THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN THE NIGERIAN LEASING INDUSTRY

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Approval of the Thesis

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Abstract

THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN THE NIGERIAN LEASING INDUSTRY

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This study investigates the effect of leadership styles on employee performance within the Nigerian leasing industry. To gain a well-rounded perspective on the relationship between leadership styles and employee performance within the Nigerian leasing industry, this research employed a mixed-methods approach. This approach combined quantitative and qualitative data collection methods. Quantitative data was gathered through surveys administered to 217 employees. These surveys provided valuable insights into the prevalence of specific leadership styles and their perceived impact on performance. Qualitative data was collected through in-depth interviews with 80 employees. These interviews allowed for a deeper understanding of employee experiences and perceptions. Additionally, focus group discussions were conducted with 40 participants. These discussions fostered a collaborative environment where employees could share their perspectives and experiences in a more open-ended manner. By combining these various data collection methods, the research was able to paint a more complete picture of the influence of leadership styles on employee performance within the Nigerian leasing industry. The findings of this research revealed that transformational leadership emerges as the most effective style for boosting employee performance. Leaders who cultivate a supportive and visionary work environment through transformational leadership practices motivate employees and contribute to improvements across all performance metrics, including productivity, quality of work, goal attainment, and employee engagement. Interestingly, clear and consistent communication from leaders stands out as a crucial factor in enhancing performance, regardless of the specific leadership style being employed. The study also identifies the need for further exploration regarding the impact of specific leadership traits, such as team building, on employee performance. These findings hold significant implications for the Nigerian leasing industry. Prioritizing leadership development programs that emphasize transformational leadership and effective communication skills becomes crucial for organizations seeking to optimize employee performance. Furthermore, the research paves the way for future studies to explore the influence of additional factors, such as organizational culture and employee attitudes, on performance within the Nigerian leasing industry. Overall, the research depicts how leadership styles significantly influence employee performance within the Nigerian leasing industry, impacting factors like governance, growth, and the ability to navigate the industry's uncertainties.

Declaration

I declare that this thesis has been composed solely by myself and that it has not been submitted, in whole or in part, in any previous application for a degree. Except where states otherwise by reference or acknowledgment, the work presented is entirely my own.

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Dedication

Special thanks to Almighty God for His lovingkindness, faithfulness, and grace that enabled me to commence this journey and saw me through the entire program. Even though there were challenges during the program, God's grace saw me through them, and I am grateful to Him. I wish to dedicate the entire program to my late parents and brother, Mr. Stephen Ibikunle and Mrs. Eunice Bosede Kolade, and Ola Kolade Stephen, knowing they are smiling down on me from heaven. Also, I am so excited to be dedicating this award to my nephews and niece (Elisha, Shiloh, Isaiah, Jethro, and Rhema). You can reach greater heights with God's help, so don't give up on your dreams, no matter how crazy they might seem. I love you!

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LIST OF ABBREVIATIONS

ALQ	AUTHENTIC LEADERHSIP QUESTIONNAIRE
ANOVA	ANALYSIS OF VARIANCE
CAC	CORPORATE AFFAIRS COMMISSION
COO	CHIEF OPERATING OFFICER
ELAN	EQUIPMENT LEASING ASSSOCIATION OF NIGERIA
ELRA	EQUIPMENT LEASING REGISTRATION AUTHORITY
FRLT	FULL RANGE LEADERSHIP THEORY
FZE	FREE ZONE ESTABLISHMENT
HND	BACHELOR OF SCIENCES
IFRS	INTERNATIONAL FINANCIAL REPORTING STANDARD ON LEASING
IPA	INTERPRETATIVE PHENOMENOLOGICAL ANALYSIS
IRP	IN-ROLE PERFROMANCE
KPI	KEY PERFORMANCE INDICATORS
LMX	LEADER-MEMBER EXCHANGE

LPC	LEAST PREFERRED CO-WORKER
MBEA	MANAGEMENT BY EXCEPTION-ACTIVE
MBEP	MANAGEMENT BY EXCEPTION-PASSIVE
MLQ	MULTIFACTOR LEADERSHIP QUESTIONNAIRE
MMIA	MURITALA MUHAMMED INTERNATIONAL AIRPORT
MS-EXCEL	MICROSOFT EXCEL
NBR	NATIONAL BANK OF ROMANIA
OCB	ORGANIZATIONAL CITIZENSHIP BEHAVIOR
ODV	OPERATIONAL DEFINITION OF VARIABLES
PHC	PORT HARCOURT
RCTS	RANDOMIZED CONTROLLED TRIALS
SMART	SPECIFIC MEASURABLE ACHIEVABLE RELEVANT TIME-BOUND
SPSS	STATISTICAL PACKAGE FOR THE SOCIAL SCIENCES
TUKEY HSD	TUKEY HONESTLY SIGNIFICANT DIFFERENCE
UREC	UNICAF UNIVERSITY ETHICS COMMITTEE
WHO	WORLD HEALTH ORGANIZATION

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Chapter 1: Introduction

1.1. Background Information

The present study delves into the intricate relationship between leadership styles and employee performance within Nigeria's leasing industry, focusing on perceptions of leadership across Lagos, Abuja, and Port Harcourt (PHC). Leadership styles wield significant influence on how employees perceive their roles and the overall work environment, ultimately shaping their attitudes and behaviors (Ohemeng et al., 2018). Perception, being subjective and varied among individuals, underscores the importance of understanding how employees interpret and respond to leadership styles (Mulugeta & Hailemariam, 2018).

Leadership styles adopted by leaders directly shape employee perceptions, subsequently influencing their motivation levels and overall performance (Cheung et al., 2018). However, within the context of Nigeria's leasing industry, there remains a notable gap in understanding how different leadership styles, employee perceptions influence employee performance. Therefore, this study aims to address this gap by examining the specific effects of leadership styles within the leasing industry and shedding light on the mechanisms through which leadership influences employee performance. Through a comprehensive exploration of employees' perceptions, leadership styles, and performance outcomes, this research endeavors to contribute to the existing body of knowledge and offer insights that can inform leadership practices within the Nigerian leasing industry.

Previous research has explored various aspects of leadership styles and their effects on employee performance in various industries, shedding light on how different leaders adapt their approaches based on various factors. By focusing on the leasing business in Nigeria, this study aims to build upon existing research and provide specific insights that can help leaders and organizations in this sector improve employee performance. For instance, Asrar-ul-Hag and Kuchinke (2016) found a positive relationship between transformational leadership styles and employee performance potential. Wilson (2004) identified key traits and behaviors associated with developmental leaders, Apaka and Gümüş (2015) and Muteswa (2016) investigated leadership qualities and their impact on organizational motivation and goal achievement. These studies concluded that leader qualities such as persuasion, developing people, enthusiasm, humility, confidence, inspiration, convincing, etc. help in achieving organizational goals. Also, a study by Akintoye et al. (2017) explored the impact of transformational leadership on employee performance in the banking industry in Nigeria. Drawing from this research, leaders in the leasing business can consider adopting transformational leadership practices to inspire and motivate their employees. Additionally, a study by Ogunseye et al. (2019) highlighted the importance of effective communication and feedback mechanisms in enhancing employee performance in the telecommunications sector in Nigeria. This suggests that leaders in the leasing business should prioritize clear communication and regular feedback to optimize employee performance. By incorporating these insights and tailoring them to the specific context of the leasing industry in Nigeria, leaders can better support their employees and drive organizational success.

Despite the existing literature demonstrating studies of leadership styles and many characteristics of good leadership, there is scant information on the effects of these characteristics on employee perception and their implications on employee performance. Kelly and Willenberg (2014) observed that leadership characteristics are critical to mitigating organizational performance challenges; thus, an investigation into leadership styles demonstrating their effect on employee perception will provide insights into how these leadership styles and qualities influence employee performance. These studies have clarified the ways in which various leadership philosophies, including transformational leadership, might enhance worker motivation and potential for performance. Furthermore, studies conducted in Nigeria, such as those on the banking and telecommunications industries, emphasize the significance of feedback systems, effective communication, and traits of a leader like inspiration and persuasion for worker's performance. Although these studies offer insightful information, little is known about the precise ways in which leadership styles affect employee performance in the Nigerian leasing sector. There could be specific characteristics to this industry that affect how workers react to different leadership philosophies.

In order to close this information gap, this study looks specifically at how leadership styles affect worker performance in the Nigerian leasing industry. It will examine how different types of leadership are perceived by employees and how these perceptions translate into employee performance. However, a study by Johnson et al. (2018) found that certain leadership styles, such as autocratic leadership, can actually decrease employee morale and productivity. This counterexample highlights the importance of considering the potential negative effects of certain leadership characteristics on employee performance.

With this knowledge, leaders and organizations will be able to figure out the best way to use leadership styles and traits to motivate employees and, as a result, boost their performance. Furthermore, from the viewpoint of scholars, it is obvious that leadership plays a critical role in influencing employees' attitudes, behaviors, and commitment to the organization (Mulugeta and Hailemariam, 2018). Furthermore, in directing, managing, and overseeing the activities of the people they lead, it is worthy to note that different leaders adapt to different leadership styles and attributes in the organization depending on the situation, personality traits, acceptance of the leader by the followers, task complexity, norms, values, and environment (Brown, 2003; Cheong, 2008; Chiang & Wang, 2012; Clark et al., 2009). However, to determine and elucidate these perceptions, this study focuses on the leasing business and its performance in Nigeria.

In conclusion, the dynamic nature of leadership styles in different organizational settings underscores the importance of understanding and adapting to various factors that influence leadership effectiveness.

The focus on the leasing business in Nigeria provides valuable insights into how leaders can navigate complexities and enhance performance within specific industries. As we continue to explore and analyze these dynamics, it becomes clear that effective leadership is not a one-size-fits-all approach but rather a strategic combination of situational awareness, personal traits, and contextual factors.

1.1.2. Profile of the four Leasing Companies in this Research

The following are extracts of the company profiles used as a case study for this research.

C & I Leasing Plc

The business was incorporated in December 1990 and has been in operation for three decades. The company started out in 1991 as a “consumer finance lease licensed by the Central Bank of Nigeria” and greatly evolved over the years to “become a diversified leasing and business service conglomerate providing support services to various indigenous and multinational organizations in West Africa along three lines: fleet management, personnel outsourcing, and marine services” (C & I Leasing, n.d.). As a group, it has a “cumulative staff strength of over 5,000 employees across Nigeria”, with operational offices in Lagos, Abuja, Benin, Calabar, Enugu, and Port Harcourt. C & I leasing “has also been listed on the Nigerian Stock Exchange since 1997, and in 2006, the company achieved the distinction of becoming the first and only leasing company to be registered on the Nigerian Stock Exchange” (C & I Leasing, n.d.). Throughout the centuries, the corporation has “invested in the following subsidiaries: Leasafric Ghana Limited, Epic International FZE Dubai, and most recently, full ownership of C&I Petrotech Marine Limited” (C & I Leasing, n.d.). Now, the brand is present in all of Nigeria's major industries, such as telecommunications, pharmaceuticals, financial institutions, oil and gas, marine, hospitality, and manufacturing.

ATIAT Leasing

The company was incorporated in 2007 as a “Nigerian-owned proprietary leasing firm” to provide leasing services to both indigenous and multinational companies in Nigeria (Atiat Leasing, n.d.). The business is an “investor” in both private and some of the listed companies of the Nigerian Stock Exchange. It also owns a major stake in one of the leading, publicly quoted Nigerian insurance companies as an organization, it has amassed a workforce asset of over 1000 representatives all over the nation, with operative and liaison workplaces in Lagos, Abuja, Kano, Ibadan, Benin, Enugu, and Port Harcourt. In 2014, the company began a strategic revitalization to achieve its goal of becoming a frontline participant in the Nigerian financial services sector. Notably, “it increased its share capital and added a number of new directors to further strengthen its board of directors” ((Atiat Leasing, n.d.), as well as increased its staff strength with the recruitment of key industry talents. In accordance with its strategic focus on leasing, the company applied to change its name from ATIAT Investments Limited to ATIAT Leasing Limited. The approval for the change of name was granted by the Corporate Affairs Commission (CAC) in May 2015. “ATIAT Leasing Limited specializes in various forms of equipment leasing”. It offers fleet management services to individuals and corporations (Atiat Leasing, n.d.).

AVIS Nigeria

“Wheels Leasing Services Limited in 2006 became an indigenous Nigeria car rental company that commenced operations in February 2005 and was given a permit to run the Avis rent a car, fleet management, and truck service for the territory of Nigeria” (Avis Nigeria, n.d.). The organization’s employee strength is more than 1000 representatives across the country, with its functioning office in Lagos and presence in various Nigerian airports such as Muritala Muhammed International Airport (MMIA), Abuja, Benin, Owerri, Asaba, Uyo, Calabar, Enugu and Port Harcourt. AVIS Nigeria offers "services to individuals and corporate organizations indigenously and globally." Through its enrollment in the AVIS Budget Group, Inc., the rent-a-car segment of the business has direct connections with all 10,000 AVIS rental locations in about 175 nations around the globe. "As a result of its membership in this group, the rent-a-car arm of the business receives bookings from all over the world and gives them the required leverage needed in the industry" (AVIS Nigeria, n.d.). It further provides operating lease, fleet management, rent-a-car, chauffeur, and tracking services to organizations within Nigeria. The business puts customer satisfaction and innovation at the core of its business by providing clients with value for money.

SIXT Nigeria

"Coscharis Mobility Limited, an establishment of SIXT Nigeria, is a business under the Coscharis Group. SIXT began its activities formally in Nigeria on March 3, 2013, as Coscharis Group became the franchisee for SIXT Nigeria" (SIXT Nigeria, n.d.). Over the years, Coscharis Group has made considerable and detectable investments in many sectors of the Nigerian economy. Their services range from "airport pick up and drop off, car rental (short and long term), school bus and staff bus schemes, light trucks, vehicle lease, driver and staff outsourcing, fleet management, logistics, haulage services, armored vehicles, escort services, and protocol services" (SIXT Nigeria, n.d.). Over the years, they have been able to provide all these services to private individuals, institutions, and corporations both locally and internationally. With this, the company constantly aims to deliver exceptional "service that meets and surpasses the anticipations of her revered customers by guaranteeing maximum client satisfaction through constant technology innovation" (SIXT Nigeria, n.d.). The company has more than 1,000 employees all over the country. Its offices are in Lagos V/I, the Oriental Hotel, the Four Point Hotel, the airport stand arrival wing E, Port Harcourt, Abuja, Calabar, and Kano State (SIXT Nigeria, n.d.).

1.2. Statement of the Problem

The Nigerian leasing industry has experienced consistent growth, with outstanding lease volume reaching N1.91 trillion in 2019 (ELAN, 2020). However, despite this positive trend, the industry faces challenges such as access to capital, high-interest rates, competition from traditional lenders, and the rising cost of assets (ELAN, 2019a, 2019b). Understanding these challenges is crucial for the industry's continued success, especially considering the uncertainties of the Nigerian business environment, including fluctuating oil prices, currency devaluation, and unpredictable fiscal policies. While the Equipment Leasing Association of Nigeria (ELAN) reports the industry has consistently contributed to national development (ELAN, 2022), a deeper understanding of these challenges and their effect on growth is necessary.

This research focuses on the understudied yet potentially impactful influence of leadership styles on employee performance within the Nigerian leasing industry. While previous studies have explored leadership and performance in various industries (Awwal et al., 2019; Odulami et al., 2017; Ojokuku et al., 2012), the unique characteristics of the Nigerian leasing sector, such as its focus on asset lifecycle management and specific regulatory environment, may necessitate different leadership approaches to optimize employee performance (ELAN, 2019, 2022). For instance, the complex task of managing asset lifecycles might require leaders with strong analytical skills and project management experience to ensure efficient asset utilization and minimize risks. Failing to address these leadership style needs could hinder the industry's ability to address performance inconsistencies and reach its full potential.

The Nigerian marketplace is constantly evolving, creating a complex performance landscape for leasing organizations. This complexity is further driven by factors such as government interventions, tax policies, globalization, technological advancements, intense competition, and the inherent complexities of the leasing business model itself (Mulugeta & Hailemariam, 2018). Some leasing companies, like

AVIS Rental and SIXT Nigeria, have faced challenges in optimizing performance, experiencing disappointing profits in recent years (2018-2019) (Atseye et al., 2019). These performance issues highlight the importance of effective leadership, as employee perceptions of their leaders' styles can significantly influence administrative activities and operational processes (Mulugeta & Hailemariam, 2018). This research aims to fill this gap by examining the relationship between leadership styles and employee performance in the Nigerian leasing industry. By exploring this understudied area, the research hopes to provide valuable insights for improving overall industry performance.

A previous study by Mulugeta & Hailemariam (2018) found that effective leadership plays a crucial role in influencing employee perceptions, ultimately impacting administrative activities and operational processes within the leasing industry. This link between leadership and performance is particularly important considering the challenges faced by companies like AVIS Rental and SIXT Nigeria. Understanding the relationship between leadership styles and employee performance can be key to addressing performance challenges in the leasing sector. This study will explore how different leadership styles transactional, transformational, and laissez-faire influence employee performance metrics such as productivity, work quality, goal achievement, and engagement. The research will also consider how key leadership attributes like relationship traits, personal drive, integrity, and communication skills influence performance. By focusing on the Nigerian leasing sector, this study aims to bridge existing gaps in the literature and provide practical implications for improving leadership practices and overall industry performance. In addition to the study by Atseye et al. (2019), other studies that can be used to further explore the effect of leadership styles on employee performance and organizational outcomes in the leasing industry include research by Avolio and Bass (2004) on transformational leadership, as well as studies by Yukl (2010) on situational leadership. These studies can provide valuable insights into how different leadership styles may influence employee attitudes and behaviors, ultimately affecting operational processes and profitability within leasing companies like AVIS Rental and SIXT Nigeria.

Also, existing studies on leadership and performance in Nigeria lack depth within the leasing industry. This research will bridge this gap by examining the effect of leadership styles on employee performance within the Nigerian leasing context. According to data from the Equipment Leasing Association of Nigeria (ELAN), the industry has shown fluctuations in performance metrics such as lease volumes and profitability over the past few years (ELAN Outlook, 2020). This suggests that there may be a problem within the leasing industry in Nigeria that could be related to leadership styles and their influence on employee performance. By conducting research that focuses specifically on this sector, we can gain insights into how leadership can either contribute to or alleviate these performance challenges. This research will not only fill a gap in the existing literature but also provide practical implications for improving the overall performance of the leasing industry in Nigeria.

The Nigerian leasing industry presents unique challenges that demand effective leadership. Leading companies face performance issues, necessitating strategic leadership approaches to optimize their operations. A dynamic marketplace, characterized by government interventions, globalization, and fierce competition, further complicates the leasing landscape. In this context, effective leadership is paramount for navigating these complexities and ensuring business success.

Employee perceptions of leadership styles significantly influence their performance. These perceptions are, in turn, shaped by the specific challenges of the industry. For instance, performance concerns within the leasing sector can lead to employee dissatisfaction. Companies might struggle with issues like vehicle maintenance or long wait times, impacting employee morale. To address this, leaders can implement training programs to enhance employee skills and streamline administrative processes. This not only improves overall performance but also strengthens the company's competitive edge within the ever-evolving leasing market.

Theoretical Framework: Drawing inspiration from the transformational leadership theory (Bass, 1985; Burns, 1978), this research examines how employees perceive leadership styles (transactional, transformational, laissez-faire) and attributes (relationship traits, personal drive, communication) and how these perceptions influence their performance. While competition may complicate the leasing landscape, effective leadership is always crucial in navigating challenges and fostering success. Employee perceptions of leadership styles may also be influenced by factors beyond just competition, such as company culture and individual experiences.

This research delves into the critical relationship between leadership styles and employee performance within the Nigerian leasing industry. By analyzing a range of existing research, the study aims to offer valuable insights and contributions across several areas.

Enhanced Leadership Effectiveness: The research will explore how different leadership styles impact employee performance in the leasing industry. This understanding will equip leasing organizations with the knowledge to tailor their leadership techniques and boost employee motivation.

Furthermore, the study will examine how key leadership traits, such as relationship building, personal drive, integrity, and communication skills, influence performance metrics like productivity, work quality, goal achievement, and employee engagement. Additionally, the research will investigate how various leadership philosophies can help leasing organizations adapt to external factors like competition and regulations, ultimately impacting their overall performance.

Informed Leadership Development: This research has the potential to provide data-driven insights specifically for leadership development programs within the leasing sector. By focusing on how leadership styles affect employee attitudes and performance, the study can inform the creation of targeted training programs. It will also emphasize the importance of cultural sensitivity, advocating for leadership philosophies tailored to the unique characteristics of the Nigerian workforce. Ultimately, this research can provide valuable guidance on identifying the most suitable leadership styles for optimal performance within the leasing industry.

Advantages for the Leasing Sector: A core objective of the research is to enhance employee engagement and performance within the leasing sector. By understanding how leadership styles impact employee perceptions and performance, the study aims to identify leadership practices that can improve employee satisfaction and productivity. Moreover, the research suggests that effective leadership practices can contribute to increased competitiveness and organizational performance within the leasing sector. These findings can serve as a strong foundation for supporting investments in leadership development programs and demonstrating the tangible benefits of such initiatives.

Contributions to Knowledge: This research has the potential to significantly enrich the body of knowledge on leadership within the Nigerian leasing sector. By examining leadership effectiveness within a specific industry context, the study can contribute to a deeper understanding of how leadership styles influence performance. Furthermore, by focusing on employee perceptions of leadership styles, the research can add valuable insights into how employees interpret and respond to different leadership approaches in the workplace. Ultimately, the findings of this study can serve as a foundation for future research exploring the relationships between leadership, performance, and various industry contexts and cultural settings.

Overall, this research promises to shed light on the intricate connection between “leadership styles and employee performance” within the Nigerian leasing industry, offering valuable insights for leaders, employees, policymakers, and academia alike. By bridging the gap between theory and practice, this research has the power to shape future research agendas and inform leadership development programs across various sectors. Also, the implications of this study are far-reaching, with the potential to drive significant improvements in leadership practices and employee well-being within the Nigerian leasing industry and beyond.

1.3. Purpose of the Study, Research Aim, and Objectives

1.3.1. Purpose of the Study

The purpose of this mixed-methods research is to investigate leadership styles on employee performance in the Nigerian leasing industry within Lagos, Abuja, and Port-Harcourt, Nigeria. The study will focus on four prominent leasing companies: C & I Leasing Plc, AVIS International, SIXT Nigeria, and ATIAT Leasing. This study aims to uncover how leadership styles influence employee performance within the leasing industry. These insights can empower leasing companies to develop targeted leadership training programs, fostering a more positive and productive work environment for employees and ultimately leading to improved performance. Additionally, the study aims to identify any correlations between specific leadership styles and employee job satisfaction, motivation, and overall job performance. By examining these relationships, leasing companies will be better equipped to tailor their leadership strategies to meet the needs and preferences of their employees. Ultimately, the results of this research will contribute to the body of knowledge on leadership effectiveness in the Nigerian leasing industry and provide practical recommendations for companies looking to enhance employee performance and organizational success. This study is important because it will shed light on the effect of leadership styles and employee performance by understanding the different employees' views in the leasing industry, which can contribute to the success or failure of the leasing companies in Nigeria.

The leasing industry in Nigeria is a rapidly growing sector, but it also faces several challenges, including competition from foreign companies, high interest rates, and a lack of skilled workers. One way to address these challenges is to improve employee performance. Effective leadership plays a crucial role in motivating employees to perform at their best and achieve organizational goals. By understanding how different leadership styles impact employee performance, leasing companies in Nigeria can develop strategies to enhance productivity and address challenges in the industry. Investing in training and development programs to build a skilled workforce can also help leasing companies stay competitive and succeed in the rapidly growing market. Ultimately, improving employee performance is key to the long-term success of leasing companies in Nigeria.

