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The impact of leadership style on employees' performance

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Abstract

It's a fact that the main reason for existence of all companies without exception is the achievement of their goals. Achieving goals also means knowing how to resolve problems, difficulties and obstacles that may arise. Yet today, according to research and statistical data, a significant number of companies complain about employee's performance at work. So, companies must give importance to this aspect to better evolve. Among obstacles that could be a hindrance, the leadership style adopted, level of satisfaction of employees and their performance are among them. And it's one of the keys for a company's success. The ideal would be knowing how to find a balance in relation with all these points and being able to obtain the desired result. Starting from there, the main purpose of this study is to explore the relationship between leadership style and employee's performance. Thus, with in-depth research and analysis, this study allows companies to better understand the sources of the problem, the solutions to resolve it, and the ways to achieve it. For this purpose, some leadership styles like democratic, autocratic and laissez-faire are known as independent variable. The data and a part of all information have been collected via survey questionnaire based on closed-ended MLQ, from a sample of 120 workers in different sectors of activities. For testing hypotheses of the study and having qualities results, descriptive statistics, rehabilitee statistics have been used. According to remarks, autocratic leadership is the most applied. However, it has been noted that it the style which impact negatively the performance of an important category of employees. The others styles like democratic are consider as the less used while it impacts positively employee's performance. And finally, it's a shame because it's the most desired and unfortunately the least applied. According to the result of the research, it's so important to be a very intelligent, analyst and strategic leader who is able to be flexible whatever the situation, and who can coach and increase employee's performance level.

Keywords: Leadership style; Motivation; Employee; Performance level; Impact

1. Introduction

1.1. Theoretical framework

Today's management world concerns management in times of rapid change. The need and desire to develop leadership styles is becoming increasingly important in all organizations. It's a fact that leadership styles have their impact on group or individual performance in an organization. Organizational performance depends firstly on the performance of people in the organization and the impact of leadership Styles on Employees' performance in companies (Aust. J. Basic & Appl.Sci, 7(13): x-x, 2015). International research shows that leadership styles have a significant impact on employee's performance so that in organization's performance and the realization of the objectives.

According to the several researchers, the leadership styles have an important impact on employee's effectiveness, on their efficiency, on their performance and development. Leadership styles will be considered by utilizing employee's engagement by resolving problems and clarifying everything as it must be so that allowing the employees having job satisfaction. (Hu et a l. 2007).

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Changes in the actual world and because of different problems about employee's performance in their working place, leadership styles (LS) have become an interesting subject and have created an important interest in developing leader's characteristics and their skill to answer more effectively to employee's demand and to pay more attention to their performance. At this stage where the importance of employee's performance is taken in consideration and it has been understood that the realization of organization's objectives is without no doubt depend on leadership styles (LS), companies are to be more focused in leader's choice about leadership styles (LS). This is evidence that employees will be more productive so that giving good result only if they are motivated and well-performed.

For being clear and realistic, due to all the problems actually present, there is lot of job to do for resolving all these situations. And specially to bring so many ameliorations in companies for their success. In recent year, both academicians and practitioners have highly recognized the significance of effective employees and good leadership in the OP. (Kehoe and Wright, 2013).

1.2. Statement of the problem

Having good employees who are really performed and who contribute to the success and the realization of the organization's goals and its development requires a real implication from the leader as well as from all the workers within the organization. Organization's success dependent on member's performance, they should use their full talent, skills, abilities and directed to perform well in the right areas. According to Mullins (2005), a major international study by proud foot consulting revealed that, the most important reason for productivity loss was poor working doing well. Nibin Thomas has regrouped in six big cases some solutions to bring for job satisfaction and harmony within organizations. It's so important to have good relationship between collaborators, leaders and employees within the company. So, a particular attention must be brought about this aspect (Dolen et al., 2002:265).

Moreover, it has been noticed that many companies neglect employees' comfort, wellbeing in the workplace, it conducts to demotivation thus impact employees and organization's performance. Because of this problem noticed, the need to study in deep the causes and to analysis the effects of the problems so that to bring solutions in organizations has been established.

According to research around the world concerning employee's performance and organization's performance, the topic on leadership style is extremely important and has been mainly taken in consideration. (Gallup's research). Depending on this gap, the aim of this study is to investigate and explain the impact of leadership styles (LS) on employee's performance which all is related to the organization's performance.

