadership Style

Source: my own

Only democratic leadership style is significantly predicts organizational performance 0.001 ($p < 0.05$). While Charismatic, Laissez-faire and autocratic leadership styles 0.706 ($p > 0.05$), 0.833 ($p > 0.05$), and 0.711 ($p > 0.05$) respectively add a little to the prediction of organizational profitability. A research



conducted by Edeka (2012) supports this idea that democratic leadership style significantly effects organizational financial performance. While Sofi (2015) concluded oppositely insignificantly predicts profitability.

Table 4.14 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.521	.323		7.811	.000
	Charismatic Leadership Style	-.034	.090	-.043	-.378	.706
	Democratic Leadership Style	.353	.103	.419	3.411	.001
	Laissez-faire leadership Style	-.023	.111	-.023	-.211	.833
	Autocratic Leadership Style	.047	.127	.041	.372	.711

a. Dependent Variable: Profitability

(Source from SPSS analysis)

4.6.2 LEADERSHIP STYLES HAVE SIGNIFICANT EFFECT ON ORGANIZATIONAL LIQUIDITY

The model summary indicates that only 6.5% of the variance in organizational liquidity can be predicted from the combination of Charismatic, Autocratic, Democratic & Laissez-faire leadership Style. Therefore leadership styles have little effect on organizational liquidity. The ANOVA table for leadership style and organizational liquidity indicated that the combination of leadership styles significantly predict organizational liquidity.

Table 4.15 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.255 ^a	.065	.040	.67010

a. Predictors: (Constant), Autocratic Leadership Style, Charismatic Leadership Style, Laissez-faire leadership Style, Democratic Leadership Style

(Source from SPSS analysis)

Table 4.16 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.603	4	1.151	2.563	.041 ^b
	Residual	66.457	148	.449		
	Total	71.060	152			

a. Dependent Variable: Liquidity

b. Predictors: (Constant), Autocratic Leadership Style, Charismatic Leadership Style, Laissez-faire leadership Style, Democratic Leadership Style

(Source from SPSS analysis)



From table 4.17 only autocratic leadership style is significantly predicts organizational liquidity with significant value of 0.027 ($p < 0.05$). Democratic, Laissez-faire and charismatic leadership styles 0.330 ($p > 0.05$), 0.337 ($p > 0.05$), and 0.780 ($p > 0.05$) respectively add a little to the prediction of organizational liquidity. Edoka (2012) on his research agreed that autocratic leadership style significantly predicts financial performance,

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.703	.312		8.670	.000
	Charismatic Leadership Style	-.024	.087	-.034	-.280	.780
	Democratic Leadership Style	-.098	.100	-.127	-.978	.330
	Laissez-faire leadership Style	.103	.107	.111	.964	.337
	Autocratic Leadership Style	.275	.123	.257	2.233	.027

a. Dependent Variable: Liquidity

(Source from SPSS analysis)

4.6.3 LEADERSHIP STYLES HAVE SIGNIFICANT EFFECT ON MOTIVATION OF EMPLOYEES IN ORGANIZATION

Table 4.18 shows the model summary indicates that only 46.3% of the variance in motivation of employees in organization can be predicted from the combination of Charismatic, Autocratic, Democratic & Laissez-faire leadership Style. Table 4.19 the ANOVA table for leadership style and employee motivation indicated that the combination of leadership styles significantly predicts motivation of employees in organization.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.680 ^a	.463	.448	.63776

a. Predictors: (Constant), Autocratic Leadership Style, Charismatic Leadership Style, Laissez-faire leadership Style, Democratic Leadership Style

(Source from SPSS analysis)



Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.876	4	12.969	31.886	.000 ^b
	Residual	60.197	148	.407		
	Total	112.073	152			
a. Dependent Variable: Motivation						
b. Predictors: (Constant), Autocratic Leadership Style, Charismatic Leadership Style, Laissez-faire leadership Style, Democratic Leadership Style						

(Source from SPSS analysis)

From table 4.20 Charismatic 0.000 ($p < 0.05$), and democratic 0.001 ($p < 0.05$) leadership style are significantly predict motivation of employees in organization. Laissez-faire and autocratic leadership styles 0.083 ($p > 0.05$), and 0.275 ($p > 0.05$) respectively add a little to the prediction of motivation of employees in organization.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.053	.297		3.547	.001
	Charismatic Leadership Style	.321	.082	.355	3.894	.000
	Democratic Leadership Style	.316	.095	.327	3.323	.001
	Laissez-faire leadership Style	.178	.102	.152	1.745	.083
	Autocratic Leadership Style	-.128	.117	-.096	-1.096	.275
a. Dependent Variable: Motivation						

Sofi (2015) on the research concluded contrary to this research that democratic leadership style has insignificant impact on employee motivation. While Edoa (2012) on the paper concluded positively with this research that democratic leadership style significantly effects employee motivation.