The study will employ a mixed-methods approach to data collection and analysis. This will allow for a comprehensive exploration of the topic and will capture a variety of perspectives and experiences. The qualitative aspect of the study will involve interviews and focus group discussions with employees from the four participating companies. The quantitative aspect of the study will involve a survey of employees from the same four companies. The data from the qualitative and quantitative aspects of the study will be integrated and analyzed using a sequential explanatory design. The qualitative data will be used to develop and refine the quantitative instrument. The quantitative data will then be used to test the hypotheses of the study. This mixed-methods approach will provide a comprehensive understanding of the factors influencing employee engagement across different organizations. This mixed-methods study utilizes both surveys, in-depth interviews, and focus groups. By combining qualitative and quantitative data, the research aims to capture a nuanced understanding of employee engagement in the workplace.

This mixed-methods research on the effect of leadership styles and employee performance in the Nigerian leasing industry is a timely and important study. The findings of the study will provide valuable insights into the role of leadership in improving employee performance and contributing to the success of leasing companies in Nigeria. Leasing companies can utilize the discoveries to craft and execute impactful leadership training initiatives, fostering a conducive and efficient work atmosphere. By understanding the impact of different leadership styles on employee performance, leasing companies in Nigeria can tailor their leadership approach to maximize productivity and success. This research has the potential to not only benefit individual companies but also contribute to the overall growth and development of the Nigerian leasing industry. Ultimately, the findings of this study have the power to drive positive change and improvement in leadership practices within the industry, leading to increased efficiency and profitability.

1.3.2. Research Aim and Objectives

The purpose is to evaluate the effect of leadership styles on employee performance in the Nigerian leasing industry. Although we believe that the different leadership styles may have diverse meanings for the different employees in the industry, for example, Bass and Avolio (1994) assert that "the full range of leadership theory(FRLT) comprises nine factors, which are broadly divided into three broad classes of behavior: transformational leadership, with five distinct factors (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration); transactional leadership, with three distinct factors (contingent reward, management-by-exception active, management-by-exception passive, and laissez-faire leadership)". Besides, this theory will provide considerable soundness for predicting leadership outcomes as well as leaders' performance. Also, adopting this research method will complement the study and provide a complete analysis of the research problem and questions, which will aid in providing recommendations that will improve the industry's performance. Although the theory of transformational and transactional leadership might provide a thorough foundation for comprehending different leadership philosophies, it might oversimplify the intricacies of actual leadership scenarios and neglect to take situational factors into consideration. Furthermore, focusing just on this idea can restrict research into additional variables that might affect leadership effectiveness and outcomes.

The following objectives listed below guide this research:

1. To investigate the effect of leadership styles on employee performance in the Nigerian leasing industry.

2. To investigate the influence of the transformational leadership style on employee performance in the leasing industry in Nigeria.

3. To examine the effect of the transactional leadership style on employee performance in the leasing industry in Nigeria.

4. To assess the effect of the laissez-faire leadership style on employee performance in the leasing industry in Nigeria.

1.4. Nature of the Study and the Significance of the Study

This research adopts a mixed-methods approach, which is a combination of quantitative and qualitative research methods. The process allows data integration and triangulation (Shorten & Smith, 2017). The population of this study will focus on four (4) leasing companies in Nigeria: C and I Leasing Plc, AVIS International, SIXT Nigeria, and ATIAT Leasing. The concentration area will be in three (3) major locations: Lagos, Abuja, and Port Harcourt. The primary data will be collected using questionnaires, interviews, and focus groups. Questionnaires will be distributed among 217 employees to gather primary data for analysis. Interviews will be conducted with key personnel from each leasing company to gain valuable insights into their leasing practices and challenges. Focus groups will also be organized with industry experts to discuss current trends and future prospects in the leasing sector. The combination of primary and secondary data will provide a comprehensive understanding of the leasing industry in Nigeria, focusing on the key areas of Lagos, Abuja, and Port Harcourt. The data collection process will strive to achieve gender balance within the industry by recruiting participants who reflect the gender distribution of the Nigerian leasing workforce. Likewise, secondary data will also be collected from various sources, like journals, books, company magazines, and the internet. An inductive methodology will be used to examine the gathered data, allowing one idea to lead to another for deeper understanding. This will involve analyzing the data to identify trends, patterns, and relationships within the leasing industry in Nigeria. By using an inductive approach, researchers can uncover new insights and perspectives that may have been overlooked with a more deductive approach. This comprehensive study aims to provide valuable insights into the leasing industry in Nigeria and contribute to the existing body of knowledge in the field. Statistical methods such as inferential statistics will be adopted for quantitative data analysis in testing the hypotheses developed for this research and thematic analysis in analyzing the data collected for qualitative data analysis. The data analyzed will be displayed in tables, graphs, and charts. These visual representations will help to illustrate the findings of the study and make it easier for readers to understand the data. The combination of quantitative and qualitative data analysis methods will ensure a well-rounded and in-depth examination of the leasing industry in Nigeria. By utilizing both statistical and thematic analysis, this research will provide a comprehensive overview of the challenges and opportunities present in the Nigerian leasing market, ultimately contributing to a better understanding of this sector. To ensure data trustworthiness, the reliability and validity of the tools used to collect data will be rigorously checked, allowing for credible findings to be presented to readers. This research aims to shed light on the challenges and opportunities faced by leasing companies in Nigeria and provide recommendations for improving their operations and competitiveness in the market. By examining factors such as regulatory frameworks, market trends, and consumer behavior, this study will offer valuable insights into the dynamics of the Nigerian leasing industry. By highlighting best practices and identifying areas for growth, stakeholders in the leasing sector will be better equipped to make informed decisions and drive sustainable growth. Ultimately, this research seeks to not only advance academic knowledge but also support practical solutions for the enhancement of leasing services in Nigeria.

The significance of this research is to understand the effects of leadership styles on employee performance in Nigerian leasing industry. As organizations in the 21st century tussle for their existence to achieve their long-term success with the advent of new technologies, increased globalization, and intense competition, the leadership styles adopted are integral part in boosting performance. Therefore, leadership styles play a major role in business management and its survival in the contemporary business environment. Leadership styles are a recipe for high employee motivation and performance, allowing organizations to reach their full performance potential. For the leasing industry's performance and sustainability, the leadership styles adopted will enable employees to have the courage to cope with the rapid vicissitudes and uncertainty facing the organization. In order for organizations to deal with the changes in today's complex business environment, they need to have an effective leadership style that can motivate employees and set a clear course for the organization. This will help them avoid losing the investments of stakeholders, going bankrupt, and losing jobs. Likewise, investigating how employees perceive the effectiveness of leadership styles and traits will offer insightful information about how employees perceive the subjective experience of leadership in the organization. It will aid in understanding how employees perceive different leadership philosophies and traits and identify the leadership behaviors that have a positive impact on employee engagement and job satisfaction.

Also, by emphasizing the importance of leadership in building a healthy work environment, encouraging employee satisfaction, and improving performance results, this research contributes to the area. By examining the leadership styles such as transformational, transactional and laissez-faire style of leadership, it will help understand how these factors influence company culture and climate. This research will assist firms in matching leadership styles with desired cultural values, thereby creating an environment that is conducive to employee performance and well-being. This study will provide practical implications for talent management, performance management, and leadership development initiatives in businesses. Equally, in order to improve leadership practices, encourage employee performance, and achieve organizational success, this research will offer organizations evidence-based advice. This study will provide feedback to leaders, assisting them in understanding how their behaviors and styles are viewed and the subsequent influence on performance by looking at how employees perceive leadership styles and traits. Additionally, the way employees perceive the leadership of their various organizations will be vital to its performance in the sense that many leaders lose focus on fundamental elements (such as values, morals, ethics, responsibilities, integrity, fairness, and culture) when trying to manage employees. Hence, the study will help revamp the organization's leaders by considering the fundamental and effective leadership styles that can be put in place to ensure employees' performance. Despite the challenges being faced in the industry by the government, fiscal and tax policies (for example, the International Financial Reporting Standard on Leasing 16 (IFRS), the Equipment Leasing Registration Authority (ELRA), and the Automobile Act), the naira devaluation, the high cost of funding, and the high cost of equipment and assets, there abound a lot of opportunities for the industry. Due to competition, new entrants, and new technologies (cost-effective software that manages the entire processes of the business and operations from start to finish; mobile applications for the leasing business; and tracking real-time equipment and assets) for the industry, it is imperative that leaders are pragmatic and deliberate in understanding the way they are perceived and the impact of their leadership styles in the industry. The knowledge gained can be used to revolutionize the industry for the greater good of the sector and the entire economy of the country.

Investigating the relationship between leadership styles and employee performance is crucial for the success of organizations in the Nigerian leasing industry. This study investigates this relationship, considering the industry's challenges (e.g., government regulations) and potential for growth. Effective leadership can be a key differentiator, fostering employee engagement and performance. Based on the above the following will be the beneficiaries and uses of findings of this research:

Leaders: Gain valuable feedback on their styles and how to adapt them for optimal employee performance.

Employees: Benefit from a work environment built on leadership practices aligned with their preferences.

Organizations: Achieve sustainable performance improvement through data-driven leadership development and enhanced company culture.

Industry Stakeholders: Gain insights into industry-specific leadership needs, informing policy decisions and talent management strategies.

Academia: Contribute to the theoretical understanding of leadership effectiveness within the leasing industry.

In conclusion, based on the data to be gathered from this research, it aims to shed light on the complex relationship between leadership and performance in the Nigerian leasing industry. It will help leaders understand the consequences of their leadership styles as perceived by employees and apply suitable and effective leadership styles while managing their organizations. The findings can inform future leadership development initiatives, contribute to the body of knowledge on leadership effectiveness, and ultimately empower organizations to achieve sustainable success. It will contribute the body of knowledge on leadership effectiveness, and ultimately empower organizations to achieve sustainable success. Also, contribute to the fields of business, strategic leadership, strategic management, and human resource management in the leasing industry by clearly understanding which relevant leadership styles should be used for high performance. Likewise, contribute to the fields of talent management and succession planning. By examining how employees perceive leadership styles and traits, this research will offer a deeper understanding of the connections between leadership, employee engagement, organizational culture, and ultimately, performance outcomes. These insights will empower industry leaders to make data-driven decisions and implement targeted recommendations. This will not only guide leadership development initiatives, enabling leaders to adapt their styles for greater effectiveness, but also contribute to the leasing industry by highlighting the importance of understanding employee perceptions of leadership actions.

1.5. Research Questions and Hypotheses

1.5.1. Research Questions

The fundamental research questions of this study are:

Q1 How does the laissez-faire leadership style affect employee performance in the leasing industry in Nigeria?

Q2 To what extent does the transformational leadership style influence employee performance in the leasing industry in Nigeria?

Q3 What is the effect of the transactional leadership style on employee performance in the leasing industry in Nigeria?

Q4: How do a leader's relationship traits influence employee performance in the leasing industry in Nigeria?

Q5: How does a leader's personal drive and integrity affect employee performance in the leasing industry in Nigeria?

Q6: What is the effect of a leader's communication aspects on employee performance in in the leasing industry in Nigeria?

1.5.2. Research Hypotheses

For the researcher to actualize the purpose of this study, the following research hypotheses were developed and are as follows:

Hypothesis 1:

H1o: There is no statistically significant difference in mean performance between the laissez-faire leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

H1a: There is a statistically significant difference in mean performance between the laissez-faire leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

Hypothesis 2:

H2o: There is no statistically significant difference in mean performance between the transformational leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

H2a: There is a statistically significant difference in mean performance between the transformational leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

Hypothesis 3:

H3o: There is no statistically significant difference in mean performance between the transactional leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

H3a: There is a statistically significant difference in mean performance between the transactional leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

Hypothesis 4:

H4o: There is no statistically significant association between a leader's relationship traits and employee performance in the leasing industry in Nigeria.

H4a: There is a statistically significant association between a leader's relationship traits and employee performance in the leasing industry in Nigeria.

Hypothesis 5:

H5o: There is no statistically significant relationship between a leader's personal drive and integrity and employee performance in the leasing industry in Nigeria.

H5a: There is a statistically significant relationship between a leader's personal drive and integrity and employee performance in the leasing industry in Nigeria.

Hypothesis 6:

H6o: There is no statistically significant effect of a leader’s communication aspects on employee performance in the leasing industry in Nigeria.

H6a: There is a statistically significant effect of a leader’s communication aspects on employee performance in the leasing industry in Nigeria.

Chapter 2: Literature Review

2.1. Introduction

Despite significant recent growth in the Nigerian leasing industry, a vital contributor to economic growth by facilitating equipment access for businesses, data from the Equipment Leasing Association of Nigeria (ELAN) reveals concerning disparities in performance metrics like lease volumes and profitability (ELAN, 2019, 2020). These fluctuations raise questions about potential factors influencing performance within the industry. Leadership styles, well-known for their impact on employee motivation, engagement, productivity, and ultimately organizational performance, are a key area of investigation. This mixed-methods research aims to address a critical gap in the literature by exploring the effects of different leadership styles (transformational, transactional, and laissez-faire) on employee performance within the Nigerian leasing industry. The study will focus on companies in Lagos, Abuja, and Port Harcourt, utilizing surveys, interviews, and focus groups to capture a comprehensive understanding of employee engagement and performance across different organizations.

Existing research on leadership styles in Nigeria has primarily focused on sectors like oil and gas and banking (Adegboyega & Olawumi, 2021; Ojukuku et al., 2012). While these studies highlight the importance of transformational leadership for employee engagement and performance, the unique characteristics of the leasing industry, which involves asset financing and client relationship management, necessitate a dedicated investigation that explores leadership approaches tailored to these specific aspects. This research seeks to understand the unique leadership practices that can enhance employee engagement and contribute to improved performance metrics in the Nigerian leasing industry. The research findings are expected to provide valuable insights for leasing companies, empowering them to create conducive work environments, enhance employee performance, and ultimately drive positive change and improvement in the industry. By maximizing productivity and success through effective leadership, leasing companies can contribute to the growth and development of the Nigerian leasing industry as a whole.

This chapter will be structured as follows:

Theoretical Framework: This section will present the theoretical framework that guides this study's investigation of the relationship between leadership styles and employee performance within the Nigerian leasing industry. The framework draws on several key concepts:

Theories of Leadership: This study will incorporate established leadership theories, such as transformational leadership theory and transactional leadership theory, to understand how different leadership styles influence employee motivation, engagement, and ultimately, performance.

Performance and Performance Theories: The concept of performance will be examined through the lens of employee performance theories, such as goal setting theory and expectancy theory. These theories will help explore how leadership styles can influence employee goal setting, effort, and overall job performance.

Perception Theories: The role of employee perception will also be considered, as employees' perceptions of leadership styles can influence their motivation and engagement.

Concepts and Conceptual Framework: this will identify and defines the important terms, variables, and relationships pertinent to the study question.

Leadership Styles and Attributes: The research will focus on the effects of specific leadership styles, such as transformational, transactional, and laissez-faire leadership, on employee performance.

Employee Performance: The concept of employee performance will be examined through the lens of employee performance theories, such as goal setting theory and expectancy theory. Goal setting theory suggests that specific, challenging, and achievable goals can lead to higher employee performance

Employee Perception: The role of employee perception will be considered, as employees' perceptions of leadership styles can influence their motivation and engagement. Misperceptions of leadership styles can lead to decreased motivation and performance.

By integrating these concepts, the theoretical framework will provide a foundation for analyzing the data and understanding the complex relationship between leadership and employee performance in the Nigerian leasing industry.

2.1.1. Literature Search Strategy

In writing this section of the dissertation, the researcher utilized a search strategy to gather information as it relates to the topic. Certain words and themes were used, such as: *"Leadership Styles" "Traits", "Attributes", "Performance", "Employee Performance", "Leasing", "Leadership Theories", "Great man Theory", "Trait theory", "Behavioral/Style Approach", "Participatory", "Situational", "Contingency", "Contemporary Leadership Theories", "Transformational Theory", "Transactional Theory", "Charismatic Leadership Theory", "Full Range Leadership Model", "Ethical Leadership", "Authentic Leadership", "Servant Leadership", "Traits and Behavioral Leadership", "Leadership Styles and Attributes", "Perception", "Employee Perception", "Performance Theories", "Perception Theories". Google Scholar, Google, WorldCat.org, Emerald, ProQuest Central, ResearchGate, Academia.edu, and SAGE Journals were all used to develop and review a thorough search strategy. For the purposes of this section, peer-reviewed journals with only English text were also used, such as Business Management, Leadership, Personnel and Social Psychology, Accounting and Business*

Management, Scientific and Research, Organizational Analysis, Administrative Science, Law, and Management Journals.

2.2. Theoretical Framework in Research

A theoretical framework in research is a fundamental analysis of accepted ideas that acts as a guide for creating the justification a researcher will employ when carrying out research or investigating a topic. It is essential that all dissertations have a theoretical framework as their foundation, as it is one of the decisive components of the research (Kivunja, 2018). Likewise, a theoretical framework while investigating a topic show that the researcher has a working knowledge of the theoretical and conceptual concerns surrounding the subject of one's research (Kivunja, 2018). A researcher must select theories that are appropriate, pertinent, and applicable to the research problem and question being investigated. It allows a researcher to defend his or her research objectives, designs, and conclusions with the aid of a solid theoretical framework, and direct the process of data collection, analysis, interpretation of the results, discussion and conclusions of the research findings.
It includes theories, models, and ideas that direct the study and aid in establishing relationships between variables. Researchers are able to create theories to explain phenomena, discover connections, and predict the future (Swaen & George, 2022). It presents and describes the theories or ideas that provides an explanation for the research problem under examination (Kivunja, 2018). Assessing the theories, elucidating them, and demonstrating how they connect to the research topic, hypotheses, and questions under examination (McGaghie et al., 2001). Also, it outlines how the study makes a valuable contribution to the improvement or testing of the hypothesis and how it integrates into the current body of knowledge (Swaen & George, 2022).

2.2.1. Concepts of Theoretical Framework

Some scholars and academicians have developed some theoretical framework over the decades (Wu et al., 2020; Zhu et al., 2018; Liu et al., 2019). These theories are further briefly discussed below:

Transformational leadership theory: Bass and Avolio (1994) put out the transformational leadership notion that it highlights the leader's capacity to compel and encourage followers to produce extraordinary results. Important elements of this paradigm include: "idealized influence", "inspirational motivations", "intellectual stimulation" and "individualized consideration".

Full Range Leadership Model: The model was founded by Bass and Avolio in 1994, and the framework offers thorough detail that spans a variety of styles of leadership, from "laissez-faire to transactional to transformational". This approach emphasizes how crucial it is to modify one's leadership style according to the circumstances and the demands of one's subordinates.

Leader-Member Exchange (LMX) Theory: Graen and Uhl-Bien (1995) developed the LMX theory, which emphasizes the dual relationship between leaders and their subordinates. According to this notion, leaders and subordinates form distinct relationships, and the caliber of these interactions affects both follower results and a leader's performance.

Authentic Leadership Theory: Avolio and Gardner (2005) developed the authentic leadership theory which places a strong emphasis on the leader's sincerity, self-awareness, and moral integrity. This theoretical framework investigates how genuine leaders develop relationships, generate trust and create an environment of openness and authenticity within organizations.

Based on this research, the theoretical framework offers the researcher an understanding of concepts and outline for comprehending and researching leadership phenomena depending on the research topic and environment. Equally, it contains ideas, models, and concepts that direct the study and support the creation of links between variables.

2.2.2. Assumptions in Research

The research made several key assumptions. The study relied on several important assumptions. One was that the chosen methods for measuring leadership styles and employee performance were accurate and consistent (valid and reliable). To address this, the researcher conducted pre-tests and a pilot test before the main data collection. These tests ensured the instruments were working properly. For instance, in the pre-test, participants rated themselves and were rated by supervisors. If these ratings aligned, it suggested the measures were valid meaning they captured what they were supposed to in achieving the research objectives. The pilot test, involving a small group, ensured the questions were clear and produced consistent results.

Another assumption was that participants honestly reported their own perceptions and behaviors, as the study relied on self-reported data. To minimize potential bias, the researcher assured participants of anonymity and confidentiality during the data collection stage and created a safe and non-threatening environment that encouraged candid feedback. Further-more, the investigator underscored the significance of precise and authentic answers to guarantee the validity and dependability of the research. By establishing rapport and trust with the participants, the researcher hoped to foster an honest and open discussion that would produce insightful information. In the end, these precautions were taken to preserve the integrity of the research findings and respect moral principles throughout the investigation.

Additionally, the research used a mixed-methods approach, combining quantitative and qualitative data. This allowed the researcher to get a more complete picture by capturing both numerical results and participants' experiences and perspectives. By comparing data from different sources (triangulation), the researcher strengthened the validity of the findings and provided a more reliable interpretation. This methodological thoroughness further bolsters confidence in the research and strengthens the study's overall credibility.

Also, another assumption was that the study's findings could be applied to the broader Nigerian leasing industry. To address this, the researcher carefully described the research sample and population. By detailing these characteristics, the researcher helps readers understand if the participants represent the typical leasing industry professional the study aimed to investigate. The research focuses specifically on the leasing industry within three locations in Nigeria. Additionally, the researcher ensured the sample size was sufficient and diverse enough to capture a range of perspectives and experiences. This detailed information strengthens the credibility and applicability of the findings to similar settings within the Nigerian leasing industry. However, the researcher acknowledges the limitations of generalizing beyond these specific locations and emphasizes the need for further studies in different contexts to confirm the validity of the findings across the entire industry.

Furthermore, the research assumed that the selected leadership theories or frameworks used in the study would effectively capture the relevant aspects of leadership styles. Through the literature review, the researcher was able to critically identify the various leadership theories that were prevalent and choose the ones that could effectively answer the research questions and allow the research to achieve the research objectives. The data gathered from employee surveys and interviews in the field was then analyzed using the selected theories. Using these frameworks, the researcher was able to learn more about the ways in which various leadership philosophies affect an organization's ability to succeed. The study's overall conclusion that some leadership theories were better suited for particular circumstances emphasizes how critical it is to comprehend context and modify one's style of leadership accordingly.

Finally, the researcher assumed that leadership styles would have a direct impact on employee performance. To test this assumption, the researcher conducted a series of surveys and interviews with employees across different departments and organizations. The results revealed a strong correlation between transformational leadership and high employee performance, while transactional and laissez-faire leadership were associated with lower productivity. This suggests that a leader's approach and behaviour can significantly influence the overall performance and motivation of their team members. The researcher decided to explore the topic in order to answer the research questions and meet the research objectives of the study.

2.2.3. Delimitations in Research

The research had several delimitations. The first is based on the geographic scope of the study. Research may be limited to specific regions or locations, such as a particular city or country, rather than encompassing a broader geographical area. In this research, the geographic scope is limited to three locations, namely: Lagos, Abuja, and Port-Harcourt in Nigeria. This restricted geographic scope may limit the applicability of the findings to other regions within Nigeria or beyond. Future research could benefit from including a more diverse range of locations to provide a more comprehensive understanding of leadership styles in different contexts. Additionally, expanding the geographic scope could help identify any variations or trends in leadership practices across various regions.

The second delimitation is based on industry focus. This research focuses on the leasing industry without generalizing the findings to other industries. Including a broader range of industries in future research could offer insights into how leadership styles vary across different sectors. By examining leadership practices in various industries, researchers can better understand how leadership strategies may need to be adapted based on the unique challenges and dynamics of each industry. This could ultimately lead to more effective leadership development programs tailored to specific industries.