There are some other keys for employee's performance so that to their satisfaction in their workplace among which there is the seeking to satisfy employee's needs. Abraham Maslow explains that employees' motivation (EM) come from their will to satisfy the needs. So according to his theory, more satisfied they're for seeing their needs accomplished, more motivated they are. (Malawah 1943, "A theory of human's motivation" in psychological Review,50 (4),430-437). Another aspect of employee's motivation (EM) is monetary incentive as primes, proposing interesting salary, possibilities of learning, by offering training and promotion, having flexibility within organization and paid leave. It's also to be noted that non-monetary methods for example the congratulations and acknowledgements after tasks done. All of these conduct and contribute to employee's performance. However, concerning employee's performance in organizations, the project should be taken seriously and it's essential to leave the theory dimension for practical dimension. Particularly in Africa, the problem is too much neglected; there is enormous gaps and lack there. An important number of companies are complaining about the situation in their workplace. According to Managers in mission (2008), there's some set up for the amelioration of working conditions, some awareness campaigns for business managers and leaders.

1.3. Purpose of the study

With all the existing studies and literature, it was observed that the leadership styles are not applied according to employee's performance, their satisfaction and comfort are not taking in consideration which conducts to the problem statement "Is there any impact of leadership styles on employee's performance"?

In the light of the problem statement, the main purpose of this research study is to investigate and explain the impact of leadership styles on employee's performance by taking in consideration the different leadership styles, their benefits, disadvantages, and characteristics to have as a leader.

1.4. Significance of the study

Employee's performance has an important and crucial role in organization's life and it's one of the keys of its success. It allows the achievement of objectives, it makes strength competitiveness and performance, it stimulates creativity, cultivate the skills. Having performed employees allows the amelioration of productivity in a continue way, long term. It allows also employee's satisfaction and their loyalty. For the organization, it assures the best position among competitors. The LS applied has without no doubt a very big impact on the level of employee's performance. So, the style of approach adopted can significantly improve organizational performance. Everything depends on an effective (Dwumah, Akuoko, & Ofori-Dua, 2015; Mishra).

The principal point of this research study was the negligence of researches on the impact of Leadership style on employee's performance. There are some existing studies about the subject, but unfortunately most of them are either on leadership styles, either on organization's performance, either on employee's performance. It's rare to see a global study which combines all of these points together in a deep way with a relevant analysis. To confirm that, it has been observed that leadership styles, employee's performance, and organization's performance have not been inspected especially merged all together enough and not been brought to light. According to some researches in their study about "Performance at work", there should have an in-depth study on this topic by studying work performance and its impact on organization's success.

This is where come from the default in the literature and serves to conduct this research study. So, starting from there this research study is for contributing concerning the subject because this research is doing more in depth in order to obtain results which provide elements of answers to this problem and for being able to carry out the necessary analysis. This study fixed on the will for analyzing and evaluating in a depth the different leadership styles, their benefits and disadvantages, research on employee's performance and how things is going on in organization with reports of survey. Nowadays, where the world of business has become a jungle, where there is a perpetual competition, where all organizations seek to improve it and strives for success. So everything that can be a gap, they are working on it for a better amelioration. Moreover, employee's performance is crucial and it is one of keys for organization's performance. And leadership style applied has a big impact on employee's performance. According to scientific research, the role of leader is crucial for employee's productivity because the leader plays a vital role by assisting employees and formulating collective norms (Al-Malki & wang, 2018). Organizations seek ways to enhance their employees' performance to achieve OG through their chosen leader. Therefore, a leader must provide a compelling direction that helps team members to achieve the team and organizational goals. It is believed that good contributes to the success of an organization; otherwise, the organization stagnates and fails, but according to Stogdill (1948), one does not become a good leader by possessing some traits but by bearing a relevant relationship to the activities, characteristics and goals of subordinates. That is why good leadership creates high employee commitment, motivation and performance (Lowe et al., 1996).

This research study focuses on the different leadership styles, the benefits and disadvantages of each style, characteristics to have as a leader, to explore the impact on employee's performance and organization's performance and it exists an interesting relation with all this concept. From this perspective, this research study plays a significant and important role in the management world. So because of the fact for paying attention, analyzing and making to light and specially to explore and combine the relation between the concept of leadership styles and employee's performance are helping too much organizations and increasing their productivity and success. There also seems to be an increasing concern among society over the need for teachers to be digitally competent. Therefore, it helps, guides, and conducts really positively the world of management as well as business world.