4.6.4 LEADERSHIP STYLES HAVE SIGNIFICANT EFFECT ON ORGANIZATIONAL PRODUCTIVITY

Table 4.21 shows the model summary indicates that only 15.8% of the variance in productivity in organization can be predicted from the combination of Charismatic, Autocratic, Democratic & Laissez-faire leadership Style. From table 4.22 the ANOVA table indicated that the combination of leadership styles significantly predict organizational productivity.

Table 4.21 Model Summary



Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.397 ^a	.158	.135	.64386
a. Predictors: (Constant), Autocratic Leadership Style, Charismatic Leadership Style, Laissez-faire leadership Style, Democratic Leadership Style				

(Source from SPSS analysis)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.485	4	2.871	6.926	.000 ^b
	Residual	61.354	148	.415		
	Total	72.839	152			
a. Dependent Variable: Productivity						
b. Predictors: (Constant), Autocratic Leadership Style, Charismatic Leadership Style, Laissez-faire leadership Style, Democratic Leadership Style						

(Source from SPSS analysis)

From table 4.23 only charismatic leadership style is significantly predicts organizational productivity 0.038 ($p < 0.05$). However, democratic, laissez-fair and autocratic leadership styles 0.308 ($p > 0.05$), 0.695 ($p > 0.05$), and 0.088 ($p > 0.05$) respectively add a little to the prediction of motivation of employees in organization. Wahab, Rahmat, Yusof, and Mohamed (2015) concluded opposite to this research that there is a positive relationship, significant and high correlation between Laissez-Faire leadership and organizational productivity.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.267	.300		7.568	.000
	Charismatic Leadership Style	.075	.083	.103	.902	.038
	Democratic Leadership Style	.098	.096	.126	1.023	.308
	Laissez-faire leadership Style	.040	.103	.043	.393	.695
	Autocratic Leadership Style	.203	.118	.187	1.716	.088
a. Dependent Variable: Productivity						

(Source from SPSS analysis)



4.6.5 ORGANIZATIONAL LEADERSHIP STYLE AND OVERALL EQUIPMENT EFFECTIVENESS (OEE) HAVE DIRECT RELATIONSHIPS

Table 4.24 shows the model summary indicates that only 29.4% of the variance in OEE in organization can be predicted from the combination of Charismatic, Autocratic, Democratic & Laissez-faire leadership Style. The ANOVA result indicated that the combination of leadership styles significantly predict organizational productivity.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.559 ^a	.313	.294	.45127

a. Predictors: (Constant), Laissez-faire leadership Style, Democratic Leadership Style, Charismatic Leadership Style, Autocratic Leadership Style

(Source from SPSS analysis)

From table 4.25, Democratic & Charismatic leadership Style has statistically significant effect on OEE. Since the overall F value was computed with all the variables in the equation, autocratic Leadership Style has little contribution. Democratic leadership style .000 ($p < 0.05$) and Charismatic leadership Style .000 ($p < 0.05$) predictors had positive regression weights, indicating that these leadership styles have positive effect. However, Laissez-faire leadership style .022 ($p < 0.05$) significant but -2.314 negative effect and autocratic Leadership styles .801 not significant and has negative effect -.253 on OEE. Chris and Ukaidi (2016) Concluded that democratic leadership style of the organization significantly influence the performance and organizational output which is the same as this research while autocratic and laissez-faire has insignificantly influence.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.837	.639		7.567	.000
	Democratic Leadership Style	.283	.079	.283	3.591	.000
	Charismatic Leadership Style	.519	.082	.517	6.310	.000
	Autocratic Leadership Style	-.048	.190	-.027	-.253	.801
	Laissez-faire leadership Style	-.594	.257	-.256	-2.314	.022

a. Dependent Variable: OEE

(Source from SPSS analysis)



4.7 HYPOTHESIS TESTING

The five hypotheses were answered through model summary, ANOVAs and coefficient;

Hypothesis 1 (H1): The leadership style has effect on profitability. Only democratic leadership style is significantly predicts organizational performance 0.001 ($p < 0.05$).