Another delimitation of this research is the sample size and composition. The research may have limitations in terms of the number of participants involved or the specific demographics of the participants, which can impact the generalizability of the findings. In order to ensure the generalizability of the findings, Yamane's formula was used to derive the number of participants used in this study, which guaranteed the desired level of confidence. Additionally, the composition of the sample group was carefully considered to ensure diversity in terms of age, gender, and experience within the industry. By including a range of perspectives, the research findings can be more applicable across various sectors. Overall, by addressing these potential limitations, the research can provide valuable insights that can be utilized to develop more targeted and effective leadership development programs for different industries.

Lastly, timeframe of this research was a delimitation. The study may be limited to a specific time period, and the findings may not account for potential changes in leadership styles and employee performance over time. To address this delimitation, follow-up studies could be conducted at different intervals to track any changes in leadership styles and employee performance. Additionally, incorporating longitudinal data collection methods can provide a more comprehensive understanding of how leadership development programs impact individuals over time. These adjustments would help ensure that the research remains relevant and useful for future industry leaders seeking to enhance their skills and capabilities.

2.2.4. Limitations in Research

This study acknowledges a potential hurdle, people's tendency to be influenced by their desire to appear a certain way (social desirability bias) or by faulty memory (recall bias) when answering questions. These factors could affect the accuracy of their responses. Looking ahead, researchers might consider using methods that don't rely solely on self-reporting. This could involve directly observing behaviors or collecting data from other sources, like supervisors or performance metrics. Additionally, combining self-reported data with information from other sources can help confirm participants' responses. Finally, using indirect questioning techniques or guaranteeing anonymity can further minimize social desirability bias (Van de Mortel, 2008). However, in this study, the following steps were taken to ensure the data collected was as accurate and reliable as possible: confidentiality and anonymity were emphasized to encourage honest responses by removing the fear of judgment. Also, making use of different methods to assess the same concepts, allowed me to compare and validate participants' responses, reducing the impact of individual biases. Questionnaires were distributed randomly to minimize selection bias, where certain participants might be chosen over others. By implementing these strategies, the researcher aimed to boost the trustworthiness of the data and ensure the results presented were as accurate and unbiased as possible.

Data Analysis and Interpretations was another limitation identified in this research: to guide against any form of limitation during the data analysis and interpretation stage. The researcher ensured that the process was rigorous and well documented. This was achieved using SPSS tools and Atlas.ti. software to analyse the data and present the results with transparency, acknowledging any limitations and uncertainties during the process. The use of these tools allowed for a thorough examination of the data, ensuring that patterns and themes were accurately identified and interpreted. Additionally, the researcher employed a systematic approach to coding and categorizing the data, enhancing the reliability and validity of the findings. By taking such measures, the researcher was able to provide a comprehensive and trustworthy analysis of the results, ultimately contributing to the overall credibility of the study. Also, the mixed method adopted as my research method aids in triangulating qualitative and quantitative data, gaining a deeper understanding of employee perceptions, and providing a more comprehensive analysis of the findings. This combination of qualitative and quantitative data allowed for a more holistic view of the research topic, providing a richer and more nuanced understanding of the factors influencing employee perceptions. By triangulating the data, the researcher was able to cross-validate the findings and ensure the robustness of the conclusions drawn. Overall, the rigorous methodology employed in this study not only strengthened the credibility of the results but also added depth and complexity to the analysis, making a valuable contribution to the existing body of knowledge in the field. For example, a study by Smith and Fieldsend (2021) emphasized the benefits of combining qualitative and quantitative data to uncover nuanced factors influencing employee attitudes. By following a triangulation method, researchers can enhance the validity and reliability of their findings (Mertens & Hesse-Biber, 2012). This rigorous approach not only strengthens the credibility of research outcomes but also enriches the analysis by delving deeper into the complexities of employee perceptions in the workplace.

2.3.Theories of Leadership

This subdivision signifies the advent of leadership theories that develop from the “great man theory” and are followed by others. Basically, each of the theories of leadership has its pros and cons, and the pros and cons are dependent on certain circumstances that compel a leader to adapt to the best possible leadership styles for the situation. Here is a detailed look at how the different theories of leadership came to be based on the ideas of scholars and philosophers, as well as the different situations in which they can be used. The researcher worked on this dissertation by looking at how leadership theories emerged, and the diagram figure 1 below shows the evolution of leadership theories over time.

Figure 1

The Evolution of Leadership Theories

Note. *The Evolution of Leadership Theories* was developed by the Researcher for this study. Figure 1 shows the theories used for this research and how leadership theories evolved over the decades, aiding understanding of the research topic.

2.3.1. The Great Man Theory

This "theory was originated by Thomas Carlyle in the middle of the nineteenth century and was based on heroes, hero-worship, and the heroic in the history of men" (Spector, 2016, pp. 250–251). Even though there was no system in place to organize these types of initiatives, it was a fruitful endeavor. In this way, the characteristics of certain individuals have an unmistakable status, as it is said that some people are born extraordinary, and others become extraordinary (Spector, 2016). Amongst them, the erstwhile have definite bequests, which, due to the history of leadership, encourage and hold them responsible for becoming an effective and extraordinary leader. But, with respect to the second set of people, with their insight, aptitudes, experience, and unswerving battles, inscribe their names on the "men of valor list" (Judge et al., 2009). Khan et al. (2016) reinforced that the "universal history is the history of what man has accomplished in this world and is at the bottom of the history of the great men who have worked here". The concept is grounded on the credence that leaders are unique people with heroic capabilities, born with inherent abilities, predestined to lead whenever the need arises (Khan et al., 2016; Madanchian et al., 2016). Based on the existing theory, Sidney Hook, an American philosopher, proposed the eventful versus event-making man. The eventful man is deeply connected to important events and has little control over how they go. The event-making man, on the other hand, is extremely sensitive to how things turn out (Khan et al., 2016).

In addition, the primary motif behind this concept was that at any time the rational situation is defied, this kind of extraordinary leader will emerge. Though the shared traits of leadership have traversed epochs to aid their ascent and descent, and this later develops into history for each country and culture, heroes are still required in organizations (Grinin, 2010). Divergent from the abovementioned, it is proposed that the assemblage of intelligentsia has a resilient effect on decisions concerning definite phenomena in comparison to an individual, as a group of convictions and thoughts can influence a decision stronger than a solo individual. These learned individuals have related the turn of events and development of corporations with the quality of the extraordinary man (Bryman et al., 2011). Also, the theories of leadership progressed from their rudiments based on the speculation that leaders are born. Besides, similar speculations uphold that the capabilities of leaders are the reproduction of his or her forte, which can be checked whenever there is an occurrence and certify leadership as valiant, attentive, and influential. However, this theory has its limitations when research is carried out on the phenomenon of leadership in the services subdivision (Zakeer et al., 2016). The supposition gets by among researchers as well as flourishes among experts. The rich compensation “that corporate leaders gather, for instance, can be ascribed legitimately to this continuous confidence in the incomparable man” (Spector, 2016, p. 251). It is continually fortified, one could say, by the innumerable hagiographies of corporate legends that one can purchase in any bookshop at any big airport terminal. However, the narratives they communicate are really like traditional stories about great men. There are contrasts: traditional renditions demanded that extraordinary men be born, though current airport stories guarantee that incredible leaders can be made and that the book being referred to will uncover the mysteries of progress for its readers (Mouton, 2019).

Furthermore, the legend of the great man can be seen in governmental issues because it tends to shape the brains and thoughts of numerous lawmakers, populations, and political pundits (Mouton, 2019). Also, it is possible to recognize a faction of resilient leaders in autocracies as well as in majority rule systems, in fanatical developments, and in standard ideological groups (Brown, 2015). History is sometimes changed in a way that makes people like Clement Attlee seem like they were bossy and overbearing (Brown, 2015). However, this is not always true. The notions of resilient leaders look like traditional philosophies regarding “extraordinary men”, yet there is an intriguing distinction. In general, great men were portrayed as both strong and brilliant; they were introduced as masters who devised visionary strategies that foresaw most outcomes. We experience such mirages in both governmental and corporate talks. According to Yaffa (2017), a Russian reporter has as of late complained, for instance, that U.S. media inclusion has caused Putin to appear to be a lot more astute than he is, as though he works from some end-all strategy. The opposite is true, as there were no concrete plans and only chaos. Equally, present depictions of noticeable chief executives like “Steve Jobs” or “Elon Musk” (Mouton, 2019) firmly look like traditional portrayals of great men, particularly due to the basic accent on “virtuoso” (Isaacson, 2013; Vance, 2015, p.17).

Spector (2016) further subjects the “great man” assumption to exhaustive examination and contends that, rather than taking cues from Carlyle by adulating leaders, we can leverage the Freudian concept and research the motivations that drive supporters to search for “incredible men” who can fill in as liberators. Gustav Le Bon, a French psychologist and early social analyst who lived from 1841 to 1921, influenced Freud's ideas about leadership. Freud's 1921 book, Group Psychology and the Analysis of the Ego, is full of quotes from Le Bon. In this book, Freud's focal postulation is that, in group circumstances, people are profoundly susceptible to and effortlessly impacted by others. Truth be told, their level of susceptibility is quite high, so high that they would appear to be in a dazed cognitive state, identical to that of entranced people. Additionally, according to Freud, this viewpoint would involve a “relapse” to a lower level of scholarship in which people “simply follow the words and deeds of leaders toward sensational activity and quickly evolving sentiments” (Goethals, 2005, p. 546).

On this premise, average men long for a remarkable Moses that can take them to a promised destination, or a well-founded fatherly figure they can relate with and mimic (Spector, 2016). However, based on some historic events that occurred the theory was found to be ethically flawed as can be seen in the case of Napoleon, Genghis Khan, Alexander the Great, Hitler amongst others (Dobbins & Platz, 1986; King, 1990). The theory made great men inapt thereby stifling organization’s growth (MacGregor, 2003). Any contemporary scholarly who completely demanded that the historical backdrop of the world is nevertheless the history of incredible men would be expeditiously denounced and presumably indicted of eradicating from the chronicled record the impact of all great men and women (Mouton, 2017).

2.3.2. Trait Theory

The advent of this theory came about as a fallout of the “Great Man Theory”, which has led to a lot of conjecture about a leader’s personality. The psychosomatic study and concepts focus on the leader’s persona, and this is denoted as the trait methodology of leadership (Fleenor, 2006). The theory was depicted in Carlyle’s 1907 work, “The Great Man Theory of Leadership”, and there are no misgivings about this theory due to its popularity because it sees leaders as basically divergent from non-leaders as they have definite traits or individual attributes that are one of a kind and lacking in many people (Khan & Nawaz, 2016; Yukl & van Fleet, 1992). This approach assumes that few people are brought into the world with specific qualities such as corporeal, social, and individual traits that distinguish them from leaders and followers (Allen, 1998; Madanchian et al., 2016). Over the ages, political specialists, authors, historians, business owners, and other experts have tried their best to ascertain the traits of extraordinary and unsuccessful leaders (Spector, 2016). However, psychologist in the late 1950s persisted in their pursuit of the unique traits that could successfully differentiate between frontrunners and followers (McClelland & Winter, 1969). Nonetheless, the validity of the trait approach was met with a lot of criticism and skepticism after the 1950s; remarkably, the “great man theory” grew significantly and was influenced by Stogdill's (1948) book, which has an account of the atrocities of World War II that aided the masses and researchers to recall the shadowy side of leadership. The reactions alluded to three significant issues, and they are: a) To identify the leaders and non-leaders, the index of traits was not clustered or in a hierarchical order, nor was it rigorously defined, making it difficult to perceive if they identify with each other or not. b) The theory appeared to be out of date because it raised questions about whether the traits identified served a purpose or were a byproduct of leadership. c) It was quite unclear as to which of the traits on the list were essential and appropriate. So, it's important to know that some of the traits listed may not have been important, and the important ones may not have been written down

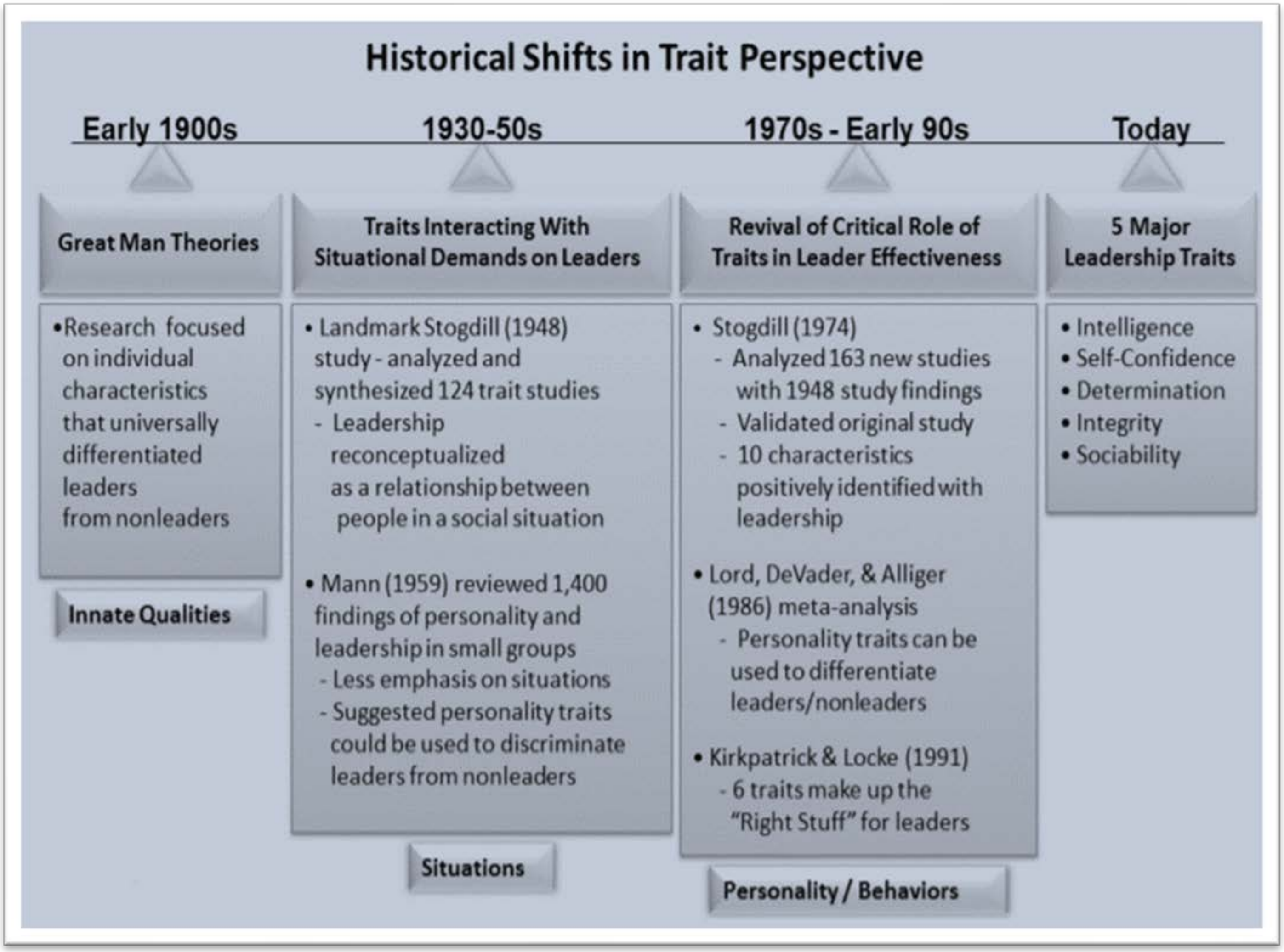
(Stogdill, 1948). This gave the researchers a lot of trouble, as so they tried to find a leadership style or theory that could affect the performance of both the employees and the organization.

Furthermore, in the 1970s, leaders' characters were debated based on Murray's (1938) essential thought processes, and there was an emerging agreement that successful leaders had a more significant requirement for power, high self-consciousness, and a lower requirement for alliance than incapable leaders and non-leaders (McClelland, 1975; McClelland & Burham, 1976). As an outcome, leaders would reveal profoundly higher levels of concern when selecting activities that impact others' views, feelings, and comportments (Winter, 1973). Therefore, the level of concern will manifest in a leader's inspiration to build up, keep up, and reestablish connections with others (Heyns et al., 1958). The theory goes on to examine societal, somatic, and psychological characteristics in order to develop a comprehension that is a fusion of physiognomies and is later shared among leaders (Khan & Nawaz, 2016). Kirkpatrick and Locke (1991) contend that the main leadership personalities are "drive", an all-encompassing word to include achievement, ambition, energy, initiative, motivation, and tenacity; leadership motivation is the ability to lead without seeking control; the traits are trustworthiness, uprightness, and self-assurance, all of which are related to emotional immovability; reasoning competence; and understanding business dynamics. However, from the researchers' point of view, they reinstated that the traits do not convey the complete story as they are only a prerequisite for effective leadership. To be effective, a leader must produce goals, set goals, and be a good example for those who follow him. Leadership traits help a person learn the leadership skills they need to do a certain job.

The table below shows the change in thinking in trait theory from the early 1900s to date and the various philosophers' and researcher's views.

Table 1

The Historical Shifts in Trait Theory Perspective



Note. Adapted from *Leadership: Approach and Practice,* by Northouse, 2013, pp.29-31.

Northouse (2013, p. 23) identified a number of crucial leadership traits, and they are: a) intelligence - intellectual ability; b) self-confidence - ability to be certain about one's competencies and skills, including self-esteem and assurance, and the belief that one can make a difference; c) determination -- desire to get the job done, including initiative, persistence, dominance, and drive; d) integrity - quality of honesty and trustworthiness; e) sociability - a leader's inclination to seek out pleasant social relations;

Similarly, traits are divided into two categories: emergent and effectiveness traits. Emergent traits described by Ekvall and Arvonen (1991) are hereditary and include stature, intellect, allure, and self-assurance. Effectiveness traits may be acquired or gained with exposure and are as follows: astuteness, personality, communication skills, and business alertness. According to Hitt et al. (2007), the following characteristics define an effective leader: creativity, wisdom, and responsibility. Green (1994) contemplation was more on personalities such as looks, weight, stature, astuteness, knowledge, supremacy, and resourcefulness. Though this theory anticipates that individuals acquire certain attributes and characteristics that distinguish them as extraordinary leaders, it further attempts to elucidate that certain individuals have these traits innately, which makes them great leaders. The traits include astuteness, morality, confidence, look, cognition, positivity, stress tolerance, determination in the face of adversity, and result-oriented; all of these were viewed as the attributes of effective leaders (Northouse, 2015; Yukl, 2010).

Also, Gray and Smeltzer (1989) suggested that scholars perceived leadership as an attribute that could be chosen as distinct from non-leaders and the established. Furthermore, over 124 papers on trait theory were reviewed by Stogdill (1948), who, regardless of the evidence, inferred that trait theory research was dithering and resolved that some leaders have more exaggerated traits than others. The main traits identified are: 1) intelligence; 2) learning; and 3) reliability. 4) Social Involvement 5) Social and fiscal prestige Despite the fact that the conclusion was expected to be disturbing, it is now quite relevant to further leadership research. He further stated that leadership might not be satisfactorily characterized by the aphorisms of the theory of traits and anticipated that leadership effectiveness is dependent on circumstances in addition to the leader's distinct physiologies. Stogdill (1948, p. 64) stated that "a person does not become a leader by virtue of the possession of some combination of traits". As a result, researchers concluded that the trait theory of leadership had little efficacy in illuminating the emergence and effectiveness of leadership.

It is of the utmost importance to know that certain traits can make a leader extremely effective; however, there is no assurance of success with any of the traits. Max Weber argued that “charisma is needed to be a good leader because it is the most revolutionary force, able to make followers change their whole way of thinking and give their full personal devotion to leaders they see as having almost magical, supernatural, superhuman qualities and powers” (Burns, 2003, p. 26). However, the primary significance of the intellectual, corporal, and character traits that distinguish leaders from followers was supported by a study that found only minor differences between leaders and followers. Lately, there has been a resurgence in research as regards this theory, particularly with the upsurge of the five-factor model of personality. The latest study tried to correct a portion of the methodological inadequacies of the previous investigation on leadership traits. Also, researchers created theoretical simulations linking leadership traits to organizational performance. In addition, they started to highlight reliable patterns of connections among traits and execution measures. Instead of examining what blends of traits would be effective in a specific circumstance, scholars are currently connecting groups of persona attributes to attainment in various circumstances. Also, in addressing correlations amongst leadership dispositions and qualities, Judge et al. (2002, pp. 765-780) carried out an assessment by utilizing the “Big Five Personality Factors”. “The Big Five personality factors include neuroticism, extraversion, openness, agreeableness, and conscientiousness.” Their findings show a durable connection amongst the disposition elements and leadership traits, and they unequivocally mention “extraversion” in relation to leadership. whereby agreeableness was discovered to have the most vulnerable link to leadership. Because agreeableness is a proclivity to cultivate and tolerate, it is an intriguing discovery that agreeable traits are not as important as being a viable leader.

Table 2

Other Leadership Traits and Characteristics

Other Leadership traits and characteristics include:

Stogdill (1948)	**Stogdill (1974)**	**Kirkpatrick and Locke (1991)**	**Zaccaro, Kemp and Bader (2004)**
Intelligence	Achievement	Drive	Cognitive ability
Insight	Persistence	Motivation	Extraversion
Responsibility	Insight	Integrity	conscientiousness
Initiative	Initiative	Confidence	Emotional stability
Persistence	Self-confidence	Cognitive ability	Openness
Self-confidence	Responsibility	Task knowledge	Agreeableness
Sociability	Cooperativeness		Motivation
	Tolerance		Social intelligence
Man (1959)	Influence		Self – monitoring
Intelligence	Sociability		Emotional intelligence
Masculinity			Problem solving
Adjustment	**Lord, De Vader and Alliger (1986)**		
Dominance	Intelligence		
Extraversion	Masculinity		
Conservatism	Dominance		

Note. Adapted from *Personality and leadership: A qualitative and quantitative review* by Judge et al., 2002, pp.765–780.

Northouse (2013) provides three key areas in trait theory to augment leadership awareness: it leverages on the concept that leaders are unique; the theory vaunts an era of research unlike other theories of leadership; and it provides yardsticks for recognizing leaders. Nevertheless, this theory had many limitations. According to Glendon et al. (2006), the behavioral traits the leaders possess are considerably basic and reductionist. Others contended that there is no solid experiential proof to demonstrate that personality traits influence a leader's effectiveness in improving employees' performance (Yukl, 2010). According to Alberto (2015), myriad studies have investigated the characteristics of current leaders by identifying qualities required for leadership capacities. Also, the individuals who have the essential attributes attempt judgments and definitive activities like setting targets, role modeling, and enunciating vision to become effective leaders (Khan & Nawaz, 2016).

Similarly, Northouse (2013) stated the following as the failings of the theory: the theory is leader-centric as the focus is mainly on the leader and not on the supporters or the circumstance; some of the discoveries are quite vague and biased, which led to improbability in the cogency of the theory; a lot of the research on this approach failed to see how particular attributes effect leadership consequences, for instance, employee satisfaction, performance, and productivity; and since some of the traits are intrinsic, it may not be fit for training and development drives (pp. 30-32). It also does not provide leadership effectiveness in impacting employees' performance based on definite traits but hinges more on appropriate circumstances in impacting the employee’s performance (Northouse, 2010). Cole and Kelly (2016) stated that it has proven difficult to ascertain which personality traits or attributes can be used in distinguishing a leader from followers. Yukl and Van Fleet (1992) said that, in the modern world, philosophers of leadership have yet to find the traits that give leadership meaning.