2. Literature review

2.1. Employees performance in management

According to Rotundo and Sackett (2002) job performance is considered as actions and behaviors which contribute to the achievement of an organization's objectives and which contribute to the achievement and which are under an individual's control. Job performance and employee performance are generally considered as synonymous. The success of organizations depends largely on employee's performance; it has a big influence on it (Otley 1999). Organization's performance and employee's performance have a proportional relationship that's to say that organization's performance increases as well as the level of employee's performance. Organizations should integrate in their political functioning the ways to use for the best qualification and performance of their employees. Employee performance can be described as the qualifications of an employee, his level of productivity, his effectiveness, and efforts he does to achieve goals in the workplace (Gungor, 2011). Employee ability to achieve company's objectives in an effective way. It

is a necessity for organizations to have performed employees so that to increase their productivity and performance level.

2.2. The definition of leadership as a terminology

How Gary Yukl (2006) defines leadership as “the process of influencing others to understand and agree about the needs and how to satisfy them, and the process of facilitating individual and collective efforts to accomplish objectives. People who are being influenced can be individual, a group, a society, a team or an organization. The leader is that person who leads and motivates others to succeed the goals. True leadership is based on authenticity, integrity and set of key skills that enable success in all areas of life, from management to research, daily tasks and personal life. He must be very committed and faithful about objectives. Leadership is the ability as a leader to coach, train and guides a group towards the achievement of objectives. Leadership is essential for any organization that aspires to make great achievements and be the first among competitors. Leadership allows to organization having clear, precise, and well-planned objectives. Leadership has a positive impact on the level of commitment and involvement of employees in their work. Thank to leadership, employees could benefit trainings, learning sessions which allow them their skills development, qualifications, for better productivity, remarkable success both in personal and collectively. Leadership is well applied by a leader who has the skills and qualifications to change in a positive way organization’s situation. He has the necessary experiences which can be a benefice for organization. Thank to leadership, an organization can realize many projects and obtain great satisfaction at all levels, whether internally, externally with all employees. It contributes enormously to the success and achievement of organization’s objectives. The practice of leadership brings the most advantages to those who work in such capacity. Why leadership makes a positive difference it supports employee development and creates better working conditions at the daily workplace. Employee comfort together with employee needs and satisfaction stands crucial for organization success. An organization gains substantial advantages through adoption of leadership principles. The adoption of leadership appears through different methods based on organizational cultures and employee personalities alongside other organizational elements. Multiple leadership styles exist which leaders can implement under suitable circumstances. The leader has required competencies while understanding which leadership manner works best for organizational situations. Throughout ongoing improvement of his practices, the leader supports growth for his team members and for the organization altogether. A leader uses specific methods to guide their leadership team members while executing assigned projects which constitute their leadership style. This term represents the specific techniques along with strategies together with behaviors that will help reach predetermined targets. A style in these terms connects directly to a vision which represents a person’s method of understanding particular situations. Research about leadership style conducted by Daniel Goleman and his partners including Richard Boyatzis and Annie McKee demonstrated how these methods affect innovation production and operational performance. Before Goleman, Boyatzis and McKee researched the leadership types American psychologist Kurt Lewin had investigated them in the 1930s. Kurt Lewin investigated one of the first leadership theories by studying three traditional leadership types including authoritarian and democratic and laissez-faire.

2.3. Leadership styles standards and frameworks in management

2.3.1. Autocratic leadership or authoritarian leadership

A leader who gives orders to subordinates stands out through his particular leadership approach. A leader under this style uses absolute control while issuing commands to drive all activities. Such leaders make all significant decisions alone and their subordinates lack this ability. Any suggestions are welcome. The established rules require absolute respect from team members. Every instruction needs strict adherence to the precise orders provided. Under this leadership approach the head of staff provides both awards for completed quality work and disciplinary measures for unmet performance expectations.

In this type of leadership, the decision-making is centralized which means that the leader is the only one who take decisions. His ideas are imposed to the group.

In his mind, his own techniques and strategies are the only best. According to him, in a group if everyone gives his opinion, that’ll be a mess. He prioritizes his leadership skills more than those of others.