Hypothesis 2 (H2): The leadership style has effect on liquidity. Only autocratic leadership style is significantly predicts organizational liquidity 0.027 ($p < 0.05$).

Hypothesis 3 (H3): The leadership style has on employee motivation. Charismatic and democratic leadership style are significantly predict motivation of employees in organization 0.000 and 0.001 respectively ($p < 0.05$).

Hypothesis 4 (H4): The leadership style has effect on productivity. Only charismatic leadership style is significantly predicts organizational productivity 0.038 ($p < 0.05$).

Hypothesis 5 (H5): The leadership style has an effect on Overall Equipment Effectiveness (OEE). There was a positive correlation between OEE and charismatic leadership style .000 ($p < 0.05$) and democratic leadership style .000 ($p < 0.05$) indicating that high levels of OEE is associated with high levels of exercising charismatic & democratic leadership style.

4.8 DISCUSSIONS

The main purpose of this research is to show the relationship of leadership style and organizational performance. As the researchers observed from their experience in the KMPF the top and middle level management have little idea about leadership styles and their effect on the organizational performance.

There is no coordinated system of waste disposal and quick selling and wise use of its second grade products after a time the weight of the under product will reduce due to corrosion this intern decreases the amount of money obtained from selling of the discarded products. There are unnecessary costs incurred due to under quality of spare parts, over usage of cooling water due to poor construction of water trench, poor quality of safety materials. This is due to the carelessness of top leaders and could not know how to manage all the necessary assets of the company. From this leadership style has an effect on organizational financial performance (profitability and liquidity).

The organization leaders expand the factory by installing latest machines and make available the required raw material in quantity and on time. But there is a doubt on the quality of raw material available; even though the amount of annual production level is increases every year the input raw material is purchased by considering mainly the cost. Due to a poor quality of raw materials sometimes there is an increase in second grades and scraps which is a direct reflection of leader ship style exercised.



The leaders of KMPF believe that there are low quality of spare parts and inputs purchased due to this the performances of the machine reduced, downtime is high and machine breakages are increased. To overcome this problem, the leaders should working on improving the raw material quality so as to reduce the amount of scraps this will increase machine performance. Overall Equipment Effectiveness (OEE) is a way to monitor and improve the efficiency of your manufacturing process (EXOR / DataVisor Marqueses).

Without informing the employees about how to care the business and make them to sense as their own, it is difficult to get success. High productivity can only be achieved if workers are highly skilled and adequately motivated (Kondalkar, 2007). On paper, there is a system of recognition and rewarding for outstanding workers but in reality there is a gap. There is on-the-job and off-the-job training given every year according to the survey conducted at the end of the budget year which in turn helps the company to improve its process and installs new machines. The top leaders of KMPF almost all work together with employees by communicating face to face. They following what are going on the production floor and according to the total performance at the end year there are some bonuses and also for holidays the company give extra incentives.

There is lot of expansion by installing different types of production lines that will substitute imported metal products like furniture pipes which is the result of leaders that are characterized by charismatic. Charismatic leaders also pay a great deal of attention to scanning and reading their environment, and are good at picking up the moods and concerns of both individuals and larger audiences. They then will try to hone their actions and words to suit the situation (Kolzow, 2014).

There is a good trend of relationships between subordinates of different departments that helps the factory to be effective in its processes. Of course, there is some dispute among them which is not that much creates harm on the company. The employees work not as departments rather they work for one objective even though their aim is to accomplish the department's goal the cumulative result become the organization goal. This is because the leaders closely support each member under his/her supervision. Subordinates (lower level employees) are not allowed to fully participate in decision making. Regarding meeting in the leaders work together with their subordinates and with all members under the leader's supervision this has been considered as a meeting as they always talk with them about the daily working process and if there is something wrong happening, the leaders participate members for the best solution. However, there are leaders who do not accept subordinates' support and guidance for what they are going to do.