In conclusion, it is imperative to understand that leadership cannot always be understood just by looking at a person's personality and skills. For example, Khan and Nawaz (2016) stated that a person's differences in personality and skills can also be influenced by their environment.

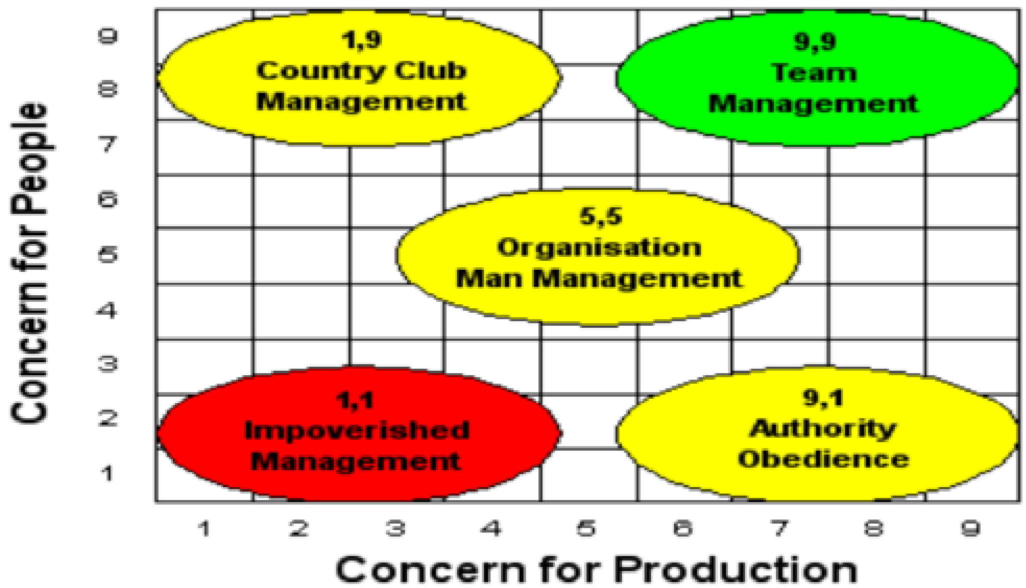
2.3.3. Behavioral/Style Approach

Researchers were keen to investigate how leaders behave when the flaws in the characteristic theory became apparent. Behavioral leadership approaches seek to theorize various leadership philosophies and how they affect followers. These are the result of an early practice in social psychology that identified different strategies used by leaders and described how they interacted with others or with an assembly. Nonetheless, the behavioral theory soon joined with psychometric procedures, explicit (self) dispositions, and other accounts to recognize leadership styles in actual situations. One of the primary reliable discoveries was that leaders varied based on how "circumspect" they were of their subordinates' emotions and desires. It is important to emphasize the distinction between identifying leadership attributes and behavioral styles. Also, displaying consideration (behavior) might be the common outcome of being a thoughtful leader, and the trait theory tries to build up the notion that leaders may or may not be selfless. Then again, it was theorized that a few leaders carry on in a judicious way, while others may not function in that manner. This implies, from the trait theory viewpoint, that deliberation might be an unmistakable component of leaders, whereas from a behavioral perspective, several leaders might be kind and others may not be. During the 1950s (for example, Bales, 1950; Hemphill and Coons, 1957), scholars introduced a different approach to task and interpersonal-oriented styles of leadership. Task-driven leadership is defined by the leader's interest in completing the task, whereas interpersonally oriented leadership focuses primarily on the leader's maintenance of honorable relationships with and among the group. Additionally, there was a dissimilarity between democratic and autocratic leaders, which is denoted as participative and directive leadership. The main contrast is the degree to which they pursue democratic (participative) or evade autocratic (directive) involvement of their teams in major policymaking and scheduling. Likewise, scholars hypothesized that the laissez-faire style tends to portray leaders as passive, who tend to evade making key decisions and retreat from being accountable in the organization (Hemphill & Coons, 1957).

Equally, Blake and Mouton (1964) suggested another behavioral theory that describes leadership styles through a managerial grid that leverages other scholars' ideas (Bales, 1950; Hemphill & Coons, 1957). The grid, as shown below, portrayed two parts of leader behavior that are concerned with people (accepting people is wishes and granting them precedence). The y-axis is about production (keeping to strict deadlines), and the x-axis ranges from 1 (lowest) to 9 (highest), so there are 81 different situations where the leader's style could work.

Table 3

The Managerial Grid



Note. Adapted from *The Managerial Grid* by Blake & Mouton, 1964, p.78.

Blake and Mouton (1964) identified five important styles of leadership, which are shown below: Authority—Compliance: The leader's focus is entirely on results and on undertaking and work requirements, with little emphasis on people, even though they are used as tools to get the job done. The leaders are quite controlling, demanding, and unbearable in this category. Country Club Management: the style prioritizes interpersonal relationships over task completion, and leaders are unquestionable, amenable, inspiring, and eager to assist followers in any way. Improvement Management: The leader in this category is undisturbed with both tasks and interpersonal relationships. The leader portrays behaviors such as being reclusive, detached, apathetic, cautious, and stoic. Middle-of-the-Road Management: the leader under this grid is compromisers. They have transitional interest in the task and persons who carry out the activities. The leaders are convenient, prefer to be neutral, moderate differences, and believe opinions in the interest of “growth.” Team Management: strong relevance is placed on task and interpersonal relationship. Leader: inspires involvement, acts indomitable, encourages dialogue through open communication, set distinct priorities, supervises, acts non-judgmental, and find pleasure in doing their work.

Also, research done by Tannenbaum and Schmidt (1958) produced the idea of a “leadership continuum”, along which distinctive styles of leadership, from autocratic to democratic, should move from one end to the other. “Telling, selling, consulting, and joining” are the four clear leadership styles that can be seen on the scale. They say that most leaders in an organization are somewhere in the middle, and that people often take on different traits and styles depending on the situation or setting. The table below presents the continuum theory of leadership.

Table 4

The Continuum Theory of Leadership

Autocratic	Democratic	Consultative	Persuasive
The leader takes the decisions and announces them, expecting subordinates to carry them out without question **(Telling style).**	The leader's role is that of conference leader, or chair, rather than that of decision taker. He or she will allow the decision to emerge out of the process of group discussion, instead of imposing it on the group as its boss **(Joining style).**	In this style the leader confers with the group members before taking decisions considering their advice and their feelings when framing decisions **(Consulting style).**	The leader takes all the decisions for the group without discussion or consultation but believes that people will be better motivated if they are persuaded that the decisions are good ones. The leader also puts a lot of energy into creating enthusiasm for the goals he or she has set for the group **(Selling style).**

Note. Adapted from *How to Choose a Leadership Pattern* by Tannenbaum & Schmidt, 1958, pp.95-101.

Also, when researchers looked at the behaviors, they saw that the theorized studies showed that they could trust the evidence from their own experiences. It is important to know that behaviors can be tested in ways that do not fit the trait theory. This has made it possible to see how the behaviors of successful leaders are different from the physical, social, and mental traits of leaders that fit the trait theory (Khan & Nawaz, 2016). As a result, Howell and Costley (2001) explain that, using psychometric developments, particularly factor examination, it is possible to weigh the clear behaviors of leaders in order to demonstrate the causal sequence correlation. As a result, behavioral theories place a greater emphasis on the leader's actions, which are what they do, than on their personalities. When we recognize what leaders do, we are more likely to instill leadership in others. Hence, in theory, every individual can be an effective leader if leadership is correctly learned. Thereby, this theory states leadership can be made or tutored, which takes over the "great man theory" that believes leadership is innate. Gibson et al. (2003) emphasize that behavioral leadership theory focuses on the leader's activities and not on scholarly capabilities. According to Cole and Kelly (2016), the most notable study was the behavioral theory investigated “by the University of Michigan and Ohio State University”, and both findings reached comparable conclusions. The conclusions of the two studies categorized leadership behaviors into “task-oriented” and “relationship-oriented” behaviors (McCaffery, 2004, p. 64). According to Northouse (2007, p. 69), task-oriented behaviors aid in objective attainment and assist team members in accomplishing the set goals. Relationship-oriented behavior helps underlings feel at ease amongst themselves and in whatever circumstances they find themselves. The primary goal of this theory, also known as the style theory, is to explain how leaders combine the two types of behavioral approaches in order to influence team members’ determination to achieve the goal.

The behavioral theory recognizes the importance of critical leadership abilities, which function as facilitators for a leader who executes an act, depicting them as equivalent to prior abilities of a leader prior to that specific action but proposing that each person has a precise leadership style that makes them feel satisfied. Though “one size does not fit all heads, likewise, a particular style of leadership cannot be viable in every setting” (Khan et al., 2016, p. 2). Yukl (1989) further introduces three diverse leadership styles. The subordinates’ work under a democratic leader will exhibit a certain degree of fulfillment, inventiveness, and inspiration; work with extraordinary eagerness and vigor regardless of the leader’s presence or absenteeism; and sustain a good relationship with the leader when it comes to performance and efficiency, while working under an autocratic leader center largely on the magnitude of work output. Laissez-faire leadership was simply viewed as significant when directing a group of exceptionally gifted and inspired people with outstanding past records. Fiedler and House (1994) recognized two additional leadership styles that focus on leadership effectiveness. They claim that deliberation, which is concerned with individuals, and relationship behaviors, such as originating configuration, which is concerned with invention, and job behavior, were important factors. Though the deliberation denotes the measure of certainty and camaraderie a leader produces in his followers, Whereas the originating configuration mirrors the level at which leaders systematize, coordinate, and delineate their own and the workers' functions, as they have a collaborative part to play in achieving the organization's performance, mission, and objective. Three types of leaders were suggested by various researchers: democratic, autocratic, and laissez-faire leaders. The democratic leader involves subordinates in the entire decision-making process, whereas the autocratic leader solely makes decisions without his subordinates' involvement, and the laissez-faire leader hands off making any decision or assuming any leadership role but allows subordinates to make all the necessary decisions. However, research has indicated that each of these three types may apply to all leaders.

Similarly, other academicians have looked to build up scientific classifications, hypotheses, or a model-based methodology in order to categorize leaders' behaviors, skills, or results (Bass & Bass, 2008). Fleishman et al. (1991 p. 246) assert that "lacking a taxonomy of this sort, it seems unlikely that substantial progress can be made in the construction of leadership development programs and the generation of more effective models for understanding leaders' performance". Based on their descriptive assessment of these behaviors, Feishman et al. (1991) identified 65 distinct taxonomies of leader behavior. Furthermore, previous studies and literature have highlighted the rise of leadership behavior hypotheses, classifications, and models (Avolio et al., 2003; Pearce et al., 2003), and regrettably, newfangled leader's behavior theory speculations continue to be imagined without explicit correlation with or distortion of current leadership behavior theories. The one noticeable constant in all the literature reviewed is that "behaviors can be categorized into four groups: task-oriented behaviors, relational-oriented behaviors, change-oriented behaviors, and passive leadership" (Derue et al., 2011, p. 15). However, task-driven behaviors have to do with initializing the structure and selection of transactional leaders' behaviors that are reliant on incentives and management by exception-active (MBEA). These indicate task-driven behaviors. In the initializing configuration, demeanors are depicted as outlining job responsibilities and roles correlation amongst group members, planning individual activities, deciding guidelines for job performance, and ensuring that group members meet the established norms. Likewise, the transactional leader provides distinct expectations as to task performance and the contingent rewards, foresees task-oriented issues, and ensures remedial action (MBEA). Also, the initializing structure and the contingent rewards depict leaders having a distinct expectation about their job execution and utilizing these guidelines to shape subordinates' behavior, motivation, and obligation to duty (Derue et al., 2011). According to Srivastava et al. (2006), relational-oriented behaviors are empowering in research, whereas Kahai et al. (1997) call it participative, and Gastil (1994) calls it democratic leadership. One key element of relational-oriented behaviors is that they allow leaders to act in a manner that creates subordinates' mutual admiration and inspires subordinates to be concerned about the group's well-being. While Change-oriented behaviors denote the third classification of a leader's behavior and are abstractly different from task- and relationship-oriented behaviors. This is related to leader behaviors that enable and drive change in individuals and societies (Derue et al., 2011). Also, change-oriented leader behaviors involve activities like creating and conveying a vision for transformation, inspiring revolutionary reasoning, and taking chances at every opportunity that comes their way (Yukl et al., 2002). Passive leadership, which is the fourth category in a leader's behavior, comprises a leader's indecisiveness or inert leadership (Derue et al., 2011). A leader only keenly engages when he is faced with a challenge and does nothing in the absence of it. This can be seen in the Management by Exception Passive (MBEP), where leaders simply involve their subordinates when task-related issues arise (Bass, 1990). Correspondingly, the typical element of a leader's behavior is laissez-faire, as it depicts the nonexistence of a leader's behavior (Avolio et al., 1999).

Furthermore, in the divergence of behavioral approach theories, concentrations examine the leader's actions and activities (Den Hartog & Koopman, 2001). The strength of this approach is that a lot of focus is placed on the distinctive styles of leadership available in a specified setting. It promotes the adoption of a balanced position for people and job interests (Blake & Mouton, 1964). Though the previously observed experiential outcomes verified the connection between task- and relation-based styles of leadership, they were quite unpredictable as regards employee performance (Glendon et al., 2006). Moreover, Bryman (1992) and Yukl (1994) stated that the primary criticisms of behaviorist concepts are that studies have not revealed how leaders' styles are related to performance results. Also, research has failed to discover a general style that fits all circumstances, which prompted the absence of 17 generalizations in the verdicts. In general, the discoveries were found to be vastly different, even though situational factors had a big effect (Northouse, 2007).

2.3.4. Participatory Theory

The concept of participatory leadership, sometimes referred to as collaborative or shared leadership, places a strong emphasis on team members sharing leadership responsibilities and involving followers in decision-making processes. Within an organization, it encourages active involvement, teamwork, and consensus decision-making. Participatory leadership theory can be traced back to the postwar literature of researchers such as Chris Argris, Igor Ansoff, Kurt Lewin, and Michael Porter (Kaufman, 2001). Carroll and Schuler (1983) stated that leadership academicians have written quite a lot on the genesis and chronicle of participatory leadership, which is dated to the early 1960s by some of the nine (9) behavioral scholars like McGregor, Douglas, and Likert Rensis. Stanton (1993), who believes that the inception of participatory leadership can be linked to two (2) behavioral researchers, Coch Lester and French John, in their studies of overcoming resistance to change in an organization, A distinct perspective stated that Kurt Lewin's work enthused the theory of participatory leadership (Cotton, 1994).

However, in the 1930s, during the classical Hawthorne experiments, participation as a style of leadership was suggested to form the basis of the theory. The studies symbolize that when employees in smaller groups in a work setting feel their support, it induces greater satisfaction and makes them work effectively (Crane, 1979). To further explain the origin of participatory leadership, which brought about industrial democracy as specified by Rockefeller, it attained traction after the 1910s and was deciphered as the phrase "participatory leadership" in the leadership discipline (Kaufman, 2001). Yohe (2003) says that participatory leadership is an organization's process that changes over time and leads to the achievement of business goals.

One of the early scholars, Lewin (1935), proposed three participatory leadership styles as follows: Autocratic: The classical approach has power centralized with the autocratic leader, who makes all decisions alone. In a democratic system, the leader shares information, decision-making is shared, and power is decentralized and more participatory for both parties. Laissez-faire: the leader gives little or no direction to his subordinates; he allows subordinates to make their own goals and make necessary decisions as they concern the organization. Other scholars, such as Likert (1967) and Yukl (1971), have proposed theories of participatory leadership. Likert studied four types of leadership and introduced a measurement device called the Likert scale in his 1967 volume, "The Human Organization: Its Management and Value", The scale is employed to estimate levels of acceptance of a particular idea, and his theory of styles of leadership is as follows: 1) Exploitative and authoritative: the leader expresses no empathy, no matter how small, to his subordinates, and the decision-making style is from top to bottom and foisted on his subordinates; additionally, the fear of the leader's power serves as a motivating factor in getting work done. This style could be likened to what Lewin (1935) termed the "autocratic style", whereby all decisions are solely made by the leader without discussing them with the subordinates and the leader communicates in a degrading, harsh manner to members of his team. This style is distinguished by red tape, which caused a schism of sedentariness between the leader and his subordinates. (2) Benevolent and authoritative: The decision-making style is top-down management-oriented, although the dread of authority is generated through rewards for excellent work execution and not through disciplinary procedures. In this type of organization, teamwork is nonexistent, and decisions are solely made by the leader. (3) Consultative: in this style of leadership, the leader makes a candid attempt to listen to the subordinates' concepts and implements some of their ideas. However, because decision-making is still dominated by the leader, this does not provide subordinates with a sense of belonging that allows them to be accountable for achieving corporate goals. Tannenbaum and Schmidt (1958) also proposed the consultative style in their leadership continuum theory, which describes leaders consulting with team members and considering their recommendations and outlooks before taking decisions. (4) Participative: This style of leadership is quite superior to all the other types of leadership as the leader engages with underlings as a team, which makes them adequately enthused to attain corporate objectives. In terms of leadership research, the book provided a lot of insight as regards participative management in organizations. This could be compared to the democratic style of leadership as defined by Lewin (1935), which portrays leaders as empathetic and the decision-making process as decentralized as it involves team members and their leaders. An autocratic leader is one who, when forced to make a choice, would come up with a solution for the entire group by themselves. The autocratic leader would typically use observations and what they felt was necessary or most important for most of the group members to benefit at that moment to solve a problem and make decisions for the group (Val & Kemp, 2015).

However, according to Val and Kemp (2015), an autocratic leadership style should not be utilized when staff members become uncomfortable, afraid, or resentful; want their ideas to be heard; and when there is low staff morale, high turnover, absenteeism, and work stoppages. Additionally, using it is appropriate when you have all the necessary knowledge to address the issue, you have a limited amount of time, and your crew is highly motivated. According to Cherry (2018), the style could be applied in scenarios with new, untrained workers who are unsure about the proper jobs to accomplish or the proper procedures to follow, and effective supervision can only be given through extensive explanations. Other situations include when employees don't respond to other leadership styles, when high-volume production is needed every day, and when there is not much time to make decisions. Also, based on his Likert inferences, Keith Davis supported the model, which states that when employees perceive a sense of collaboration and job inclusion (in a mental empathetic setting), they will relate well with the organization, be accountable, and strive to contribute to the corporation's goals and vision (Crane 1979). Furthermore, Yukl (1971), who defined a similar participative leadership style, used unrelated titles as proposed by Likert (1967). They are as follows: autocratic, in which the leader makes all decisions without regard for or consultation with subordinates (Yukl, 1971). As a leader, you can solicit team members' opinions and ideas, but the decision is centralized (Likert, 1967; Yukl, 1971). Joint Decision: The leader solicits ideas from team members, who are then included in the decision-making process. Delegation by a leader or supervisor gives a team or individual the authority to make and carry out decisions. Hence, if organizations are going to attain their objectives for improved productivity and performance, adopting a participatory style of leadership will be an excellent choice. This style of leadership will allow personnel that are inspired to be competent enough to make decisions by themselves in order to work effectively in a team (Howcroft & Wilson 2003). Furthermore, participatory leadership is important for social change because it serves as both a means and an end to support individuals' decision-making abilities and their ability to create a conducive environment for transformation (Vernooy et al., 2006).

In recent times, a study has revealed that employees are placing more stipulations on their organizations as they desire to be more involved in responsibilities and policymaking and be part of a team (Shagholi & Hussin, 2009). For businesses' efficaciousness, employers should be mindful and empathetic towards their employees, treat them as valuable human resources, and ensure they are engaged and contented. Businesses must shift toward greater collaboration and involvement to improve performance in the face of increased pressures from global fierce rivalry and the unpredictability of choices. This depicts that, as a substitute to the conventional “command and control” form of leadership, participative leadership may be adopted by a lot of organizations in the nearest future, based on the progress seen in the case above (Kaufman, 2001). Participatory leadership is recommended as a change agent in transforming organizations and government bureaucracies (Jongjoo & Houston, 2009). According to Bolman and Deal (1997), participatory leadership is a well-known solution because it provides employees with numerous opportunities to participate in making decisions about their jobs and workplace conditions. By and large, the theory of participatory leadership expects that workers desire to influence their jobs by assuming roles that allow decision-making in the organization. This allows a balanced mode in which leaders and team members are involved in data sharing, conflict resolution, and decision-making (Jongjoo & Houston 2009). Some researchers concur that giving front-line workers the power to make decisions is the crux of participatory leadership, as they too can have some involvement (on a non-strategic level) in directing and coordinating some elementary functions and activities (data sharing, compensation, and power) of the organization (Cotton, 1994; Kaufman, 2001). Likewise, Uzohue et al. (2016) stated that the paramount leadership style as recommended by the theory of participatory leadership is the one that takes people’s ideas into cognizance. It permits leaders to inspire their team to become interested in the business activities by contributing their quota to the development of the organization, thereby making them dedicated and total participants in key decision-making processes. Besides, the leader holds the right to allow team members or subordinates to provide their own contribution toward achieving organizational goals. Lamb (2013) also pointed out that a leader who uses a participatory leadership style and doesn't make all the decisions by himself or herself but tries to include others will get more commitment and teamwork, which will lead to better decisions and a successful organization.

Consequently, participatory leadership theory empowers followers to participate in decision-making and offer their thoughts and knowledge to improve motivation, engagement, and overall organizational performance. It acknowledges that leadership is not just centered on one person but also shared among a team's members who work together to accomplish common objectives. For instance, Pearce and Conger (2003) stressed the need for team members to share leadership duties and responsibilities by introducing the idea of shared leadership. They stated that shared leadership enables the team to utilize the various views and areas of expertise present, resulting in better decisions and results. Likewise, Uhl-Bien (2006) put forth the idea of complexity leadership, emphasizing collaborative and adaptable leadership techniques in complex and dynamic organizational settings. According to complexity leadership theory, successful leadership in complex systems requires a few people to participate in leadership roles while working together to navigate uncertainty and change. This leadership theory is well known as it allows leaders the opportunity to involve stakeholders in the matters of the business as they relate to decision-making and problem-solving. The involvement may occur in a methodological and sizable manner in decision-making, strategy design, formation, supervision, execution, and distributing the rewards. The problem with the theory is that it is hard to use this model because different people have different ideas or points of view about similar things.

2.3.5. Situational Leadership Theory

The situational theory of leadership is another approach to leadership studies. This theory came into focus and was initially featured in the “Training and Development Journal” as the “Life Cycle of

Leadership" (Hersey & Blanchard, 1969, pp. 26–34). Hersey and Blanchard (1977), in their 1977 presentation, deliver an unequivocal explanation of the hypothetical fundamentals of the model based on the original version. They based their explanations of situational leadership on Korman's (1966) notions and argued that Korman suggested a likelihood of a curvilinear correlation rather than a simple linear relationship between initiating structure and consideration of other variables. According to them, situational leadership theory is solely based on a curved relationship between task (amount of direction) and relationship behavior (social-emotional support) and maturity. Corresponding to this proclamation, Graeff (1981, p. 204) takes "note of the focal part of the diagnostic curve in the prescriptive model of situational leadership theory and recognizes an inward reliability issue related to the theorized connection between task behavior and development". Graeff (1981) contends that the inward reliability issue with the hypothesis is impaired by theoretical equivocalness, which relates to the task-relevant development theory that is utilized in the epistemological model. Other issues were reinforced, such as an increase in capacity because the performance factor has a better connotation in the hypothesis; issues with the relationship-behavior variable as it is operationalized in the design; contradictory deliberations about the link between participatory policymaking and advancement; and weaknesses in the progression-regression and augmentation sequences promoted in the design.