2.3.2. Democratic or participatory leadership

Under democratic leadership the task of decision-making extends to all members of the group unlike in authoritarian styles. The leadership strategy requires actual teamwork participation from all members. Everyone can bring ideas. In terms of responsibilities, everyone feels concerned. The leader actively joins his team members by engaging in group responsibilities because he is an essential part of the team structure. The leader dedicates his energy and time to employees which creates satisfaction among them. Leaders who understand this principle recognize how employee

growth and welfare drives objective success which leads to company achievement. A leader in this mindset believes that group achievement depends on every individual member. The opinion of each member of the team counts. Employees are allowed to introduce their individual input to the team. He should provide psychological support to his colleagues which generates their confidence for improved teamwork. Unlike the authoritarian leader who gives himself more privilege regarding his training, the participative leader takes into consideration the learning of subordinates, which is an advantage for the group. When a problem arises, it's important to be attentive to the opinion of each member. In a group, the contribution of everyone, gives a better result.

2.3.3. Delegated leadership

In this type of leadership, it's a question for the leader to completely giving freedom to his team members regarding to decision-making. This type of leader gives almost no directives to his subordinates. He doesn't involve in the working participation, doesn't interrupt them until the end. He is almost absent and gives almost no comment until the end. The delegate leader prioritizes the outcome regardless of how his group manages its work activities. Problem within the team do not require his intervention because members already possess the skills to make things right on their own. His role is to make available for the members of his team everything they may need in terms of resources, and subordinates should do everything should do everything possible to obtain an excellent result. All contributions of ideas and all methods are welcome and are engaging, as long as the purpose is good.

3. Methodology

3.1. Data analysis procedures

First of all, the study began by the collection of all the data. Then computing descriptive statistics to examine study and describe the fundamental characteristics of the participants. descriptive statistics such as frequency, mean, maximum, minimum, standard deviation, and skewness were utilized in order to analyze and interpret the data. After grouping and analyzing in depth all the data, the data analysis procedure was finalized by the interpretation of all the results. So, a great and clear explication of findings was done, to detail each result by defining what it means.

3.2. Descriptive statistics of the participants

Table 1 Demographic Frequency of the Participants

Demographic		n	%
	Under 25	2	1.6
	26-35	31	25.8
Age	36-45	67	55.9
	46-55	18	15
	Over 55	2	1.7
	Total	120	100
Gender	Female	49	40.84
	Male	71	59.16
	0-2 years	08	6.8
	3-5 years	11	9.1
Years of experience	6-10 years	24	20
	11-15 years	34	28.3
	16-20 years	29	24.1
	21-25 years	12	10
	25+ years	2	1.7
	Total	120	100

	Private	84	70
Sector of activity	Public	27	23
	Semi-private	09	7
	Total	120	100

In accordance with the analysis derived from the responses of the survey participants to the demographic questionnaire, it was found that 67% of the respondents fell within the age range of 36 to 45. Furthermore, 25% of the surveyed individuals were identified as female, while 30% were male. Additionally, 28.3% of the participants reported having 11 to 15 years of working experience. Finally, regarding the sector of activity they work, 23% of the respondents work in public sector. Refer to Table 1, which presents a comprehensive overview of the participant demographics.

4. Findings

First of all, descriptive statistics were computed for the examination in details about the fundamental characteristics of the participants. Subsequently, the computing of the skewness and kurtosis values to evaluate the suitability of the scale scores for a normal distribution (See table 2). The values of Kurtosis and skewness between the range of +1.5 to -1.5 are considered adequate for a normal distribution (Tabachnick & Fidell, 2013).

Table 2 Skewness and Kurtosis Values of the Scales

	SKEWNESS	KURTOSIS
EE	-0.11	-0.60
PO	-0.33	-0.28
SS	0.37	0.66
JR	0.16	-0.89
GAL	0.59	0.75
FWE	0.08	-0.94
GSL	0.28	-0.62
IOS	-0.26	-0.52
IE	-0.23	-0.86
LPS	0.57	0.12
OS	0.57	-1.34
LE	0.79	0.19

According to the reability test result, the value of Cronbach’s alpha for both variables leadership style variables and employee’s performance variables is 0.917 ($\alpha > 0.70$), so it can be concluded that the research instrument has been reliable.

Table 3 Case Processing Summary

		N	%
Cases	Valid	120	100.0
	Excluded	0	0.0
	Total	120	100.0

Table 4 Reability Statistics Test results

Cronbach's Alpha	N of items
0.917	36

The validity analysis shows the following result. The KMO value and Bartlett's sphericity test results are shown in table 5. The KMO value was 0.667, and the Bartlett test of sphericity was significant at the 0.000 level. The sample data illustrating the variables can be subjected to factor analysis.