As per interview results, the top managers encourage the development of employees by rules that help employees to improve themselves like giving training, education up to first degree, delegating them, and assigning the employees according to their skills and educational background.

There are most important values that the top managers demonstrate as a leader like integrity, group work, keeping promise, telling all the employees the goals, and main objectives of KMPF. Regarding their leadership style they follow democratic leadership style, which is similar with the result from the questionnaire. There are motivational schemes like giving a short term training, according to the profit at the end of the year all employees gate a bonus based on their performance, and increasing the monthly salary are the main motivating system of KMPF of course these are not fully satisfying the employees because there were a lot of motivation system that helps the employee to do their works with morale.

Goals of the company is accomplished by cascading the KMPF goals in to departments, establishing a system for following the activities of each departments, creating a strong group work, making all the required resources ready on time with the required amount, and showing direction how to reach the goals. The top management agree that a leader can fail if a leader has no vision, do not plan appropriately according to all the available resources, not encourage employees, if the leader has no the skills and knowledge that the position require. The performance of the firm and employees is measured comparing the production, sales, waste reduction plan and actual work accomplished at the end of the year using a five year strategic plan. The employee performance is measured using balanced score card according to their activities, discipline etc.

The top management considers success as a leader when there are positive changes as a group and individually, when the subordinates become a leader, when the plan is achieved without additional inputs and with quality. When managements are unsure about how to achieve the goals of the team; first all the required information from inside and outside will be gathered regarding the situation and then a discussion will be made with all the concerned stake holders and then the best decision will be made. All agree that Leadership style definitely has an effect for financial and non-financial performance of the organization.

Concerning focus group discussion, they agree that there is no one type of leadership style in KMPF all styles is exercised according to the situation. The dominant are democrat and charismatic leadership style. Some groups said that leaders show the path how to be a leader but majority said that especially in the production department there is a gap in making the follower to be a good leader this is because they do not know the benefit of empowering the follower to be a good leader. The entire group agrees that leadership style has an effect on financial and non-financial performance.



All the inputs like accessories, raw material and, stationary, cleaning items and the like that are purchased for the overall purpose of the company are not the right quality which is the direct effect of the top leaders. Some members said that their subordinates are satisfied by their leaders because they are given some benefits relative to other similar companies. The other group agrees that the subordinate are not satisfied because they only focus on the job not for employees, money alone is not the solution well experienced employees are leaving the factory due to the leaders they were working. The majority agrees that democrat leadership style is more appropriate this is because delegate's authority to others, encourages participation, relies on subordinates' knowledge for completion of tasks, and depends on subordinate respect for influencer.

The majority agrees that they are totally not satisfied especially those that are middle level managers and below there is a huge work load, not good working condition, and there is two different benefits given for similar factory workers especially those that are working in production; for one department there is special salary and incentive while for the other that are working in a dangerous situation and covers above 60 percent of the factory income do not get adequate benefits.

5. CONCLUSION ANS RECOMENDATION

5.1 CONCLUSIONS

This study has investigated the effect of leadership style on organizational performance in KMPF. The results of this study revealed that there is strong relationship between leadership style and organizational performance. On the basis of the findings of this study, it can be concluded that leadership style has both positive and negative effect on organizational performance. Charismatic leadership style and democratic leadership style has a positive relation and significantly effects Overall Equipment Effectiveness (OEE) with this research question one is addressed. Charismatic leadership style has a positive relation and significantly effects organizational productivity gives research question two answer. Organizational profitability has positive relationship and significantly affected by Democratic leadership style addressed research question three.

Autocratic leadership style has a positive relation with organizational liquidity answered research question number four. The study found that charismatic leadership style and democratic leadership style has a positive relation and significantly effects with employee motivation answered research question five. In contrary Autocratic leadership has a negative relation with employee motivation, OEE, productivity, profitability. Democratic leadership style has a negative relation with organizational productivity and liquidity. Charismatic leadership style a negative relation with organizational liquidity and profitability; and Laissez-fair leadership style has a negative relation with organizational liquidity,



profitability, productivity, OEE, and employee motivation. Charismatic leadership style and democratic leadership style are exercised in the organization with charismatic leadership style dominant

5.2 RECOMMENDATIONS

Findings of this study show charismatic and democratic leadership exercise the most in KMPF. A democrat leader delegate's authority to others encourages participation, relies on subordinates' knowledge for completion of tasks, and depends on subordinate respect for influencer. In order to be more profitable organization it is better to exercise at most democratic leadership styles.