Table 5

The Life Cycle Theory of Leadership

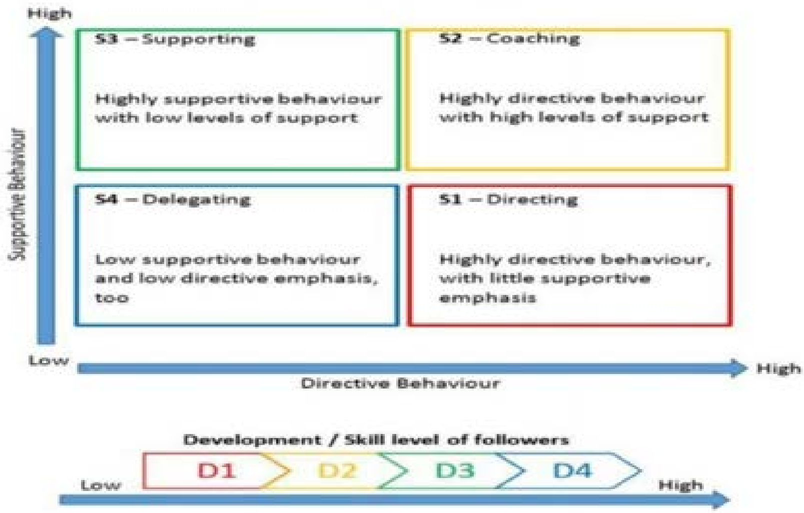
Task behavior	Relationship behavior	Maturity
The extent to which the leader engages in spelling out the duties and responsibilities to an individual or group. This behavior includes telling people what to do, how to do it, when to do it, where to do it, and who's to do it. In task behavior the leader engages in one way communication.	The extent to which the leader engages in two-way or multi-way communications. This includes listening, facilitating, and supportive behaviors. In relationship behavior the leader engages in two-way communication by providing socio-emotional support.	The willingness and ability of a person to take responsibility for directing his or her own behavior. People tend to have varying degrees of maturity, depending on the specific task, function, or objective that a leader is attempting to accomplish through their efforts.

Note. Adapted from *Life cycle theory of leadership* by Hersey & Blanchard, 1969, pp. 26–34.

To achieve effectiveness in their leadership skills, leaders must detect the development of their subordinates as it relates to the task condition, and they must demonstrate the recommended leadership styles that suit the circumstance. The following are the five elements of situations: the configuration of personal connections among the team, the group's features all in one, the qualities of the team's current circumstance from which individuals come, actual limitations on the team, and the perceptive portrayal, inside the gathering and between its associates, of these components and the "perspectives and tenets incited by them". Also, situational theory hinges on earlier research such as the Ohio and Michigan studies and broadens on Blake and Mouton's study with emphases on task and relational behavior amalgamation, but in Hersey and Blanchard it is referred to as directing and supporting. The situational influences compel the leader to adapt their leadership style to the situation at hand. This was put into four styles of leadership based on the situation, as shown in the diagram below:

Table 6

The Four Leadership Styles



Note. Adapted from *Life cycle theory of leadership* by Hersey & Blanchard, 1969, pp. 26–34.

McCaffery (2004, p. 64), reinforced Hersey and Blanchard's theory, "that a leader's style of participating, delegating, selling, or telling varies in accordance with the level of an employee's capability and readiness to commence the task at hand". The quadrant above shows and defines the four leadership styles and how they apply to employees that work at the various degrees of development in the organization:

D1 – "Low in competence and high in commitment"

D2 – "Moderately competent and low in commitment"

D3 – "Moderately competent but lacking commitment"

D4 – "Great deal of competence and a high degree of commitment"

However, four of the leadership styles that emerged are shown in the table below:

Table 7

The Four Leadership Styles are defined based on the Life Cycle Theory of Leadership

Directing	Coaching	Supporting	Delegating:
The leader provides clear instructions and specific direction. This style is best matched with a low follower readiness level.	The leader encourages two-way communication and helps build confidence and motivation on the part of the employee. Selling style is best matched with a moderate follower readiness level.	With this style, the leader and followers share decision making and no longer need or expect the relationship to be directive. Participating style is best matched with a moderate follower readiness level	This style is appropriate for leaders whose followers are ready to accomplish a particular task and are both competent and motivated to take full responsibility. Delegating style is best matched with a high follower readiness level.

Note. Adapted from *Life cycle theory of leadership* by Hersey & Blanchard, 1969, pp. 26–34.

The leader's job is to constantly evaluate each subordinate's task maturity (ability to do the job) and psychological maturity (readiness to do the job) and adjust their behavior accordingly. For example, if a subordinate is in the lower maturity quadrant, a leader's prescription is to advise the subordinate on ways to get the task accomplished. Although a subordinate who is quite mature requires little or no direction in achieving the job, based on this, it is ideal that the task be assigned to the subordinate. Consequently, the theory has undergone several enhancements and fundamental changes ever since its inception in 1969. According to Blanchard et al. (1993), the changes that have improved the model have resulted in numerous debates about the theoretical fundamentals and notions adopted in situational leadership theory (for example, Graeff, 1983) or experimental studies intended to validate the propositions suggested based on the theory (Blank et al., 1990; Goodson et al., 1989; Vecchio, 1987). While it is not just a renowned assumption (Johansen, 1990), it is also one of the most generally recognized (Sashkin, 1982), broadly utilized (Randolph and Blackburn, 1989), and most prevalent leadership models utilized in organizations (Hersey et al., 1982). Daft (1999, p. 93) stated that the inability to find universal traits or behaviors that would consistently determine leadership effectiveness drove scholars toward another path, and the main idea of the new research was the circumstances in which leadership exists. The inkling behind this approach to leadership is that no precise style of leadership is appropriate for all leaders in every situation (Megginson et al., 1989). The appropriate leadership style to be used is dependent on the circumstances, individuals, organizations, or other environmental dynamics. The key principle of this approach is that a leader can only exercise a particular style of leadership depending on the situation being faced. For instance, certain conditions may warrant a leader's adopting a dictatorial leadership style, while others may require a transformational, transactional, or democratic approach. Cole and Kelly claim "there is no one correct way to lead for all situations, and leaders need to adjust their style according to the situation they find themselves" (2016, p. 70). To put it simply, different styles of leadership require changes at different levels and in different situations within the same organization.

Northouse asserts "that the situational approach has been refined and revised several times since its inception and has been used extensively in organizational leadership training and development" (2007, p. 91). According to Vecchio and Boatwright (2002) and Vecchio et al. (2006), situational theory has been criticized for lacking a solid body of research with no extensive research done, raising many questions about the approach's hypothetical basis. For example, research supports the hypothesis that low-maturity subordinates' benefit from directive behavior; however, more experimental substantiation of the remaining hypotheses is required. Furthermore, while the theory focused solely on one situational variable, it made a significant contribution to the area of leadership effectiveness, in which a leader can adjust their behaviors to diverse circumstances. Scholars of this theory disagree on how obligation and competency interact to form the four stages of advancement (Graeff, 1997; Yukl, 1989). From a theoretical point of view, the theory also didn't fully address the issue of competing with group leadership in an organizational setting.

2.3.6. Contingency Theory of Leadership

This leadership theory is intently connected with the situational approach, as it brought out the notion that leadership could not be based simply on individual characteristics, such as personal differences in disposition and capabilities, but was also dependent on situational dynamics. This concluding debate enthused about the improvement of the "contingency" theory of leadership. It is worthy to note that the contingency approach is an improvement of the situational outlook, whose focal point is to determine the situational components that envisage the appropriate leadership style to suit a precise setting. In this leadership theory, a leader's effectiveness is determined by various scenarios involving subordinates, tasks, and/or group variables. The efficacy-set design of the leader's behavior is reliant on the opportunities enforced by the condition. These approaches emphasize the importance of utilizing a range of styles of leadership according to the requirements created by the diverse organization's settings. Fred Edward Fiedler, an Austrian psychologist, was the first scholar to come up explicitly with the word "contingency" and he researched leaders in a range of settings but largely in the armed forces context, and their concept of "the leadership contingency model" was based on their research findings (Fiedler, 1964). According to Mischel (1973), the contingency approach became widely known in the academic field based on Fiedler's concepts in the 1960s and received increased support by academicians through the 1970s (an era that, parenthetically, was discernible by the increasing cynicism toward the importance of unwavering personality traits). Fiedler's (1967) concept is founded on the distinction between tasks and emotive leadership roles. Leaders who are results-oriented are expected to consider proper job implementation and are hostile to underperforming team members. Then again, emotionally oriented leaders underscore the significance of good relational associations and are, along these lines, bound to endure and acknowledge inadequately performing people. Fiedler (1967) believes that leaders who are results-driven and emotionally driven can both be effective at times, and that different people are better front-runners in different situations. Hence, the degree to which the circumstance is positive for the leader in the sense of expanding their inevitability, consistency, and authority over the group is reflected in the element of situational favorability. In this manner, various circumstances entail distinctive styles: once the assignment is clear and adherents are strong, the leader ought to utilize an additional time-efficient autocratic style. If the assignment or communication is indistinct, utilizing the consultative style magnifies the communication outcomes and provides chances for good judgment. Chemers (2000) states that if there is an absence of supporters backing the leader, the participative technique assists in guaranteeing followers' adherence to decision-making and its execution. Although Fiedler's hypothesis has remained more popular in social science than in specific psychological science, activists and psychoanalysts still acknowledge that the environment is more important than single qualities (Simonton, 1987).

Furthermore, the central idea of this early hypothesis is that the viability of leadership (as measured by team performance) depends on the interaction of variables, such as the leader's project or relationship impetus, and aspects of the circumstances. The theory came up with an instrument called the "least preferred co-worker scale", which is used in measuring the leader's task or relationship motivation, whereby the leaders that score high on this scale are relationship motivated and those scoring low are task motivated (Northouse, 2007, p. 114). Based on Fiedler's model, the octants were inferred as situational favorability and later changed to situational control to lessen the misperception that favorability is likened to task difficulty (Fiedler, 1978). Fiedler (1978, p. 86) theoretically delineates "situational control as the degree to which situations enable leaders to determine the outcome of their decisions and actions", and this explanation was reinforced by Nebeker (1975). Situational favorability or control, on the other hand, is based on three assessments: does the leader notice supportive relationships with subordinates (leader-subordinate relationships); are the tasks exceptionally organized with a standardized methodology and proportionate to execution (job design); and is the leader's degree of power chastising or rewarding to the team (positional power)? The mix of leader-team relations, job design, and positional power creates eight diverse situational styles, known as octants 1–8. These are hierarchically illustrated comprehensively as positive, intermediary, and negative conditions. The scale requests that leaders review a coworker (formerly or presently) they would least want to work with by using an assessment process to define the individual using the 8-point bipolar expressive themes (for example, detached–taciturn). Each extraordinary situational type is most often effectively handled either by a low- or high-LPC leader. Specifically, high Least Preferred Coworker (LPC) leaders are quite successful in intermediate settings when it comes to impacting team performance, whereas low LPC leaders are best in positive or negative situations. For example, LPCs with high marks reflect more certain depictions of the less-favored employee, while LPCs with low marks prove more undesirable observations. Fiedler (1978) further contends that a person with a high LPC score is persuaded to uphold approachable relational associations, while an individual with a low LPC score is spurred to zero in on task achievement. However, understanding precisely what the LPC mark (high and low) means has been a topic of much deliberation by several scholars. For instance, Rice (1978) recommended that the LPC marks symbolize principles and mentalities, while other researchers draw conclusions on the relationships between the LPC marks (high and low) and task versus interpersonal leadership behaviors. Fiedler (1978) opposed the idea that task and interpersonal drives are steady characteristics that are not effectively amenable to alteration.

Thus, it endeavors to energize LPC leaders with a high or low score to adjust to varying circumstances, and this could be challenging, if not pointless. Also, to enhance the chance of having an effective group result, this model advocates coordination between LPC leaders with high or low scores in order to correct the kind of circumstances they may find themselves in. Also, Northouse (2007) says that "task or relationship motivations depend on whether the leader can control and predict the group's outcome (that is, situational favorability)". Based on the predictions that LPC leaders with low marks are task-driven and leaders with high marks are relationship-driven (Northouse, 2007, p. 114).

The table below gives more information on the leadership theory.

Table 8

The Fielder's Contingency Model of an 8-Octant Continuum

Fielder's contingency model - An 8-octant continuum

Situational variables	←							→
Leader-member relations	Good				Poor			
Task structure	Structured		Unstructured		Structured		Unstructured	
Power position	Strong	Weak	Strong	Weak	Strong	Weak	Strong	Weak
Types of situations	1	2	3	4	5	6	7	8

Task motivated leaders are best in octants 1,2,3, and 8
Relationship motivated leaders are best in octants 4,5,6 and 7

Note. Adapted from *The Contingency Model and the Dynamics of the Leadership Process* by Fiedler, 1978, pp. 59-112.

Nevertheless, there were other studies on contingency theory that brought up factors such as leadership styles, work plans, involvement in decision-making, and organizational structure as being basic to understanding what will generate a managerial consequence (Shepard & Hougland, 1978). Whereas Strube and García-Morales (1981) and Fielder and Chemers (1984) carried out an exploration of “Fiedler's Contingency Model of Leadership Effectiveness” using an applied systematic method and reached a resolution that the technique was strong in envisaging group execution and may be applied by utilizing the Leader’s Match training program. However, recent definitions of the theory in the Encyclopedia of Management divided it into internal and external contingencies (Helms, 2000, pp. 125–6). The internal contingency theory centers on factors like the size of the organization, technologies being utilized, differences amongst resources and operational activities, and types of employees, whereas environmental contingencies have to do with the equilibrium of the environment.

Over time, this model has been utilized in training programs and has gotten a lot of investigational reflection. An enormous volume of studies and the three meta-analyses practically support the concept's propositions. Nonetheless, practically 50 years after its introduction, additional explanations and imminent investigations may be advocated to determine both theoretical and systematic concerns related to the concept. Regardless, many scientists regard Fielder and his colleagues' work as an outstanding contribution that has given new life to the consideration of individuals' and situations' perspectives on leadership. As a result, the theory proposes that the best conditions are a leader with positive supporter relationships, a well-defined task, and a resilient leader position. Despite the various theories of contingency that have materialized since inception (for example, Fiedler, 1978; Fielder and Chemers, 1974; Hersey and Blanchard, 1969), no one approach proposition has been made, though the theory has lasted over the years as a logical and consistent approach to achieving leadership effectiveness as it is well grounded in empirical study (Northouse, 2007). According to Northouse (2007), the theory has extended the possibility of leadership knowledge from concentrating on a particular seemly leadership style (for instance, the great man theory, traits, and behavioral theories) to accentuating the significance of a leader's style in a varied circumstance. The approach has "predictive powers" in deciding the most effective leadership style that may be utilized in a certain setting, and it is further suggested that it is not possible for leaders to be successful in all circumstances, but organizations must regard leaders in the best situations according to their style of leadership (Northouse, 2007). However, with the several strengths that the model possesses, it fails to elucidate why some leaders with certain leadership styles are quite successful and others are not in some situations. Also, the soundness of the Least Preferred Co-worker Scale was disparaged because it did not relate well with other normal leadership approaches nor did it clarify well enough what needed to be done when there was an incongruity between a leader and circumstances in an organization (Northouse, 2007, pp. 118–120). Further research is required in order to add to the model's external generalizability by using different scenarios and samples than those used by fielders and colleagues (i.e., military and student groups) (Strube & Garcia, 1981). Kennedy (1982) likewise discovered help for the cogency of the contingency theory using the variance method with a sample size of 1089. Considering the discoveries of these scholars and others, it shows that this theory is a well-researched hypothesis meriting continuous investigation and application, yet a significant criticism of the concept remains, namely the model soundness of the "Least Preferred Co-worker Scale" (LPC).

Consequently, based on the analysis above, it shows that the theories are a classification of behavioral approaches, which shows that no specific leadership style operates independently but that any leadership style adopted hinges on factors, for example, internal and external variables of the environment, the condition of the subordinates, and quality, among others. It shows that the leader does not change irrespective of the style adopted, but what changes are the elements, environment, and team members within the organization. Also, there is no precise approach to directing or organizing followers, and the leadership style used in one circumstance may not be efficient in another (Greenleaf, 1977). Even though these methods have helped us learn more about leadership, none of them has given a fully satisfactory explanation of what leadership is and how it works.

Finally, the situational and contingency theories reviews show that both are categorized by four mutual characteristics, are additions to the behavioral group of leadership approaches, and both agree that there is no specific approach to leading effectively in an organization because a leadership style that is effective in one setting may be a total failure in another. Also, an effective leader in a particular situation may become a disaster in a similar station and organization when the dynamics of the circumstance change. According to both theories, the abilities of the leader and team members, as well as the maturity of the followers, are factors that affect the effectiveness of leadership styles both inside and outside of the organization.

2.4.Contemporary Leadership Theories

This research has looked at the leader-centric and behavioral theories of leadership. The phase "contemporary leadership theory" is broad and incorporates a variety of leadership theories that arose in the latter part of the twentieth and early twenty-first centuries. These strategies reflect how the corporate world is evolving due to factors like globalization, diversity, ethics, and technology. The following are some of the recurring topics in modern leadership theory:

The significance of relations and exchanges between leaders and followers; The importance of a leader's charm, drive, and vision; the demand for innovative, flexible, and adaptable leaders; The focus on moral principles, sincerity, and service among leaders.

Some examples of contemporary leadership theories are as follows; to be expanded upon in the following pages:

Transformational leadership: this framework makes a distinction between transformational and transactional leaders. In order to influence followers, transformational leaders deploy charisma, inspiration, intellectual stimulation, and customized consideration. They do this by coordinating staff goals with their own. By offering rewards and penalties in exchange, transactional leaders make sure that their team members operate appropriately (Bass, 1985; Burns, 1978).

The leader-member exchange (LMX) theory: this idea focuses on the standard of each follower's relationship with the leader. This idea holds that leaders form a variety of ties with followers, from high-quality (in-group) to low-quality (out-group) interactions. Low-quality relationships are founded on formal authority and contractual responsibilities, whereas high-quality relationships are defined by mutual trust, respect, support, and influence. According to the LMX hypothesis (Graen & Uhl-Bien, 1995), strong relationships produce better results for the leader, the follower, and the organization.

Servant leadership philosophy: according to this view, leaders should prioritize the needs and interests of their followers before their own. Servant leaders show traits like listening, empathy, stewardship, and dedication to follower development. According to the servant leadership paradigm, leaders can improve their followers' performance, empower them, and build a more moral and humane organization by serving them (Greenleaf, 1977; Spears, 2010).

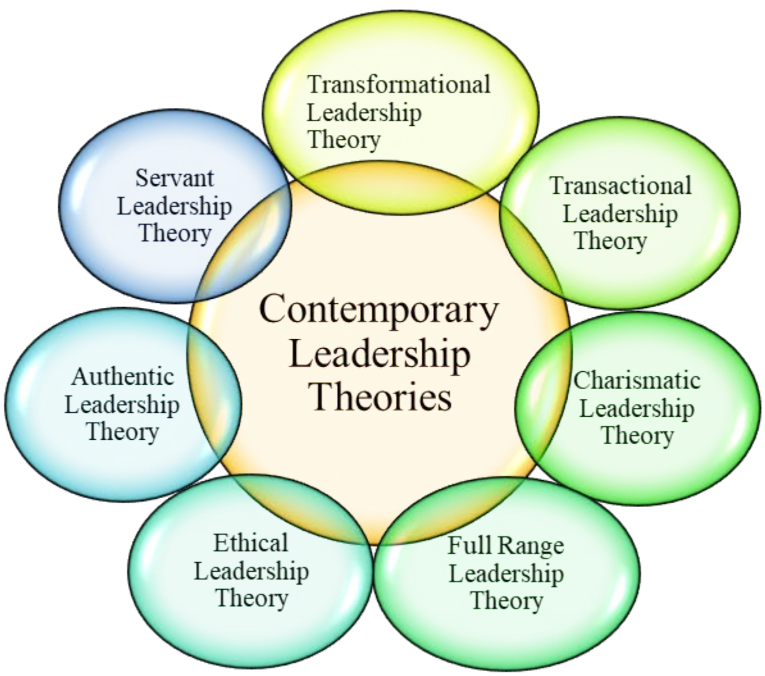
Authentic leadership: based on this theory, real leaders are self-aware, sincere, open-minded, and moral. Genuine leaders urge their followers to follow suit by acting in accordance with their actual selves and ideals. According to the authentic leadership idea (Avolio & Gardner, 2005; Walumbwa et al., 2008), leaders can build followers' trust, credibility, and positive psychological states by being themselves.

Ethical Leadership theory: according to Brown et al. (2005), moral leaders should uphold moral principles, support justice and integrity, and foster a moral environment inside the workplace.

In this section, we will take a critical and comprehensive overview of the contemporary theories of leadership, including the transformational, transactional, charismatic, full-range, ethical, authentic, and servant leadership theories. The contemporary leadership theories that the researcher looked at for this study are shown in the diagram below.

Figure 2

The Contemporary Leadership Theories



Note. *The Contemporary Leadership Theories* was developed by the Researcher to enhance the literature review of the research topic.

2.4.1. Transformational Leadership Theory

This leadership theory came into being through James Downton's book "Rebel Leadership: Commitment and Charisma in a Revolutionary Process," in which he carried out research on charisma and its effect on pious leadership (Downton, 1973). This theory was not popular, and the notion did not kick off until Burn published a book called Leadership. Burn's 1978 book introduced the concept of transformational leadership, making him the author of this ideology. The book examined in detail the various leadership models that were available and brought to light that the previous theories were more focused on transactional processes, that is, on the diverse collaborations among leaders and their devotees. However, Burn's perceived transformational leadership to be quite divergent from the other theories, as the focus was mainly on the leader forming a correlation with the subordinates and ensuring they were inspired to increase their ethical behavior (Burns, 1978). Therefore, "transforming leadership occurs when leaders engage with followers in such a way that leaders and followers raise one another to higher levels of motivation and morality as they work towards the good of the group, organization, and community" (Burns, 1978, p. 20). This was reinforced by Amanchukwu et al. (2015), who added that a leader's attributes in combination with supporters' consultation will aid leadership effectiveness. Burns (1978) proposed that transforming and transactional leadership styles were mutually exclusive. Furthermore, the theory's popularity peaked in the 1980s, when it attracted widespread attention from academic and organizational settings due to its unwavering assertions and mounting evidence of its importance in improving employees' motivation, productivity, and performance (Barling et al., 1996; Dvir et al., 2002). Bass (1985) expanded on Burns (1978) research by shedding light on the psychosomatic tools that enable transforming and transactional leadership. He coined the word "transformational" to mean "transforming" and came up with his own concept, which is referred to in today's literature as Bass transformational theory. He defined this theory as the influence a leader has on his/her subordinates or devotees and stated that the extent to which a leader could be referred to as transformational hinges on the impact he or she has on their followers. Though the followers have a sense of veneration, loyalty, and belief in their leader, this causes the leader to go beyond the initial expectation based on the leader's qualities as a transformational leader. These produce such rewarding results because the leader gives the followers something much more than a transactional reward but instead consistently offers followers a motivating goal and mission, as well as a sense of worth.