Table 5 KMO and Bartlett Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.667
Bartlett's Test of Sphericity	Approx. Chi-square	0.999
	DF	238
	Sig.	0.000

4.1. Employees performance level

According to the data obtained from the adaptation of the performance Scale for employees to measure employees' performance, the average of employees' performance score for participant employees was found to be 17.48 (N = 120, \bar{X} = 17.48).

When paying attention to the independent assessment of the subcategories, the "Promotional Opportunities (PO.)" subcategory presents the lowest value with a total score of \bar{X} = 1.65. In this subcategory, employees are lacking unlike to others subcategories. The "Job Recognition (JR)" subcategory presents the highest score in individual assessment (\bar{X} = 3.17). This indicates that employees feel better in this subcategory unlike to others because their job is recognized.

Table 6 Employees Performance Level

	N	Min.	Max	Mean	Range	STDEV
EE	120	1	4	2.69	3	0.84
PO	120	0	3	1.65	3	0.81
SS	120	1	5	2.93	4	1.92
JR	120	2	4	3.17	2	0.74
GAL	120	2	5	2.82	3	0.85
FWE	120	1	5	1.94	4	1.70
GSL	120	1	3	2.28	2	0.62
EMSUM	120	7	29	17.48	21	7.48

4.2. Employees performance according to gender

In order to investigate whether employees' motivation change according to their gender, a samples t-test was done. So, about this test, it was noticed that there is statistically a significant difference between employee's motivation level of the female and male participants only in the subcategory Promotion opportunities PO (p = 0 .01, p<0.05). Additionally, there is no statistically significant difference in the all others sub factors of the scale according to gender (p>0.05).

Table 7 Employees Performance regarding gender

	Gender	N	Min	Max	Mean	R	STDEV	P-value
Employee Engagement	F	49	1	4	3.32	3	0.65	2.50
	M	71	1	3	2.25	2	0.67	
Promotion Opportunities	F	49	0	3	1.87	3	0.99	0.01
	M	71	0	2	1.50	2	0.62	
Satisfaction with supervisor	F	49	2	5	2.95	3	0.99	0.97
	M	71	1	4	2.22	3	0.75	
Job Recognition	F	49	2	4	3.53	2	0.71	5.86
	M	71	2	4	2.92	2	0.66	
Goal Achievement Level	F	49	2	5	3.24	3	0.96	3.53
	M	71	2	4	2.53	2	0.62	
Feeling in Work Environment	F	49	2	5	3.46	3	0.68	7.68
	M	71	1	4	2.40	3	0.66	
General Satisfaction Level	F	49	1	3	2.59	2	0.64	2.88
	M	71	1	3	2.07	2	0.51	

4.3. Employees performance according to experience

In the process to determine if employee’s performance varies depending on experience variable, one-way test ANNOVA has been done. Table 8 shows that Levene’s test confirms that the variances for employee’s performance according to experience were equal, $F= 2.11, p = .051$.

Table 8 Test of Homogeneity of Variances 1

	Levene Statistic	df1	df2	Sig.
EM	2.112	5	112	0.051

According to experience, the standard deviation has been calculated to measure the amount of variation about the mean, to indicate how much values are closed or not the mean. According to results, it has been noticed that there is no statistically significant difference between employee’s performance according to experience variable with the leadership style. The following table shows all the details. In others words, experience was not a variable that may cause difference in employee’s performance level($p> 0.05$).

Table 9 Anova about Employee's Performance Level according to experience

	EE	PO	SS	JR	GAL	FWE	GSL
SS	61.49	84.85	58.73	33.72	22.80	56.91	16.91
	49.86	15.42	44.38	36.82	54.34	46.79	21.90
DF	5	5	5	5	5	5	5
	112	112	112	112	112	112	112
MS	12.29	16.97	11.74	6.74	4.56	11.38	30.38
	0.44	0.13	0.39	3.32	0.48	0.41	0.19
F	27.62	123.26	29.64	20.50	9.40	27.24	17.29
P-value	3.95	7.44	4.49	1.72	1.67	5.98	1.18

4.4. Employees performance according to age

In the process to determine if employee’s performance varies depending on the age variable, one-way ANOVA test was conducted to examine potential age-related variations in employee’s performance. Initially, a test of homogeneity of variances has been applied to verify if the variances were equal. The result shows that the variances for employee’s performance according to age variable were equal, $F= 2.72$, $p= .179$ (Refer to table 11).