There is a hint of autocratic leadership style which predicts organizational liquidity with the characteristics of tends to centralize authority and derive power from position, control of rewards, and coercion. Groups with autocratic leaders perform highly so long as the leader is present to supervise them; so that the organization should look carefully in order not to develop such leadership style.

Employee motivation is the basic variable that can affect organizational profitability the leaders of KMPF should satisfy the needs of the employees by providing equal benefit, satisfactory salary, appropriate insurances, recognition systems, and the like so as the members of the factory will do all their best skills, commitment, good social interaction with all members. To be a good and productive leader the top management should adopt a culture of accepting feedback from their subordinates, change working system of the factory that can make the employee feel as owner of the factory. Creates a good friend ship within the departments, make themselves exposed for change.

For the sake of efficiency and better resource utilization the organization creates a well-accepted and participatory leadership style. If the available resources are not managed accordingly there will be a loss ultimately the organization will be shutdown which is the result of poor exercising of leadership and not knowing the best style. Furthermore, in order to reduce the amount of scraps and second grade products and at the same time improve the output (first grade) product, the leaders of KMPF should focus on purchasing standard and quality inputs which are suitable for both the machine and the operators and also the customer. This intern reduces speed loss, down time loss. The other main point to consider is that to respond appropriately to external threats and opportunities the leaders give attention for Innovation and adaptation.

Availability, Performance, and Quality are the three Overall Equipment Effectiveness (OEE) measuring metrics that are influenced by leadership style. There three metric empowers manufacturing companies to improve their processes and in turn ensure quality, consistency, and productivity. The organization should also adhere to the best leadership style which is democratic leadership style to create an accepted management tool to measure and evaluate plant floor productivity.



REFERENCES

- ACCA (2012). Management Accounting. BPP learning media Ltd 142-144 Uxbridge Road London W12 8AA F2.
- Bhargavi and Yaseen, (2016). Leadership Styles and Organizational Performance. Published by American Research Institute for Policy Development DOI: 10.15640/smq.v4n1a5 URL: <http://dx.doi.org/10.15640/smq.v4n1a5>.
- BMJ Publishing Group Ltd (2018). Correlation and regression. Accessed on April. <https://www.bmj.com/about-bmj/resources-readers/publications/statistics-square-one/11-correlation-and-regression>
- Chris and Ukaidi. (2016). The influence of leadership styles on organizational performance in Nigeria. Published by European Centre for Research Training and Development UK.
- Cox. (2016). Leadership and Management Roles Challenges and Success. AORN, Inc.
- Daft. (2015). The leadership experience. 6th edition. Cengage learning 200 first Stamford place, 4th floor Stamford, CT 06902 USA
- Dele, Adegboyega, and Taiwo (2015). An Empirical Investigation of Leadership Styles and Their Effect on Organisational Performance of Banks in Ado Ekiti, Nigeria. Published online June 10, 2015 (<http://www.aascit.org/journal/ijimfi>)
- DuBrin. (1995). Leadership. Houghton Mifflin Company Berkeley Street Boston
- Edoka, (2012). Effective leadership and organizational performance: a case study of national youth service corps (nysc) kogi state. Department of Public Administration And Local Government (PALG) University of Nigeria Nsukka.
- Epina e-Book Team (2012). Level of Measurement. Accessed on April http://www.statistics4u.com/fundstat_eng/cc_scaling.html
- EXOR / DataVisor Marquees. The complete guide to simple overall equipment effectiveness. 10150 International Blvd. Cincinnati, Ohio 45246 (513) 874 – 0900
- Gopal and Chowdhury, (2014). Leadership styles and employee motivation. International Journal of Research in Business Management (IMPACT: IJRBM) ISSN (E): 2321-886X; ISSN(P): 2347-4572 Vol. 2, Issue 5
- Harif and Ahmad. (2013). The Financial and Non-Financial Performance Indicators of Paddy Farmers' Organizations in Kedah. World Review of Business Research Vol. 3. No. 1.
- Hitt, Chet miller, and Colella. (2001). Organizational behavior. 3rd edition. John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030-5774 (201) 748-6011