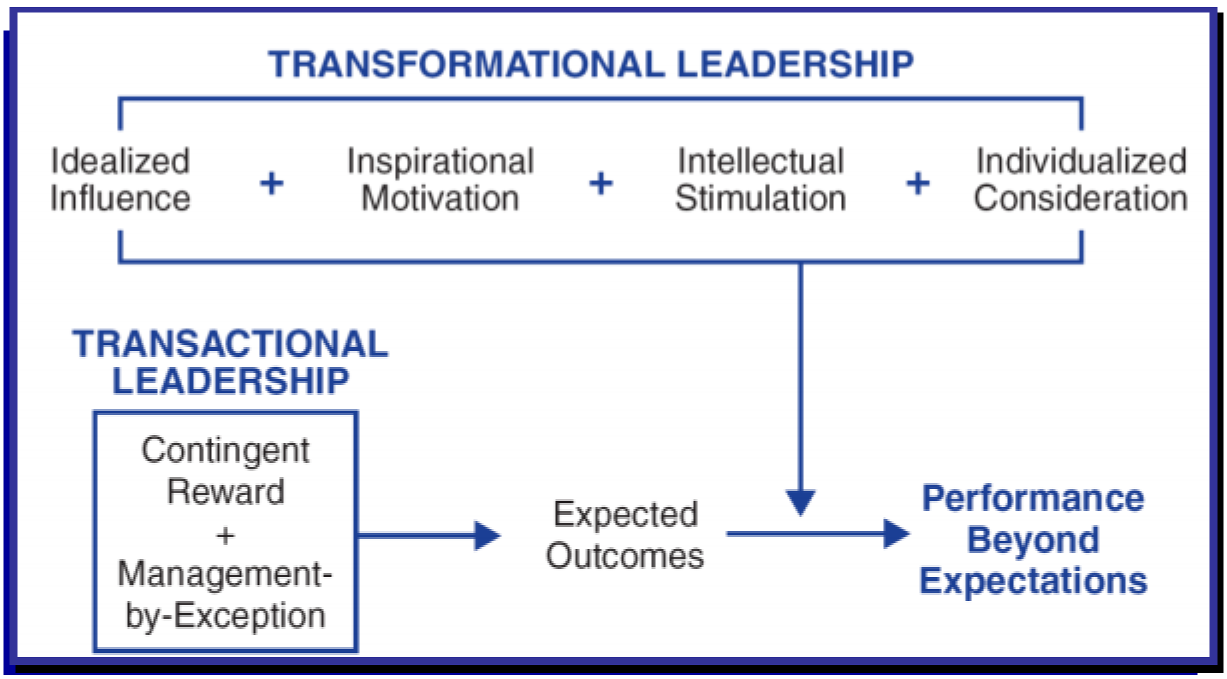
Furthermore, the theme “transformation” means change, and thereby the leadership theory was a clarion call for organizations to transform their business culture based on modern business settings and the complexity of the environment to gain the benefits that come with it, which have to do with increased effectiveness and impact on the leaders, team members, group, and organization. Several studies depict the importance of a transformational leader as it relates to followers’ dependability, dedication, fulfillment, and connection (Becker & Billings, 1993; Conger & Kanungo, 1998). According to Daft (1999), transformational leadership has a considerable effect on directing an institution through critical transformation and organizational regeneration. Likewise, Lucas (1994) asserts the leadership concept where a leader tends to create a common goal, motivate others by sharing the organization’s goal or vision at all levels, encourage them to be creative and innovative to ensure their optimal performance, be empathetic towards members of the team, and provide an enabling and conducive environment that allows a sense of belongingness and aids in accomplishing the set objectives. It is worth noting that this leadership theory differs from previous and contemporary theories on a certain level due to its configuration, which allows followers to be fully involved in business processes as they relate to individual elements of the institution, a development that will bring about definite societal benefits. House and Shamir (1993) confirm that leaders build the impetus and probity levels of their followers and leaders. Likewise, Avolio (2007) agrees with the concept that transformational leadership is ethically inspirational, as it has an element that differentiates it from all other styles of leadership.

As leaders engage and interact with followers, this is centered more on shared morals, principles, and objectives, which automatically affect their performance and aid in the accomplishment of objectives. Thus, Bass (1985) and Khanin (2007) affirmed that transformational leaders tend to urge adherents to transcend egocentricity and attempt to meet higher-order needs and empower them through self-development and transformation means. The theory thereby aligns with Maslow's theory of higher-order needs (Maslow, 1954). Yukl (1994, p. 350) describes transformational leadership as the means of creating dedication to the organization's goals and enabling supporters to accomplish these targets. Daft (1999, p. 427) recognized that transformational leaders accentuate incorporeal qualities like vision, common tenets, and philosophies instead of an interchange cycle with palpable motivations to control explicit exchanges with supporters. However, they create relationships, offer bigger significance to different happenings, and discover shared views to solicit followers in the modification cycle. Also, Daft (1999) further buttresses that transformational leadership rouses their supporters to get past their personal egocentricities for the benefit of the institution by picturing an image of an ideal prospective situation and informing them in a manner that will make the effort of transformation of utmost importance. Yukl (1994, p. 351) and Obiwuru et al. (2011) buttressed this by stating that leaders change and spur their team or supporters by creating awareness of the criticality of undertaking results, impelling them to transcend their personal obligations for the betterment of the institution and groups, and ratifying their greater order requirements. Furthermore, the theory proposes that leaders’ effectiveness can produce and inspire a suitable impression in an organization (Bryman, 2007).

Consequently, Bass and Avolio (1990) distinguished the characteristics of transformational leadership into four segments: "idealized influence (charisma)," "intellectual stimulation," "individualized consideration," and "inspiration." A charismatic leader serves as a strong example, imagining a vision that is communicated to supporters and inspiring them to do things they would not normally do. Whereas Bass (1985b) proclaimed charisma as a key feature of transformational leadership, Further, we categorize leaders as individuals that are energetic, dependable, deserve admiration, can perceive what is hugely significant, and are mission centered. For example, leaders such as Ghandi and Mandela were able to influence and motivate their followers to forfeit their self-interests and sacrifice all they have for humanity and their country's sake. Leaders like Obama were also able to transform their supporters by nurturing their sense of worth and the value of their responsibilities, owing to the strength of their individual capabilities. Inspirational motivation defines leaders as those who convey great expectations to supporters, encouraging them or their team by motivating them to commit to and engage in the organization's shared vision. It mentions the behavior of the leaders that inspires supporters to look at the future positively, emphasizing an idealized vision and disseminating a goal that is attainable. Also, the leaders utilize cyphers and emotive entreaties to focus team members to accomplish more than their own absorption. The speech that made Obama the president of the United States of America is an example of inspirational motivation. Individualized consideration looks at the leader's ability to be a role model, evaluates the skills of the followers, and gives each person their own responsibilities (Bass, 1985b). The leaders assign demanding tasks and intensify their supporters' duties, which adds to their followers' advancement and sense of fulfillment. The leaders act as mentors and advisors, boosting self-actualization and providing a conducive and empathetic environment that allows collaboration amongst team members. Sheryl Sandberg, COO of Facebook, is an example of such a leader. Also, intellectual stimulation followers are awakened by the leader's erudite motivation, which provides insight on issues and how to proffer solutions to them and makes them see and do things differently than usual (i.e., being creative and innovative) (Bass et al., 1987). However, the motivation of supporters surpasses the other three parts, as indicated by Bass (1985a), who indicated that charismatic transformational leaders produce enthusiasm, respect, morale, and reverence and could portray a common vision in a work setting. An example of such a leader was Steve Jobs of Apple.

Table 9

The Addictive Effect of Transformational Leadership



Note. Adapted from *The Implications of Transactional and Transformational Leadership for Individual, Team, and Organizational Development*, by Bass & Avolio, 1990, p.231.

In conclusion, Northouse (2007) stated that the generalization of this theory confirms that leaders must be able to respond to specific requirements regardless of the situation. In general, leaders who operate in this manner must be aware of their surroundings and the capabilities of their workforce and be adaptable in their leadership style (Bledsoe, 2008). The weakness of this theory, as described by Bass and Steidlmeier (1999), may lead to manipulation of supporters, particularly when a follower identifies with the leader on a private level. This can be seen in the idealized influence of charisma, where a leader can be narcissistic in nature and use his or her own vision to manipulate supporters. Furthermore, inspirational motivation that reassures followers' reliance frequently fails to provide supporters with empowerment or development. Intellectual stimulation discourages followers' independent perception and innovation but then offers the supporters a line to follow. On the other hand, with individualized consideration, the leader does not care about his followers' development and sometimes sees them as a means to an end.

2.4.2. Transactional Theory of Leadership

The term "transaction" denotes payment, compensation, rewards, or remuneration of services rendered by group members and their compliance by carrying out their undertakings. It is crucial to know that Burns became one of the pioneer philosophers to categorize leader-supporter correlation as transactional or transformational, and a wide-ranging assessment of leadership was carried out that reveals that all forms of leadership could be categorized as either transactional or transformational. Although this notion of transactional leadership can be fully comprehended in comparison with transformational leadership, Burns (1978) stated that the crux of transactional leadership is the interaction started by an individual with another person that results in an exchange of anything that could be beneficial to both parties. For example, consider the employer-employee relationship, whereby an employee gets paid (salary) for services rendered, and in turn, the organization achieves its set goals. Daft (1999, p. 427) distinctly states the meaning of transactional leadership as leaders who identify the detailed needs of their supporters and offer commodities that meet those cravings in return for devotees meeting indicated goals or executing specific obligations. However, supporters get compensated for work execution while leaders' profit from the achievement of undertakings. Furthermore, the theory was reintroduced as a series of economic and social transactions aimed at achieving a specific goal. Transactional leadership, according to Bass (1985a), is based on remuneration and reprimand, which recognizes that leaders and supporters plainly comprehend the compensation for successfully completing a task or reprimands for non-compliance in this theory of leadership. He noticed that extraneous compensations such as acclaim, acknowledgment, advancement, and a salary boost from followers can lead to improved individual fulfillment and inspiration. Nonetheless, he noticed that when a supporter carries on in an unacceptable manner, transactional leaders probably will not remunerate the supporters. All things considered, leaders would in general stress the negative by mediating only when discipline is required. However, discipline or the dread of discipline tends to be the common denominator that controls the conduct of supporters in transactional leadership, which then distinguishes the inconsistency in compensation and discipline as a foremost shortcoming of this theory. According to Lucas (1994), leaders are perceived as supervisors who plan, strategize, direct, and monitor employees' progress toward achieving the set objectives. Likewise, Daft (1999) perceived that transactional leadership is viable and the leaders perform well at explaining goals, scheduling, forecasting, and making the organization run efficiently. Also, he further argues that since transactional leadership centers on ensuring durability, it lacks a proper strategy for advancing or initiating the needed transformation.

House and Shamir (1993) say that transactional leadership is a relationship between a leader and a follower that is based on a set of agreements between the two. Furthermore, the theory is dependent on exchange, where leaders not only impact devotees but also those under their influence. A couple of examinations revealed that transactional leadership shows an irregularity relating to the extent of the leader's activity and the possibility of interactions with enthusiasts. Researchers referenced two elements of social segments that characterize transactional leadership (Bass & Avolio, 1994; Waldman et al., 1987). Contingent reward involves the leader clarifying the set targets and recognizing what the supporter requires and what the supporter must achieve in order to be remunerated through extrinsic rewards. When a subordinate is found doing a good job, favorable assistance can be exchanged, and the subordinate can receive payment for performance, improved execution, and collaboration among followers. The additional component is management by exception, which comprises both active and passive interchanges with followers. The leader hereby gives corrective censure (negative feedback and negative reinforcement) in the two styles. The leader allows subordinates to keep carrying out their tasks if the traditional way of doing things still produces results and performances are achieved; the team gets compensated with rewards such as appreciation for merit increments, gratuities, and recognition. In the passive style, the leaders only mediate when issues arise, guidelines are not followed, and performance goals are not met. The distinction between these two kinds of exchanges is founded on the judgment of the leader's participation, and in the dynamic exchange, the leader constantly uses observation to observe the execution and endeavors to mediate insightfully. The third method is called "laissez faire" (Bass & Avolio, 1997). It means that management doesn't make decisions and just reacts to what happens.

Furthermore, the transactional leadership illustration was well captured in the movie "The Devil Wears Prada". The movie was modified based on Weisberger Lauren's novel, also titled "The Devil Wears Prada", and directed by Frankel David. The movie was presumed to center on Dame Anna Wintour, the oldest and best-established editor of Vogue magazine, and depicts the transactional leader going about establishing structures that distinctly state what the team members are mandated to do and the compensations or reprimands they get for carrying out or not carrying out the instructions (Finerman et al., 2006). In transactional leadership, the relationship is based on conditional benefits, where supporters' or team members' efforts can be swapped for certain rewards. Although leaders transact commodities of importance with adherents in advancing their plans, they tend not to individualize the requirements of adherents or concentrate on their own improvement. Penalties are generally not referenced, but they are clearly comprehended, and appropriate frameworks of order are typically set up. Transactional theories, otherwise called management theories, center around the functions of oversight, organization, and team performance and the interchange that occurs among the leaders and supporters. These concepts of leadership were founded on a system of remuneration and reprimand (Charry, 2012). Equally, Lamb (2013) and Charry (2012) alleged that a leader's responsibility is to put structure in place, clearly state what is required of the subordinates, and apply either reward or punishment if the laid-down guidelines are met or not. Therefore, Lamb (2013) equated this proposition to the formation and procedures of administration, as it remains an exceedingly broad-spectrum factor in several leadership patterns and organizational structures in the world of business today. However, the nature of transactional leadership is dependent on the diverse leadership circumstances of an organization, and it is perceived as providing few benefits because it supports group members' task performance and individuals who are motivated by extrinsic rewards tend to excel (Bass et al., 2003). Also, Northouse (2016) mentions transactional leadership theory, which focuses on the interchanges that occur among leaders and their supporters. For instance, politicians that win elections by pledging no new taxes, free medical care, and education are portraying transactional leadership. Likewise, in the academic field, when teachers or lecturers score students based on an assignment completed, it is referred to as "transactional leadership." Additionally, bosses that give promotion compensation to a subordinate that performs excellently and exceeds expectations are demonstrating transactional leadership. This style of leadership is widely observed at almost all levels of organizations. According to Burns (1978), the major fallout of this theory is that the leader-subordinates' connection and interchange are transitory. The relationships tend towards shallow, short-lived gratifications, which sometimes cause friction and resentment between the members. Also, the style creates a scary and nerve-wracking disposition, which may lead to high employee turnover, and it does not foster innovative and creative tasks. In addition, a few philosophers critique the concept because it utilizes a one-size-fits-all, widespread tactic in the theory of leadership that neglects contingent and logical factors linked to institutional matters (Beyer, 1999; Yukl, 1999; Yukl & Mahsud, 2010).

Table 10

The differences between Transactional and Transformational Leadership

Transformational	Transactional
Builds on man's need for meaning	Builds on man's need to get the job done and make a living
Preoccupied with purposes, values, morals and ethics	Preoccupied with power and position, politics and perks
Transcends daily affairs	Mired in daily affairs
Oriented toward long-term goals without compromising human values and principles	Focused on short-term goals and hard data orientation
Focuses more on missions and strategies	Focuses on tactical issues
Releases human potential identifying and developing new talent	Relies on human relations to lubricate human interactions
Designs and redesigns jobs to make them meaningful and challenging	Follows and fulfills role expectations by striving to work effectively within current systems
Aligns internal structures and systems to reinforce overarching values and goals	Supports structures and systems that reinforce the bottom line, maximize efficiency, and guarantee short term profits

Note. Adapted from *Review of Leadership Theory and Competency Frameworks* by Bolden et al., 2003, p.15.

2.4.3. Charismatic Theory of Leadership

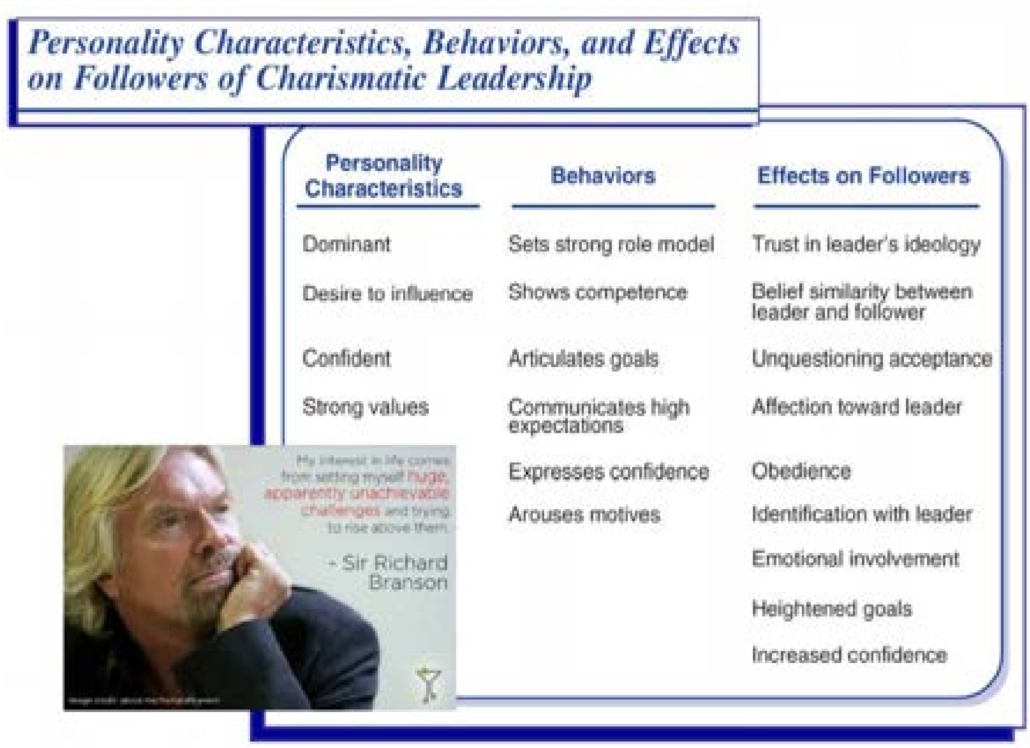
The word charisma factually denotes "the gift of grace," which originates from the prehistoric Greek word "gift" (Weber, 1964). Weber (1964, 1968) proposed three kinds of social authority for charismatic leadership in the leadership framework: "conventional", "rational-legal", and "charismatic".

The contrast among these types of influence is that charismatic power is not based on the legality of statutes, regulations, or appellations (different from previous kinds of power), although it hinges on belief in the charismatic's impeccable personality. Hence, he further suggested that charismatic leaders can have a tremendous impact in advancing society, depicting a few qualities in the leaders that are quite viable currently in the research of charismatic leaders (for example, talents and capabilities in being a leader, the capacity to suggest a ground-breaking vision of upcoming events, have the inclination to query the status quo, and have the propensity to work through casual connections). Weber (1964) also observed that "charismatic leaders" usually arise amid a catastrophe when fundamental morals, organizations, and the authenticity of associations are put to the test. This first perspective on charismatic leadership underscored the distinct attributes of leaders and unequivocally impacted the way charisma has been explored recently (Aaltio-Marjosola &Takala, 2000). As a result, the leaders can create an incredible feeling of dedication and commitment from their devotees with respect to a particular vision that stretches out past the self-absorption of individual team members.

House (1977) was one of the first pioneers to conduct an exploration of "charismatic leadership" in institutions. In the volume "A 1976 theory of charismatic leadership", the writer recommended that this form of leadership relies upon the attributes and conduct of the leaders, the circumstances in which leadership is formed, and other concerns. House (1977) suggested various verifiable theories that may clarify the capacity of charismatic leaders to adjust to various circumstances and their effectiveness in this specific situation. The writer explicitly recommended seven suggestions that depict various qualities of these leaders (in comparison with non-leaders) in multifaceted institutions: a) The leaders are powerful and self-assured, with a strong desire to make an impact and a firm belief in the ethical exemplarity of their convictions. b) have positive insights (for example, when it comes to appeal, fostering, achievement, or capability) of adherents toward their leader that relate to an advanced propensity in supporters to (i) accept the principles of their leaders; (ii) anticipate the leader's expectations that compelling presentations will produce favorable or unfavorable outcomes for the supporters; and (iii) imitate the passionate reactions of their leader with respect to business-related impetuses. c) The leaders will, in general, show definite demeanors to generate an inkling of competency and achievement. d) These leaders are inclined to verbalize philosophical objectives than non-charismatic leaders. e) Leaders who concurrently convey exclusive standards and self-assurance to supporters are bound to expand the approval of their objectives. Besides, they can advance the conviction among supporters that they can achieve objectives and accomplish high efficiency norms. f) charismatic leaders are bound to take part in practices that awaken intentions applicable to the achievement of the task. g) As a “charismatic leader”, it is important that adherents' functions be characterized in philosophical terms that interest them. Generally, these attributes suggest that these leaders have significant degrees of aplomb, predominance, a desire to impact followers, and a solid belief with respect to the probity of their convictions (Bryman, 1992).

Table 11

The Theory of Charismatic Leadership Theory



Personality Characteristics, Behaviors, and Effects on Followers of Charismatic Leadership

Personality Characteristics	Behaviors	Effects on Followers
Dominant	Sets strong role model	Trust in leader's ideology
Desire to influence	Shows competence	Belief similarity between leader and follower
Confident	Articulates goals	Unquestioning acceptance
Strong values	Communicates high expectations	Affection toward leader
	Expresses confidence	Obedience
	Arouses motives	Identification with leader
		Emotional involvement
		Heightened goals
		Increased confidence

Note. Adapted from *A 1976 Theory of Charismatic Leadership* by House, 1977, pp.189 –207.

However, in relation to behaviors, a group of tactics were additionally proposed to advance the supporters' view of the leader's allure. To start with, charismatic leaders convey a philosophical idea of an improved future dependent on the collective participation and virtues of their supporters (for instance, harmony, liberty, and civil liberties, among others). So, the leaders act in a way that sets a good example so that their followers will agree with their moral scheme in terms of how well it works. Leaders also contribute to the creation of a visual that can generate the positive intent of proficiency and achievement. The visual further communicates the philosophical objectives of the institution's course. Furthermore, the leaders embrace optimistic assumptions about their supporters' capacities and display trust in their ability to acknowledge the set objectives. Lastly, the leaders devise appropriate intentions that can validate the implementation of the responsibilities and the undertaking. These intents might be altogether diverse, for instance, in the desire for association or success, the desire to vanquish an opponent or contender, or the hope of achieving greatness (Bryman, 1992; House & Howell, 1992; House & Shamir, 1993). According to House (1977), in relation to the environment, it is recommended that charismatic leaders will generally arise in demanding circumstances. Indeed, if the leader accepts the above qualities and conducts himself accordingly, and if by chance the circumstance is quite hard for the devotees to cope with, at that point a leader's fresh idea and the trust in the substantiation of that idea will be received in these circumstances. His study gave the most complete way of dealing with the examination of charismatic leadership in proper institutions before 1980 (Bryman, 1992). As a result, some criticism prompted modifications in the framework, specifically the way a few attributes of “charismatic leaders” (for example, firm assurance, proclivity for control, and desire to impact others) can be recognized in various forms of leadership, the prejudice of fostering relationship among a leader and devotees, the dismissal of the aggregate dyads happening in the association, and the absence of concepts that have developed in cutting-edge premises.