Table 10 Test of Homogeneity of Variance 2

	Levene Statistic	df1	df2	Sig.
EM	2.723	3	114	0.179

Further, the standard of deviation with the mean, Range has been also calculated to measure the amount of variation about the mean. According to results, it has been noticed that there is a significant difference between employee’s performance and participants age in the following subcategories Promotion Opportunities (PO with $p= 0.004$; $p< 0.05$); Feeling in Working Environment (FEW with $p= 0.001$; $p< 0.05$); General Satisfaction Level (GSL with $p= 0.0001$; $p< 0.05$).

About the others subcategories, such as EE; SS; JR; GAL, it has been noticed that there is no statistically significant difference between employee’s performance and the above-mentioned subcategories according to the age variable($p> 0.05$).

Table 11 Anova about Employees Performance according to age

	EE	PO	SS	JR	GAL	FWE	GSL
SS	15.02	8.45	2.15	7.97	2.74	13.44	5.58
	53.04	68.53	97.09	896.81	64.71	96.52	29.46
DF	3	3	3	3	3	3	3
	114	114	114	114	114	114	114
MS	5.008	2.81	0.71	2.65	0.91	4.48	1.86
	0.46	0.60	0.85	7.86	0.56	0.84	0.25
F	10.76	4.68	0.84	0.33	1.61	5.29	7.19
P-value	2.77	0.004	0.47	0.79	0.19	0.001	0.0001

4.4.1. Employees performance according to sector of activity

In the process to determine if employee’s performance varies depending on sector of activity variable, one-way test ANNOVA has been done. Firstly, a test of homogeneity of variance was applied to see if the variances were equal. It was revealed that the variances for employee’s performance according to the sector of activity were not equal $F= 1.768$; $p= .144$ (Refer to table 14).

Table 12 Test of Homogeneity of Variances 3

	Levene Statistic	df1	df2	Sig.
EM	1.768	2	117	0.144

According to the table, the standard deviation has been calculated to measure the amount of variation relate with the mean. According to results, it has been noticed that there is no statistically difference between employee’s performance among the entire sector of activity variable of participants with leadership style (respectively $P= 1.44$; 2.85; 3.07; 7.3, 5.79; 2.85, 1.32). The following tables show all the details. In others words, sector of activity was not a variable that may cause difference in employee’s performance level ($p>0.05$).

Table 13 Anova about employee's Performance according to sector of activity

	EE	PO	SS	JR	GAL	FWE	GSL
SS	49.99	44.14	106.78	34.70	36.51	55.08	11.37
	45.47	44.22	45.80	30.88	40.80	71.28	36.55
DF	2	2	2	2	2	2	2
	117	117	117	117	117	117	117
MS	24.99	22.07	53.39	17.35	18.25	27.54	5.68
	0.38	0.37	0.39	0.26	0.34	0.60	0.31
F	64.30	58.39	136.36	65.74	52.34	45.20	18.19
P-value	1.44	2.58	3.07	7.3	5.79	2.85	1.32

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Table 14 Test of Homogeneity of Variances 3

	Levene Statistic	df1	df2	Sig.
EM	1.768	2	117	0.144

According to the table, the standard deviation has been calculated to measure the amount of variation relate with the mean. According to results, it has been noticed that there is no statistically difference between employee’s performance among the entire sector of activity variable of participants with leadership style (respectively $P = 1.44$; 2.85 ; 3.07 ; 7.3 , 5.79 ; 2.85 , 1.32). The following tables show all the details. In others words, sector of activity was not a variable that may cause difference in employee’s performance level ($p > 0.05$).

Table 15 Anova about employees Performance according to sector of activity

	EE	PO	SS	JR	GAL	FWE	GSL
SS	49.99	44.14	106.78	34.70	36.51	55.08	11.37
	45.47	44.22	45.80	30.88	40.80	71.28	36.55
DF	2	2	2	2	2	2	2
	117	117	117	117	117	117	117
MS	24.99	22.07	53.39	17.35	18.25	27.54	5.68
	0.38	0.37	0.39	0.26	0.34	0.60	0.31
F	64.30	58.39	136.36	65.74	52.34	45.20	18.19
P-value	1.44	2.58	3.07	7.3	5.79	2.85	1.32

4.5. Leadership style efficacy

The findings revealed the following scores about the four elements on ELS (Efficacy of Leadership Style). On average, they scored 2.58 per item on the general Efficacy of Leadership Style (ELS), 2.94 per item on the Impact on employee’s Stimulation (IES), 2.98 per item on the Efficacy of Leaders Influence (ELI), 2.8 per item on the Leader’s Personal Development (LPD), and 2.38 per item on the Organization ‘Satisfaction (OS) as measured on a 1-5 Likert scale. These results indicate that on average, there is effectiveness in the leadership styles applied in Organizations.