- Hofman. (2001). *Balancing Financial and Non-Financial Performance Measures*. University of Hanover, Koenigsworther Platz 1, 30167 Hanover, Germany
- Ireland, Cantens, and Yasui (2011). *Organizational Performance Measurement*. WCO Research Paper No. 13, WCO, Brussels.
- Kast, and Rosenzweig. (1979). *Organization and management a system and contingency approach*. 3rd edition. McGraw-Hill, Inc. New York
- Khan and Adnan (2014). *Impact of Leadership Styles on Organizational Performance*. APCOMS Rawalpindi, UET Taxila Pakistan. Research Academy of Social Sciences
<http://www.rassweb.com>
- Knies, (2016). *Leadership and organizational performance: State of the art and research agenda*.
<https://www.researchgate.net/publication/304780869>
- Kolzow. (2014). *Building Organizational Leadership Capacity*.
- Kondalkar. (2007). *Organizational behavior*. New age international (p) limited, publishers 4835/24, Ansari Road, Daryaganj, New Delhi – 110002
- Kothari (2004). *Research Methodology, Methods and Techniques*. 2nd Edition. New Age International (P) Ltd., Publishers, New Delhi
- Lund Research Ltd (2018). *Measures of Central Tendency*. Accessed on April
<https://statistics.laerd.com/statistical-guides/measures-central-tendency-mean-mode-median.php>
- Lund Research Ltd (2018). *Measures of Spread*. Accessed on April <https://statistics.laerd.com/statistical-guides/measures-of-spread-standard-deviation.php>
- MacDonald & Headlam. (1986). *Research Methods Handbook Introductory guide to research methods for social research*. Centre for Local Economic Strategies Express Networks • 1 George Leigh Street Manchester M4 5DL
- Nanjundeswaraswamy and Swamy (2014). *Leadership styles*. Department of Industrial Engineering and Management, JSS Academy of Technical Education, Bangalore, INDIA
nswamy.ts@gmail.com
- Neely. (2002). *Business performance measurement theory and practice*. Cambridge University presses the Edinburg building, Cambridge CB2 2RU, UK.
- Ojokuku, Odetayo, and Sajuyigbe, (2012). *Impact of Leadership Style on Organizational Performance: A Case Study of Nigerian Banks*. American Journal of Business and Management Vol. 1, No. 4, ISSN 2167-9606 Print/ ISSN 2167-9614 Online. deentao@yahoo.com



- Saunders, Lewis, and Thornhill, (2009). Research methods for business students. Pearson Education Limited Edinburgh Gate Harlow Essex CM20 2JE England
- Sofi, (2015). Impact of Leadership Styles on Organizational Performance: An Empirical Assessment of Banking Sector in Jammu and Kashmir (India). IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668. www.iosrjournals.org
- Stephanie (2018). Inferential Statistics: Definition, Uses. Accessed on April <http://www.statisticshowto.com/inferential-statistics/>
- Stephanie (2018). What is a Normal distribution? Accessed on April <http://www.statisticshowto.com/probability-and-statistics/normal-distributions/>
- Storey. (2004). Leadership in organizations current issues and key trends. Routledge 11 New Fetter Lane, London
- Timothy, (2011). Effects of leadership style on organizational performance. Australian Journal of Business and Management Research Vol.1 No.7 [100-111]
- Uchenwamgbe, (2013). Effects of Leadership Style on Organizational Performance in Small and Medium Scale Enterprises (SMEs) in Nigeria. European Journal of Business and Management ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) www.iiste.org
- Wahab, Rahmat, Yusof, and Mohamed, (2015). Organization Performance and Leadership Style: Issues in Education Service. UiTM Sarawak, Kuching, Malaysia, s. Published by Elsevier Ltd.
- William, Babin, Jon, Carr, and Griffin. (2009). Business research methods. 8th edition
- Yalk, (2002). Leadership in organization. 5th edition. Prentice-hall, Inc., Upper Saddle River, New Jersey, 07458
- Yuki. (2006). Leadership in organization. 6th edition. Pearson education, Inc., Upper Saddle River, New Jersey