Subsequently, the prior premise was reconsidered and is now referred to as the self-concept premise. The new framework incorporates organization and team angles, which include the significance of the potency pointers reliant on accomplished performance that leads to the interpretation of charismatic leadership. By the way, it is assumed that a leader's accomplishments influence how their followers see themselves or how interested they are in the leader's goal. Shamir et al. (1993) explicitly suggested that charismatic leadership impacts can be assessed by the inspirational effect they have on their adherent’s self-perception. However, being a charismatic leader involves establishing a connection among the adherents' self-perception and the objectives of the laid-down objectives, which may turn into a treasured part of the devotees' individuality. Furthermore, the charismatic leader achieves inspirational results by utilizing transformational leadership which is based on four processes: (a) changing the manner in which devotees see work, characterizing it as bravery, ethical precision, and importance; (b) conveying an affirmative and energetic vision of things to come; (c) advancing a solid aggregate personality amongst their supporters and supporting the objectives that are shared by adherents but nevertheless challenging them. Additionally, Conger (1999) expressed that charismatic leadership encourages an engaging organization's vision and establishes a setting where supporters see organizational duties as indistinguishable from individuals' perceptions. Hence, leaders deemphasize the extraneous compensation of a job and bolster the supporters' capacities that add to the set-up vision. In the end, this way of doing things increases the value of the task itself and gives experts a sense of accomplishment.

Moreover, an experiential examination was directed utilizing the original form of this pattern, but the outcomes were melded. For instance, Shamir et al. (1998), in their investigation of Israeli field armed forces troops, did not notice any considerable evidence for the self-concept hypothesis. However, it was solely the specific degree of examination of an individual that disclosed the anticipated outcomes since the leader's attention is on the department's aggregate individuality, which was identified with a few positive outcomes (e.g., confidence and recognition with the leader, increased inspiration, eagerness to forfeit oneself for the group, recognition, and connection to the group). A few researchers (Aryee et al., 2012; Bono & Judge, 2003; Walumbwa et al., 2008) have started to support the idea that charismatic or transformational leaders can change the actions of their subordinates by first changing their mental states or self-perceptions.

2.4.4. Full Range Leadership Theory

Extending Burns' (1978) thesis, Bass put up an integrated theory of corporate leadership (Bass, 1985). This is regarded as one of the most thoroughly studied paradigms in the field of leadership and comprises the three components of leadership conduct (Bass & Avolio, 1994). As well, this theory has demonstrated strong predictive power for a variety of leadership outcomes, including leader effectiveness and performance evaluations as well as follower motivation and satisfaction (Judge & Piccolo, 2004; Sashkin, 2004). The full range leadership theory (FRLT), according to Bass and Avolio (1994), "consists of nine variables reflecting three broad kinds of behavior: transformational leadership, with five unique factor, namely "(idealized influence-attributed, idealized influence-behaviors, inspirational motivation, intellectual stimulation, and individualized consideration); transactional leadership, which has three distinct factors (contingent reward, management-by-exception active, and management-by-exception passive); and laissez-faire leadership" (Antonakis & House, 2002, pp. 9-10). Bass (1985) asserts that the full range of leadership theory came into existence based on the need for the leadership concept to move from transactional leadership, which focuses on the supporter's objectives and task interpretation (egoism) relating to rewarding or disciplining conduct. Further, it was highlighted that a change in outlook was needed to see how leaders impact devotees to rise above personal circumstance for the benefit of their groups and organizations in order to accomplish the optimal level of execution (Bass, 1985). Bass intended to build up a broad and exhaustive leadership concept by consolidating the sublime nature of transformational leadership. Basically, he stressed a full-spectrum approach to leadership that included not only these two styles (transformational and transactional) but also avoiding the passive or laissez-faire style.

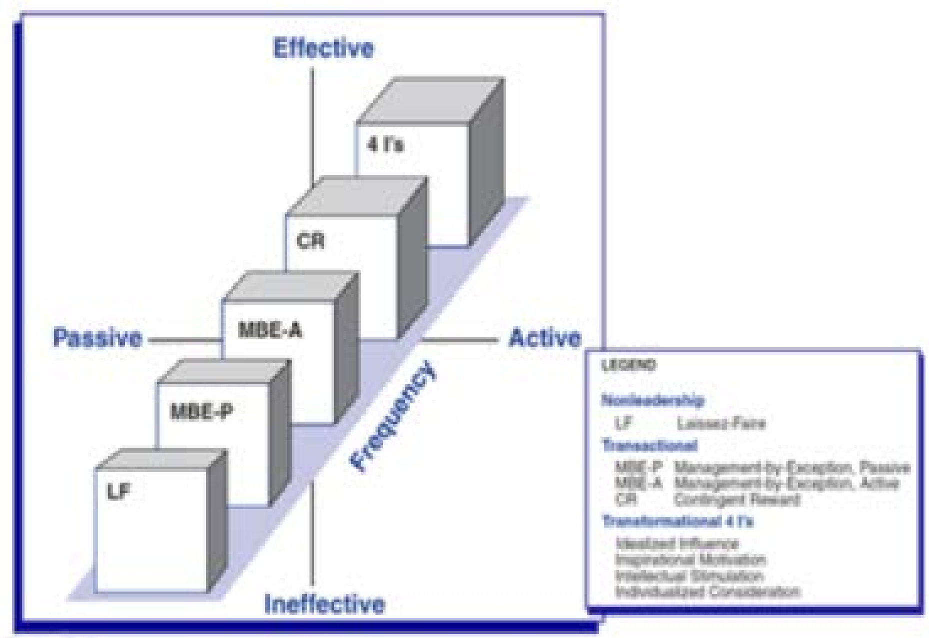
Bennett (2009) stated that the full range of leadership theory was expanded upon based on the other studies carried out around 1985 and 1995 and involves three kinds of leadership behavior: transactional, transformational, and laissez-faire (non-transactional). In addition, scholars steered a meta-examination of several investigations; this gave an overview of the various investigations finalized in the last two decades, which demonstrated a reasonably dependable backing for the vital variables of transformational leadership: “charisma/idealized influence”, “inspirational motivation”, “intellectual stimulation”, and “individual consideration” (for instance, DeGroot et al., 2000; Judge & Piccolo, 2004; Lowe et al., 1996). Also, researchers did more research on the Full Range of Leadership Hypothesis (for example, Avolio et al., 1999; Avolio & Bass, 2004; Barbuto, 2005; Rowold & Heinitz, 2007), which grew into nine parts: five transformational factors, three transactional factors, and one non-transactional leadership factor. Avolio and Bass (1991) substituted the transformational leader's conduct, which is charisma, with idealized influence. They went further to assess transactional leadership, which comprises two leader components (i.e., contingent reward and management-by-exception), and improved upon it by separating management-by-exception into active and passive leader parts and thereafter producing three leader components. Laissez-faire is the last aspect and consists of an unreceptive leadership style. Subsequently, Avolio and Bass (1991) expanded the full range of the leadership concept from six to nine aspects. Bycio et al. (1995), Sarver and Miller (2014), and Swid (2014) modified the full-range leadership concept, which comprises three leadership classifications: transformational, transactional, and laissez-faire. Basically, Avolio (2011) perceived full-range leadership theory as being positioned inside the field of leadership styles along a continuum. Thus, it is demonstrated that transformational leadership and practices improve the efficacy of transactional leadership styles (for example, contingent reward or management by exception). Also, Bass and Avolio (1994), in another study on transformational leadership, explain their “Full Range Leadership Model”. This is explained in detail in the diagram below. The full-range leadership model distinguishes both transactional and transformational practices. Transactional behaviors involve laissez-faire (hands-off leadership), management-by-exception (putting out the fires), and contingent rewards (let us make a pact).

Bass and Riggio (2006) stated that in recent times, scholars have researched transactional leadership within the trajectory of the full-range leadership model. McCleskey (2014, p. 124) expresses that transformational and transactional leadership assumptions, as well as comparisons of the entire range of leadership assumptions, continue to add to a notable three-decade history of experiential learning. Nonetheless, these leadership theories are insufficient to address the issues confronting the modern leadership field. In addition, Groves and LaRocca (2011, p. 511) carried out research on transactional and transformational leadership within the framework of moral conduct. In divergence from the full range of the leadership paradigm, which sees transactional leadership as "part of a continuum of behaviors" and sees transactional and transformational leadership as distinct constructs underpinned by separate ethical foundations, Specifically, transactional leadership flows from teleological ethical values (utilitarianism) and transformational leadership flows from deontological ethical values (altruism, universal rights, Kantian principle, etc.).

Furthermore, Antonakis et al. (2003) and Avolio (2011) defined transactional leaders as being limited to a set of behaviors and activities. Nonetheless, transactional leaders are better at completing task-oriented activities, but they are not prepared to manage situations involving transformation and advancement within organizations (Avolio, 2011). The basis for implementing the full range of leadership concepts is dependent on a wide range of leadership style factors, which are beneficial if the transactional leader can change the equilibrium by using transformational conduct features (for example, developing potential and encourage innovation or critical thinking) in vital circumstances (Avolio, 2011; DeParis, 1997). According to Avolio (2011), the hypothetical framework of a fully developed and operational full-range leadership concept enables leaders to augment their transactional leadership style with explicit transformational leader behaviors based on difficulties and contingent concerns. Avolio and Bass (2004) defined laissez-faire leadership as leaders who take a hands-off stance, offer little direction, and participate little in daily decisions and activities. They provide staff members with a great deal of flexibility and independence. Laissez-faire leadership emphasizes important factors like giving their staff members the freedom to make decisions and entrusting responsibility to them while offering little in the way of direction or coaching. They have faith in workers to handle duties and make their own judgments. Also, the leaders under this style of leadership provide little or nothing in the way of feedback or oversight, enabling staff members to function with a reasonable amount of autonomy. They only help when asked for or when issues emerge (Avolio & Bass, 2004b). Thus, laissez-faire leadership practices can have a detrimental effect on worker productivity and business results. Employees may become disoriented, aimless, and less motivated as a result of a lack of direction and supervision. Therefore, this form of leadership is not advised for employees and organization’s performance.

Figure 3

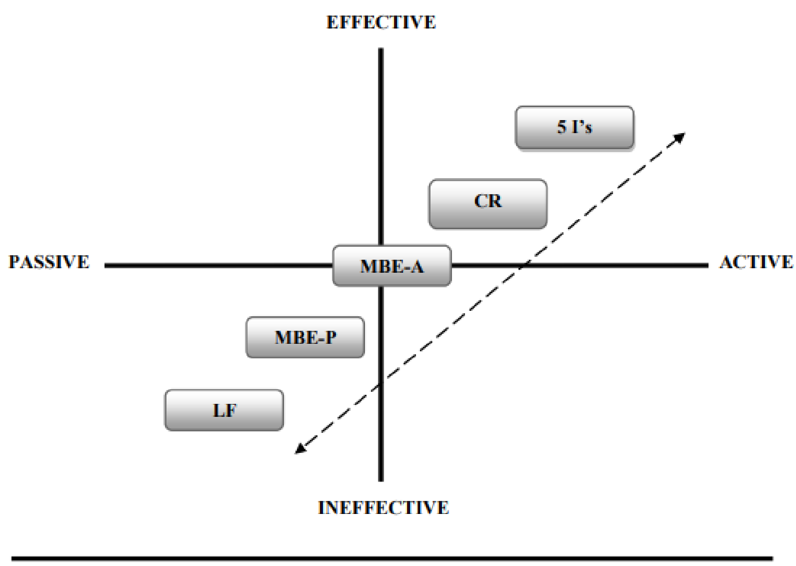
The Full Range Leadership Model



Note. Adapted from *Improving organizational effectiveness through transformational leadership* by Bass & Avolio, (Eds.)., 1994.

Figure 4

The Model of the Full Range Leadership



Note. Adapted from '*Transformational leadership* by Bass & Riggio, 2006.

Over the years, researchers such as Bycio et al. (1995); Carless (1998); Rafferty and Griffin (2004); and Yukl (1999) have argued that the full range leadership concept, despite its effectiveness, requires a review by considering other significant behaviors that are excluded or contradicted within its present concept. Although the Multifactor Leadership Questionnaire (MLQ) gauges a few significant leader's behaviors, this ignores various effective leader's behaviors involving counseling, acknowledging, enabling, explaining job responsibilities and targets, and transient planning. Many of these behaviors were previously studied by scholars, for example, at Ohio State University (Fleishman, 1953), Michigan University (Likert, 1961), and in the path-goal theory of leadership (House, 1996). Some of the exceptions showed that the full-range leadership model could make better predictions if it considered the behavior of a very important leader.

2.4.5. Ethical Leadership Theory

Ethical leadership has piqued the interest of many academics due to extensive research. The expanded and intensified attention in the area of ethical leadership advancement is claimed to be a result of current incessant outrages (Brown et al., 2005; Hartog, 2015). The leadership theory is based on descriptions of transformational leadership, which necessitates ethical leadership. This was reinforced by Bass and Steidlmeier (1999), who said that for leaders to be metamorphic, they must be morally grounded. Although a lot of these studies carried out on leadership are subjugated to variables such as performance, productivity, and measurement, there is no room for ethics in them. However, authors such as Burns (1978), Brown and Trevio (2006), and Walumbwa et al. (2008) connected their research with ethical values and administration. In the work of Burns, he defined the "process of transformational leadership as raising both leaders and followers to higher levels of motivation and morality", which is contrary to transactional leadership as there was no mention of ethical value (1978, p. 20). However, when Burns' bibliophiles and supporters came up with their concept of ethical leadership, they often tended to be in accordance with Burns' leadership structure, occasionally inserting fresh ideologies and clarifications. For instance, Burns' possibility of transformational leadership is mainly in connection with charisma, as it tends to have a gloomy part that is portrayed as pseudo transformational leadership, and this can be exhibited by a specific mixture of transformational behaviors. According to Bass and Steidlmeier (1999), segments of transformational leadership will result in manipulation of supporters, particularly when an adherent has an individual relationship with the leader. In an idealized influence, for instance, the leader might be self-centered, utilizing their expression of the vision to control adherents. Determinative Undertaking: With inspirational motivation, the leader inspires reliance but regularly fails to provide emancipation for supporters. Intellectual stimulation causes leaders to discourage autonomous thinking and inventiveness while providing subordinates with a path to follow. Also, in the context of individualized consideration, the leader is not bothered about the advancement of adherents and may perceive them as transactional by producing the desired results (Burns, 1978).

However, apart from Burns' individual motivation and morality, Trevio and associates did an enlightening and extensive study on ethical leadership to recognize the attributes that ethical leaders should possess and who can be termed as ethical leaders (Trevio et al., 2003; Trevio et al., 2000). Trevino and associates stated that ethical leadership should comprise the attributes of the moral individual and the moral executive (Brown & Trevio, 2006; Trevio et al., 2000). The moral individual aspect of ethical leadership considers the leader's characteristics, whereby ethical leaders exemplify specific qualities such as integrity, fairness, sincerity, candidness to feedback, deference, and uprightness in policy making, as well as empathy for followers (Trevio et al., 2000). Hoch et al. (2016) asserted that ethical leadership has been described in a distinct manner, which includes morals, attributes, and comportments. According to Trevino et al. (2003) in describing what makes a leader ethical, the management recognized different ways of comportment and intentions (for example, fairness, authenticity, dependability, and selflessness) and recognized aspects of conduct, including efforts to impact the ethical conduct of followers. The moral executive aspect of ethical leadership comportment focuses on how leaders use their executive authority and leadership status to motivate and stimulate ethical guidelines and ethical actions in the organization. Brown and Mitchell (2010) also said that people who want to be ethical leaders need to be strong and moral.

Subsequently, Giessner et al. (2015) pointed out that ethics should be a vital component of an ethical leader's identity and be a driving force in the leader's daily activities. In addition, Brown et al. (2005, p. 120) theorize ethical leadership and connect it with several motivated workforces and organizational results. They reinforced the concept by utilizing social development and social trade viewpoints and considered it "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships and the promotion of such conduct to the followers through two-way communication, reinforcement, and decision-making". Equally, Mayer et al. (2012) and Trevio et al. (2003) concluded that supporters under the guidance of ethical leaders mirror their leader's conduct and have a considerable influence on supporters' ethical behaviors. Also, the growing body of research on ethical leadership across different ethnicities has shown that this type of leadership can be effective at motivating a workforce and is positively associated with positive workforce outcomes like approaches and comportments, as well as being quite effective at reducing undesirable outcomes like aberrance and employee turnover (Bedi et al., 2016; Chughtai et al., 2015; Demirtas & Akdogan, 2015). Sendjaya and Sarros (2002) confirmed that the ethical leadership concept hinges on the New Testament examples of servant leadership. Smith et al. (2004) say that servant leadership is about helping followers reach their goals by encouraging group development, giving them more freedom, and letting them work together in a way that is good for their well-being and long-term well-being.

Correspondingly, several scholars described ethical leadership distinctively by implying the constraints of Brown and associates' description. For instance, Den Hartog and De Hoogh (2009) characterized ethical leadership as the method that allows leaders to impact team activities by accomplishing organizational objectives in a communally accountable manner. Categorically, this interpretation suggests a leader must be principled and considerate, and their activities should be advantageous for all partners, including supporters, associations, and communities, in order to be an ethical leader (Den Hartog, 2015). Likewise, Gini (1997) stated that a leader can be viewed as ethical when they do not treat others badly and tend to revere all the concerned parties' privileges. Similarly, Kanungo (2001) claimed that ethical leaders should participate in equitable demonstrations and avert destructive actions toward others, and their activities should be founded on humane intentions instead of egotistical ones. Based on the above definitions, ethical leadership is deemed to have good motives and objectives in its conduct, as opposed to normative suitability. So, the leader might do things like explaining why principles are important, sharing good rules with people in the organization, act in an ethical way to set an example for others, bring up moral leadership when judging how well something was done, and look into or correct dishonest behavior.

2.4.6. Authentic Leadership Theory

As researchers continue their search for the best leadership styles, authentic leadership is another type of leadership concept that combines authenticity with certain psychological characteristics and good morals. Luthans and Avolio (2003, p. 243), describe “authentic leadership as a process that draws from both positive psychological capacities and a highly developed organizational context, which results in both greater self-awareness and self-regulating positive behavior on the part of the leaders and associates, fostering self-development”. Likewise, Walumbwa et al. (2008, p. 94) characterize “authentic leadership as a pattern that draws upon and promotes both positive psychological capacities and a positive ethical climate to foster greater self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development”. These descriptions and the idea of authentic leadership were broken down into four parts, as shown in the table below:

Table 12

The Authentic Leadership Four Components

Self Awareness: an understanding of one's strengths and weaknesses and the multi-faceted nature of the self; includes developing an insight into the self, through exposure to others and being aware of one's impact on others: * based on personal insights of the leader; * process, concerned with reflecting on one's core values, identity, emotions, motives and goals; * being aware of and trusting your own feelings - strong rationale for decisions and actions.
Internalized Moral Perspective: self-regulation that is based on internalized moral values; this is expressed in ethical decision making and ethical behavior: * self regulatory * using moral standards to guide behaviour, rather than being influenced by others; * likely to lead to consistent behaviors, in keeping with espoused values.
Balanced Processing: objective evaluation of information before making a decision, includes encouraging others to question or challlenge one's values: * also self-regulatory; * considering other people's perspectives, but analysing this information objectively before making a decision; * remaining open and unbiased.
Relational Transparency: being true to one's values and expressing this to others; this involves the open sharing of information about one's thoughts and feelings: * also self-regulatory; * being open and honest in presenting one's true self; * includes alllowing others to see negative aspects of oneself.

Note. Adapted from *Authentic Leadership: Development and Validation of a Theory-based Measure* by Walumbwa et al., 2008, pp.89–126.

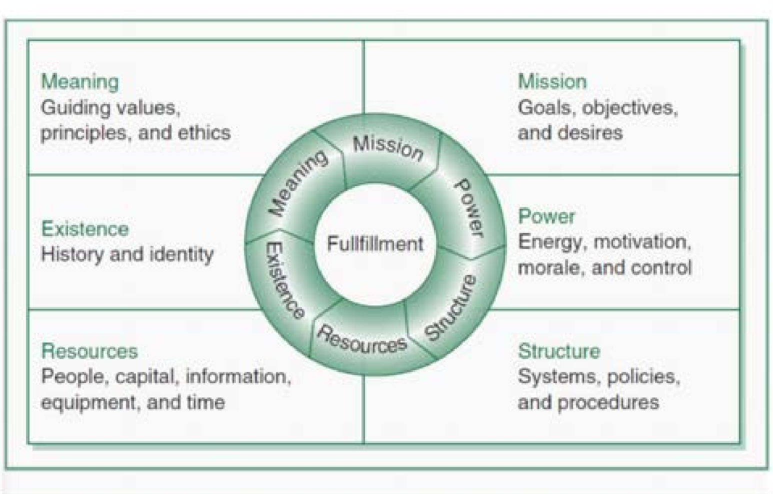
Regardless of authentic theory's moderately restricted experimental support, a few scholars, for example, Terry (1993), provide a more pragmatic approach to leadership. The Action Wheel Leadership, for instance, is an activity focused outlining device that targets giving leaders answers to two essential leadership queries:

1. What could be happening?
2. What can one do about it?

Terry (1993) developed the authentic action wheel, which assists leaders in outlining issues, pinpointing the challenge on the analytical wheel, and tactically selecting an appropriate reaction to the issue.

Figure 5

The Authentic Action Wheel



Note. Adapted from *Authentic Leadership: Courage in Action,* by Terry, 1993, p.84.

The approach to outlining a challenge, based on the authentic leadership concept, effectively empowers leaders to address it. However, without a cogitative response, activity is misled, misconstrued, and mishandled. Except if leaders realize what is truly happening, they misinterpret the problems and behave with unforeseen, even critical, results. Additionally, other effective methodologies incorporate Bill George's Characteristic Model, which portrays leaders as having the following qualities: understanding of their goals, resilience, credulous connections, self-mastery, and acting with heart (purpose).

Eagly (2005) stated that authentic leadership is a formative, reciprocal method in which leaders can influence their devotees and vice versa; thus, it is made for both the leaders and devotees. Also, Shamir & Eilam (2005) depict authentic leadership as grounded in self-concept, in addition to the means by which self-concept identifies with the leader's activities. This type of leadership can be activated by significant life occasions, sustained, and built over an extensive period (Avolio & Gardner, 2005). The benefits of this concept are that it satisfies society's communicated desire for reliable leadership and compensates for an uncertain society's shortcoming. Likewise, it gives expansive rules to individuals who desire to be authentic leaders. The empirical and hypothetical methodologies both give a guide to this leadership concept. However, with transformational and servant leadership, authentic leadership tends to have an unequivocal ethical aspect. This is quite in contrast with the traits that certain individuals demonstrate, but it is possible for every individual to fathom how to be more authentic in their leadership. The effect of leadership styles on employee performance can be objectively measured using a well-established tool like the Authentic Leadership Questionnaire (ALQ). A few criticisms of the concept include the fact that the hypothesis is still in its pilot stages. Hence, a few ideas in the empirical methodologies are not completely evolved or validated. Also, the ethical segment of authentic leadership is not completely clarified. Consequently, it is indistinct how better values, for example, equity, edify authentic leadership. Additionally, academics have not distinctly outlined the justification for including constructive mental abilities as a component of authentic leadership.

Likewise, the connection between valid, authentic leadership and favorable organizational results is quite vague. Additionally, it is not satisfactory whether authentic leadership is adequate for accomplishing organizational objectives. In any case, individuals could become genuine leaders. It is a deeply ingrained developmental procedure that enables leaders to constantly strive to do the right thing, to be honest with themselves and others, and to work for the benefit of all. Furthermore, human resource offices may have the option of encouraging authentic leadership behaviors among employees in positions of authority.

In conclusion, basic life experiences that result in development and increased credibility shape leaders.