Table 16 Leadership Style efficacy

	N	Min	Max	M	STDV
Impact on employee's stimulation	120	1.00	4.50	2.94	0.84
Efficacy of Leaders Influence	120	1.00	4.50	2.98	0.86
Leader's personal satisfaction	120	1.00	5.00	2.8	0.82
Organization's satisfaction	120	1.50	3.50	2.38	0.52
Leaders 'leadership styles effectiveness	120	1.50	4.50	2.58	0.70

4.5.1. Leadership style efficacy according to gender

In order to investigate whether the efficacy of leadership style change according to the gender, a sample t-test was done. So, about this test, it was noticed that there is statistically a significant difference between the efficacy of leadership style with the female and male participants only in the subcategory Organization 'Satisfaction OS(P=0.002; P0.05). Additionally, there is no statistically significant difference in the all others sub factors of the scale according to gender (P> 0.05).

Table 17 Leadership style efficacy regarding to gender

	Gender	N	Min	Max	M	STDV	P-value
Impact on employee's stimulation	F	49	2	4.5	3	2.90	0.52
	M	71	1	4	0.81	0.86	
Efficacy of Leaders Influence	F	49	2	4.5	3.75	0.55	2.84
	M	71	1	3	2.45	0.60	
Leader's personal satisfaction	F	49	2	5	3.28	0.84	1.29
	M	71	1	4	2.46	0.62	
Organization's satisfaction	F	49	2	3.5	2.59	0.55	0.0002
	M	71	1.5	3	2.23	0.45	
Leaders 'leadership styles effectiveness	F	49	2	4.5	3.04	0.72	1.74

4.5.2. Leadership style efficacy according to experience

In the process to determine if the efficacy of leadership style varies depending on experience variable, one-way test ANNOVA has been done. Firstly, a test of Homogeneity of variances was conducted to access the equality of variances. This test indicates that the variances for leadership style efficacy according to experience were equal, F= 1.83; p= .148 (See table 19).

Table 18 Test of Homogeneity of Variances 4

	Levene Statistic	df1	df2	Sig.
LSE	1.834	6	113	0.148

Further, the standard deviation has also been calculated to measure the amount of variation about the mean to indicate how much values are closed or not to the mean. According to results, it has been noticed that there is no statistically significant difference between the efficacy of leadership style according to experience variable. The following table shows all the details. In others words, experience was not a variable that may causes difference in leadership style efficacy (p> 0.05).

Table 19 Anova about leadership style efficacy according to experience

	IES	ELS	LPS	OS	LSE
SS	25.96	45.64	32.98	2.46	7.44
	74.78	52.80	87.60	36.82	73.34
DF	6	6	6	6	6
	113	113	113	113	112
MS	4.32	7.60	5.49	0.41	1.24
	0.66	0.46	0.77	0.32	0.65
F	6.53	16.27	7.09	1.25	1.89
P-value	6.01	1.96	1.99	0.28	0.08

4.5.3. Leadership style efficacy according to age

In the process to determine if the efficacy of leadership style varies depending on the age variable, one-way ANOVA test was conducted to examine potential age-related variations in the efficacy of leadership style. Firstly, a test of homogeneity of variances was performed specially to verify if the variances were the same. The results revealed that the variances for leadership style efficacy among various age ranges were equal, $F=1.21$; $p=0.998$ (see table 22).

Table 20 Test of Homogeneity of Variances 5

	Levene Statistic	df1	df2	Sig.
LSE	1.211	4	115	0.998

Further, the standard of deviation with mean, Range has been also calculated to measure the amount of variation about the mean. According to the results, it has been noticed that there is statistically a significant difference between the efficacy of leadership styles and participants age in the following subcategories Impact on Employee's Stimulation (IES with $p= 0.0005$; $p< 0.05$); Efficacy of Leader's Influence (ELI with $p= 0.002$; $p< 0.05$); Leadership Style Effectiveness (LSE with $p= 0.004$; $p< 0.05$); Leader's personal Satisfaction (LPS with $p= 0.004$; $p\leq 0.05$). Additionally, the subcategory Organization Satisfaction (OS with $p= 0.06$; $p> 0.05$) is the only one in which there is no statistically significant difference between the efficacy of leadership style according to the age.

Table 21 Anova about leadership style efficacy according to age

	IES	ELI	LPS	OS	LSE
SS	13.58	12.34	9.72	2.43	8.60
	73.40	78.85	119.19	31.29	60.97
Df	4	4	4	4	4
	115	115	115	115	115
MS	3.39	3.08	2.43	0.60	2.15
	0.63	0.68	1.03	0.27	0.53
F	5.32	4.49	2.34	2.24	4.05
P-value	0.0005	0.002	0.05	0.06	0.004

4.5.4. Leadership style efficacy according to sector of activity

In the process to determine if the efficacy of leadership style varies depending on the sector of activity variable, one-way ANOVA test has been done. Firstly, a test of homogeneity was conducted to determine if the variances were equal. Table shows that the variances for leadership style efficacy among the different sector of activity were equal.

Table 22 Test of Homogeneity of Variances 6

	Levene Statistic	df1	df2	Sig.
LSE	0.582	2	117	0.988

Further, the standard of deviation has been also calculated to measure the amount of variation relate with the mean. According to the one-way ANNOVA analysis, there is no significant statistically in the efficacy of leadership style with variable sector of activity of participants (respectively p= 1.97; 1.15; 4.15; 6.56; 1.39. The following table shows all the details. In others words, sector of activity was not a variable that may cause difference in the efficacy of leadership style (p> 0.05).

Table 23 Anova about leadership style according to sector of activity

	IES	ELI	LPS	OS	LSE
SS	18.25	26.52	54.10	14.91	51.49
	89.74	72.27	71.06	26.97	50.50
DF	2	2	2	2	2
	117	117	117	117	117
MS	9.12	13.26	27.05	7.45	25.74
	0.76	0.61	0.60	0.23	0.43
F	11.90	21.46	44.54	32.35	59.64
P-value	1.97	1.15	4.15	6.56	1.39

4.5.5. Impact of leadership style on employee performance

Pearson correlation analysis was performed to analyze the relationship between leadership style and employee’s performance. According to the results in table 28, there was statistically positive significant relationship between employee’s performance level and leadership style. In other words, as the level of employee’s performance increases, the level of the efficacy of leadership style increases as well (r (120) = .182; p= .000).

Table 24 Pearson Correlation

		EM	ELS
Employee’s Motivation	Pearson Correlation	1	0.182**
	Sig (2-tailed)		0.000
Efficacy of Leadership Style	Pearson Correlation	0.182**	1
	Sig (2-tailed)	0.000	

**Correlation is significant at the 0.01 level (2-tailed)

5. Conclusion

To conclude, the purpose of this quantitative research study was to explore the relationship between employee’s performance and leadership style. The research emphasizes the important role of leadership style in employee’s performance. The statistical findings revealed that the four sub-dimensions relating employees, namely gender, experience, age, and the sector of activity in which they’re working, some of them have no significant impact. However, there are various research studies mentioned above which show that one or some of the sub-dimensions used in this study, have an effect on leadership style and employee’s performance. On contrary there are also various research study mentioned above which show no significant impact. Factors other than these four factors were also taken into consideration in some various research study mentioned above.

Because the impact that leadership style has on employee's performance is not highlighted enough, this research study set the stage for future researchers by proposing alternatives and methods which can help, facilitate and serve them about leadership strategies for success. This study allows to organizations to create a productive relationship leaders and employees. This study allows to organizations to impact enormously in a positive way social change and conducts organization to improvement. It contributes to cover gaps identified during research with proposed solutions.

Every organization must have leadership as a working and operating tool for the achievement of their goal, to excel and to be stand out in a continue way among competitors. This study clearly shows that leadership style applied has a considerable influence on employee's performance by affecting their well-being, their performance, their productivity. Employee's performance is beneficial for everyone in the organization whether for the well-being of employees, for the strengthening of leader's courage, managers, collaborators, customers and so on and so forth. This is the wishes of all organizations and leaders because their main objective is success, being able to maintain progressive evolution. So, this requires effort, investment, and above all being implicated about everything which can contribute directly or indirectly to this excellence.

Compliance with ethical standards

Disclosure of conflict of interest

No conflict of interest to be disclosed.

Statement of informed consent

Informed consent was obtained from all individual participants included in the study.

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