2.4.7. Servant Leadership Theory

This theory of leadership emphasizes individual veracity and being of service to other individuals, which includes the workforce, clients, and the general public. Even though this is an old idea, Greenleaf looked at the modern idea of servant leadership at the Center for Servant Leadership in 1970 (Greenleaf, 1970). He advocated for building unanimity in gatherings as opposed to utilizing forced administration. The scholar experienced his childhood in Indiana preceding the Great War, endured the 1929 stock market crash and the Great Depression, and saw both sides of the leadership gamut in America, that is, from the distracted spotlight on obtaining transient individual affluence to building an enduring civic framework across the United States. Greenleaf served as AT&T's executive director of management development for about four decades before resigning in 1964. At this point, he was viewed as one of the country's foremost professionals as regards corporate leadership development. Greenleaf wrote in the preface to his paper in 1970: "I concluded that we in this country were in a leadership crisis and that I should do what I could about it, and I further describe servant leadership as follows: Servant leadership begins with the natural desire to serve. Then, by conscious choice, one aspires to lead... The difference is manifested in the servant's care, which begins with ensuring that other people's highest priority needs are met. The best litmus tests are: “Do those served grow as people”? “Do they become healthier, wiser, freer, more autonomous, or more likely to become servants themselves while being served”? “And what is the effect on the least privileged in society”? “Will they benefit, or at least will they not be further deprived”? (Northouse, 2013, p. 220).

The scholar was enlivened to explicate the inkling of servant leadership by perusing the book written by Herman Hesse, “Journey toward the East.” The narrative of the book is about a group of voyagers and a servant named Leo who attended to their needs. Leo carried out the menial tasks and cheered them up with his essence and melody. However, everything was going smoothly until one day Leo vanished into thin air, causing the voyagers to panic and conclude that they could not continue with Leo, and the trip was canceled. Based on this illustration, Greenleaf (1970) depicts that a leader is viewed as a servant first, and this basic reality is vital to the leader’s eminence. From the story, it is obvious that Leo was truly the leader all the while, although he was first and foremost a servant because, deep down, that is who he is. However, the role of leadership was conferred on a man who was naturally a servant. This was a privilege that was offered or accepted, but it is subject to revocation at any time. Yet Leo’s servant nature was his true self; it was not offered or accepted and cannot be removed. Subsequently, leaders have a societal obligation to help the less privileged (the have-nots) and move power to the individuals or groups being led. It is important to know that a lot of researchers supported and proceeded with Greenleaf’s study, and this includes Spears (2010), who distinguished and strengthened the comprehension of Greenleaf's “Attributes of a Servant Leader”. The table below shows in detail the attributes that are required of a servant leader.

Table 13

The Ten Characteristics of a Servant Leader

1. **Listening** - acknowledging the viewpoint of followers and validating these perspectives.
2. **Empathy** – "standing in the shoes" of another person and attempting to see the world from that person's point of view.
3. **Healing** – in helping followers become whole, servant leaders are themselves healed.
4. **Awareness** – understanding oneself and the impact one has on others.
5. **Persuasion** – creates change through gentle, nonjudgmental argument.
6. **Conceptualization** – the ability to be a visionary for an organization.
7. **Foresight** – the ability to predict what is coming based on what is occurring in the present and what has happened in the past.
8. **Stewardship** – carefully managing the people and organization one has been given to lead. Holding the organization in trust for the greater good of society.
9. **Commitment to the Growth of People** – treating each follower as a unique person with intrinsic value beyond what he/she contributes to the organization. 10. **Building Community** – allowing followers to identify with something greater than themselves that they value.

Note. Adapted from *Character of Servant Leadership: Ten Characteristics of Effective, Caring Leaders*, by Spears, 2010, pp.25-30.

Additionally, despite the fact that Greenleaf's leadership methodology began with inaccurately delineated attributes and regulating standards, it was embraced as a leading theory by some institutions.

Liden et al. (2008, p. 161) offered a fascinating leadership methodology in an essay titled "Servant Leadership: Development of a Multidimensional Measure and Multilevel Assessment". The paper investigates the measurement of servant leadership through experimental examinations, utilizing a representative sample of 298 undergraduates and 182 experts. Basically, the outcomes propose that servant leadership is a multidimensional construct and, at the individual level, makes a unique contribution beyond transformational leadership and LMX in explaining community citizenship behaviors, in-role performance, and organizational commitment. Also, the article's findings led to the 7-factor “Servant Leader Behavior model”, which is shown in the table below.

Table 14

The 7-Factor Servant Leader Behavior Model

Conceptualizing This refers to the leader’s thorough understanding of the organization, its complexities, purposes and mission (example: Kate Simpson, a senior nursing supervisor in emergency room of a large hospital, uses conceptualizing to lead her department. Example in Northouse, 2013).
Emotional healing It involves being sensitive to the personal concerns and well-being of others; recognizing others’ problems and taking the time to address them (example, a white priest on Chicago’s south side - follow link appearing below). http://www.newyorker.com/news/news-desk/father-pflegers-mission-on-chicagos-south-side
Putting followers first It involves using actions and words that clearly demonstrate to followers that their concerns, interests and success are a priority. For instance, Dr. Autumn Klein, a widely published health education professor at a major research university, responsible (and principal) for various ongoing large public projects, always put the names of other researchers before his own (example in Northouse, 2013).
Helping followers grow and succeed It involves knowing followers’ professional or personal goals; and helping them to accomplish the (example: Mr. Yon Kim, a high school music teacher, consistently receives praise by parents for helping each students, from the most capable to the least, without being judgmental (example in Northouse, 2013).
Behaving Ethically Doing the right think in the wright way through holding strong to ethical standards, including being open, honest and fair with followers (example: CEO Elizabeth Angliss decided to shred instead of reading a document with stolen competitor future plans, Northouse, 2013)
Empowering Allowing the followers the freedom to be independent, make decisions on their own and be self-sufficient. For example, a college professor empowers two teaching assistants by allowing them set their own office hours, grading students’ papers and more (Northouse, 2013).
Creating Value for the Community Creating value for the community by intentionally giving back to the community and encouraging followers to volunteer for community service. For instance, the principal of Alger High School accepts students (often mature with children) that are on probation a second chance, thus saving them from dropping out of education entirely and resuming criminal activities.

Note. Adapted from *Servant leadership: Development of a multidimensional measure and multi-level assessment* by Liden et al., 2008, pp.161–177.

Consequently, servant leadership results in a devotee’s or supporter’s performance and development. When a leader perceives the supporter’s commitments and supports them in attaining their full potential, supporters can in turn be servant leaders as well. Greenleaf's servant leadership theory proposes that once supporters receive care and emancipation from moral leaders, they will begin valuing others along these lines (Northouse, 2016, p. 231). Furthermore, because servant leaders positively influence supporters and their performance, it influences organizational performance as well. Though findings have found a favorable connection between servant leadership and organizational citizenship behaviors, involving groups’ efficacy being boosted by improving adherents’ mutual credibility, the social effect is another probable consequence of servant leadership, which is going to have a favorable effect on the community. In understanding the servant leadership concept in today’s business world, Southwest Airlines is a genuine illustration of impacting and contributing significantly to society. Business pioneers demonstrate the alleged “others first” organizational notions, and it begins with how the organization cares for its workforce and understands who they are as servant leaders concerning their clients. In general, servant leadership is quite dissimilar to all other leadership concepts. The advantages and disadvantages of this leadership theory are that it allows selflessness as the focal point of the leadership cycle while providing an illogical methodology as regards influence. Servant leadership entails putting followers first and accepting the consequences. And this will bring about a tremendous change in persons, organizations, and society. Servant leadership operates effectively when the leaders are selfless with a formidable impetus toward assisting their followers, and it is vital that supporters are responsive to this leadership style. Also, leaders ought to distribute authority, but if followers do not want to be shepherded, encouraged, and emancipated, servant leadership will not be viable. Furthermore, because servant leadership has been widely used in various organizations for over three decades, it can be implied at all levels of management and in various types of institutions. It is quite crucial that organizations be mindful in their employee selection processes and critically look for individuals who are keen on building a long-standing connection and have good morals.

2.5. Performance

Performance is critical for both the organization and its employees, as it is the foundation of any business seeking to gain a competitive advantage in the dynamic business environment created by globalization. Every company wants a high-flying employee to help them achieve and exceed their business goals, provide specialized products and services to their customers, and ensure business profitability and performance. But when people do tasks at a higher level, they tend to get satisfaction from a sense of ego and mastery. Also, if someone is a low performer and can't reach the goals set for them, they become unhappy, which can lead to poor performance.

2.5.1. Performance Theories

According to Cooper and Jackson (1997) and Howard (1995), businesses and work are currently experiencing intense vicissitudes, and this has inferred and comprehended performance (Ilgen & Pulakos, 1999). Likewise, Campbell et al. (1993) assert performance as what the company recruits a person for in getting a job done and ensuring it is properly done. Therefore, Motowidlo et al. (1997) described performance as a judgmental and evaluative process and not an action in itself. However, Campbell et al. (1993) stated that actions that can only be measured can be deliberated to represent performance. Luthans et al. (2006) indicated that, based on the behavioral method in administration, performance is the amount or value of that which is created, or services offered by an individual that accomplishes a task. Furthermore, Rivai and Basri (2005) defined performance as the outcome or degree of accomplishment that an individual achieves within a specific time frame in comparison to several potentials, such as job guidelines, goals, or standards on which both parties agree. Additionally, workforce execution was estimated to be using six indicators, for example, value, amount, practicality, appropriateness, efficacy, liberation, and job dedication (Mathis & dan Jackson, 2006). Organization execution, on the other hand, is a company's ability to reach its goals over time by using critical exploiting techniques, such as increased benefit, the production of valuable goods and services, a large market share, and excellent financial results (Koontz & Donnell, 1993). Also, an organization’s performance can likewise be utilized to see how a venture is fairing based on its profitability level, industry share, and superiority of goods compared to other ventures in similar industries. (Obiwuru et al., 2011). It is then a measure of how well people do their jobs based on the income, yield, growth, improvement, and expansion of the companies.

Elger (2007, p. 11) develops and communicates six primary models to form a framework that can be used to clarify and improve performance. So, in order to be significant, something must be created or valued, and a performer can be a group of people who collaborate on a project. Although the degree of performance relies comprehensively upon six segments: context, level of knowledge, levels of skills, level of identity, personal factors, and fixed factors Three axioms are recommended for effective performance improvements. These involve a performer’s mindset, immersion in an enriching environment, and engagement in reflective practice. The table below goes into greater detail about determining performance.

Table 15

The "Components that Holistically Interact to Establish Level of Performance"

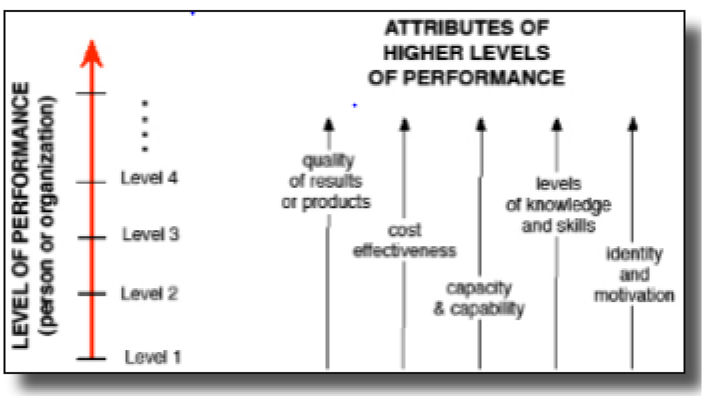
Component	Description	Exemplars	Classification Rules
Level of Identity	As individuals mature in a discipline, they take on the shared identity of the professional community while elevating their own uniqueness. As an organization matures, it develops it mission, its way doing business, and its uniqueness.	A student uses disciplinary slang to describe engineering design activities. A teacher examines his performance through the lens of student learning. A college dean holds herself accountable for her leadership. A research team evolves its identity as a performance organization.	associated with maturation in a discipline or culture associated with maturation in life internalized by person or organization—the individual or organization takes on the shared identity
Levels of Skills	Skills describe specific actions that are used by individuals, groups, or organizations in multiple types of performances.	making assumptions persisting being humble setting goals observing	describe an action action is relevant in a broad range of performance contexts
Level of Knowledge	Knowledge involves facts, information, concepts, theories, or principles acquired by a person or group through experience or education.	Facts/information—names of states, conversion factor between feet and inches Concepts—democracy, chair, force, Principles/theories—relationships between the tilt of the earth and the seasons; law of conservation of energy	derives from human experiences can be communicated or recognized
Context of Performance	This component includes variables associated with the situation that the individual or organization performs in.	The performance of an academic department is coupled with the organizational effectiveness of the host college. Learning of a student is coupled with the organization of a class.	relates to circumstances associated with the performance applies to multiple performance within the context—not a personal factor.
Personal Factors	This component includes variables associated with the personal situation of an individual.	Performance of a teacher is impacted when he or she is ill Performance of a dean is impacted when his or her spouse dies A student's performance is impacted by the quality of his or her home environment	involves life situation of an individual
Fixed Factors	This component includes variables unique to an individual that cannot be altered.	Performance in basketball is impacted by height Genetic factors influence performance	involves an individual immutable; cannot be altered

Note. Adapted from *Theory of performance* by Elger, 2007, p.11.

According to Elger (2007, p. 11), performance is based on the popular axiom that "life is a journey, not a destination, and the position in the expedition is considered the level of performance, whereby the individual level symbolizes the efficacy or quality of a performance". Also, the figure 6 below depicts performance advancing through levels where the tags characterize the effectiveness of performance. The graph shows that when quality surges, it causes the products to be efficacious in attaining or surpassing the stakeholders' aspirations, and when there is cost reduction, it depicts that the financial investment, work effort, and waste reduce. Likewise, when there is a rise in capability, it is possible for the organization to produce more. Furthermore, as knowledge levels rise, leaders are more likely to set realistic goals and strive to maintain a favorable viewpoint. Lastly, when employees have a sense of identity and inspiration, they can build and understand who they are as professionals. This lets organizations focus on what they do best.

Figure *6*

Level of Performance



Note. Adapted from *Theory of performance* by Elger, 2007, p.11.

2.6. Perception

This sub-section will help the researcher understand how people see, understand, and make sense of their surroundings, as well as the leadership styles used by the organization’s leaders and how this can help them get their jobs done on time and perform at their best for the benefit of their organizations.

2.6.1. Perception Theories

Robin and Judge (2007) describe perception as the cycle in which the workforce sorts out and deciphers their tangible impressions, along these lines offering importance to their current circumstance. reinforced that the workforce’s comportments, opinions, and accomplishments imply their insight and anticipation, thereby retaliating for the reception they got from their institutions. Gibson (1950) theory proposed that the noesis system was formed and shaped by the long-term transformative impact of an extrinsic climate, which was visible in its formation and capabilities. Over time, people tend to figure out how to decisively extricate data, as it is fundamental to one’s endurance. However, as per Darwin’s supposition, the demands of the ecosystem made our sensory organs “framed”, as they became susceptible to the appropriate impetus of the climate and then adjusted to the environment. The basis of Gibson’s premise is the belief that our perception is dictated by ocular streams and ocular displays, which can be viewed as examples of illumination in the world (Gibson, 1979). Also, Gibson unified the phylogenetic progression of time (the impact of development on the psychological system) into the sequence of insights. Gregory, on the other hand, used the progression of “ontogenetic time” and claimed that tactile information found on receptors is just a type of energy test, but it is of no extraordinary significance. Though the significance depends on past experiences, whereby information has both the past and the future, this brings about transformation and impact simultaneously and has some concealed facets that arise just whenever there is an impact based on the different circumstances (Gregory, 1990, p. 219).

Furthermore, Eysenck and Keane (2010) presume constructivist speculations as the cycle of insight, which is an extremely dynamic process of extricating perceptible spurs, their assessment, clarification, and reverse association of sensatory inducement. Nevertheless, perception is the result of the collaboration among catalysts, intrinsic theories, anticipations, and information on the spectator, while inspiration and feelings assume a significant role in this cycle. Also, perception is impacted by an extensive scope of specific elements that could prompt an insufficient understanding. Additionally, Marr (1982) viewed perception as critical thinking and further stated that when trying to get an answer, it is imperative to examine what the graphical method ought to do to make perception effective. He dubbed this stage trigonometrically because it acknowledges that an individual's role (insight is a function) can be viewed as a trigonometrical activity (consisting of chronological processes) that results in an ideal outcome. A key component of this arrangement of processes is how it contains concealed systematic (computational activities), and the point of computational investigation is to depict a system by which we guarantee the accomplishment of an outcome. It is important to know that perception is diverse from real life on the grounds that various workers have distinctive conduct and considerations; hence, there will frequently be dissimilarities amongst representative sentiments. Moreover, the perception of workers varies significantly across the different equity frameworks; workers' insight influences the performance system, and this can be affected by character, which incorporates perspectives, intentions, concern, knowledge, and anticipations. A favorable insight produces a productive attitude toward work, whereas an unfavorable insight produces a negative attitude that influences the workforce and institutional execution. Different articles have been written about how employees feel about the most common leadership styles and how they affect the organization's performance, productivity, culture, and many other things. This will help the researcher learn more about the research topic and find answers to the questions that this research raises.

2.6.2. Employee Perception

Perception is how a person gathers, organizes, and makes sense of the information they have about their current situation. Observing includes being mindful of our general surroundings and handling data about the environment. Also, social views inform our views and decisions as regards other people. However, societal judgments are important because many administrative actions are based on the views of representatives (Mulugeta & Hailemariam, 2018). For instance, Geanta and Schneider (2015, p. 269) examined “employees' perception of leadership style in the independent public institution known as the National Bank of Romania (NBR) type”. The researchers made use of systematic research methods (quantitative methods), and the outcome of the research shows the most prominent leadership style often perceived by the employees is the authoritarian leadership style, followed by the participative leadership style. Also, they recognized minimal leadership influence from transformational and transactional leadership styles. Likewise, Cheung et al. (2018) carried out an investigation on “Employees’ Perception of Leadership Styles and Successful Aging in the Workplace”, and their research portrays transformational leadership as being favorably correlated to the overall successful aging measurements in the workplace. Whereas transactional leadership was perceived to be correlated to an organization’s development, laissez-faire leadership shows a negative correlation with regards to successful aging in the workplace. Thereby, the authors suggested that “a combination of transactional and transformational leadership styles can be adopted to support the successful aging of the organization”.

Also, Wren (2018) conducted extensive research on “employee perceptions of leadership styles that influence workplace performance”, and four focal themes were revealed: (a) perceptions of three leadership styles (transactional, transformational, and laissez-faire); (b) insights on workplace performance; (c) observations of leader behaviors and characteristics; and (d) work ethics, indicating that a supervisor's leadership behaviors and characteristics do impact employees' workplace performance.

Participants preferred leader characteristics and behaviors associated with transformational leaders over those associated with transactional or laissez-faire leaders, according to the four primary themes. An organization's culture is influenced by its leadership style, and consequently, leadership style affects an employee's workplace performance. The social change implications, as related to the findings, enable a leader to evaluate the perceptions of an employee's view of appropriate leadership styles that increase their workplace performance.

2.7. Conceptual Framework in Research

It is a structure that offers a framework for comprehending a certain event or issue. This framework is known as a conceptual framework in research. It is an essential part of any research projects and aids in directing the process from beginning to end (McGaghie et al., 2001). Also, in research, a conceptual framework serves as a foundational structure that guides the exploration of a specific event or issue. It functions as a roadmap, providing a clear understanding of the key concepts, variables, and relationships relevant to the research question.

2.7.1. Leadership Styles

Leadership style has grown extensively over the years and has been widely researched in the social sciences, humanities, and in academic and professional (business and management) fields (Bass & Avolio, 2000; Bass, 1985; Bass & Avolio, 1990a, 1990b; Burns, 1978; Ismail et al., 2010; Liphadzi et al., 2015). It is critical to understand that the success or failure of any organization is critically dependent on its leadership style, and research has postulated that the executive's leadership attributes, and behavioral and communicative patterns have a significant effect on the organization's performance (Liphadzi et al., 2015). Leadership style tends to be the way leaders influence, interact with, and direct their subordinates toward attaining the organization's objectives. However, Santora et al. (1999) and Venkataraman (1997) provide evidence of a possible link between leadership style and organizational performance. This is based currently on the concentrated and ever-changing business sector's characteristics, technological-based competitiveness, product/quality rivalry, the bottom line, and the imaginative devastation of present competencies.

Also, some other researchers, such as McGrath and MacMillan (2000) and Teece et al. (1997) suggested that compelling leadership practices could inspire the progress of performance once companies accepted fresh complications. Hussain and Hassan (2016) emphasize that an effective leadership approach can improve business performance and encourage the achievement of set objectives, whereas an ineffective approach can have a negative impact on business execution and employee perceptions. A great deal of research has been done on the element of leadership that gave rise to several leadership concepts, based on the significant relationship between leadership approaches and organizational performance. As a result, different theories suggest divergent views of the leadership approach, and a varied style of leadership can often be adopted for the performance of the leadership, which may lead to the performance of the organization.

However, for this research, three approaches to leadership were adopted transformational theory, transactional, theory and full range leadership theory (transactional, transformational, and laissez-faire leadership approaches) based on Burns (1978) and Avolio & Bass (2004) framework to provide insights into the study themes and respond to the study inquiries as proposed by the researcher.

2.7.2. Laissez –Faire Leadership Style

Laissez-faire leadership, also known as hands-off leadership, is a style where leaders provide minimal direction or guidance to their followers. This approach grants employees a high degree of autonomy and decision-making power. In this leadership style, leaders provide minimal guidance, assistance, or feedback, allowing their followers to function independently and make their own judgments (Avolio & Bass, 2004b). Laissez-faire leadership empowers team members to set deadlines and make decisions about the direction of their tasks. While this autonomy can be beneficial, it can also be detrimental if team members lack strong time management skills (Billig, 2015). The team or organization may suffer from a lack of structure and responsibility if the leader is either absent or uninvolved. For example, in their framework for transformational leadership theory, Bass and Riggio (2006) addresses laissez-faire leadership as one of the leadership styles, that characterize laissez-faire leaders as passive and non-interventionists, unable to take on leadership tasks or offer their followers the required support. Avolio et al. (2009) Multifactor Leadership Questionnaire (MLQ), which assesses a variety of leadership traits, included laissez-faire leadership as a dimension. Laissez-faire leadership is characterized by a non-interventionist and hands-off style, with a focus on the absence of leadership activities and engagement. It's crucial to remember that despite being acknowledged as a leadership style, laissez-faire leadership is typically seen as less effective and linked to unfavorable outcomes when compared to more active and engaged leadership techniques. Also, it is a style of leadership in which the leader gives all decisions and responsibilities to the people under them. In essence, the leader adopts a handoff approach and provides little to no direction to his subordinates (Bass & Avolio, 2004b; Wongyanon et al., 2015).

Ukaidi (2016) refers to a laissez-faire leader as one who lacks certitude in his leadership capability. The leader controls or influences the organization's policymaking but allows anyone interested in the team to take the reins and does not set targets or goals for the members to work toward. There is little or no efficiency, no teamwork, and low morale among employees under this leadership style. According to Asare (2012), the leader delegated his authority to his followers and gave them complete control and authority to carry out and complete their tasks. Additionally, Ulrich et al. (1999) assert that subordinates are allowed to make unilateral choices as it relates to their work, although adopting this approach can be successful when the team members are experienced, devoted, diligent, and have extensive knowledge about their job functions. Besides, this approach will not be successful if the reverse is the case, as previously stated. However, Wong and Giessner (2016) discovered transactional and laissez-faire forms of leadership to be ineffective when promoting and dealing with revolution, and they went on to say that many leaders do not influence their teams and instead fill up space without creating any value. Consequently, Deva and Yazdanifard (2013) disapproved of the laissez-faire approach to leadership because its part in the policy and decision-making process is insignificant. For example, Gimuguni et al. (2014) investigated on the "effect of leadership styles on the performance of local governments in Uganda". "A case of Mbale District." The styles used in getting answers to the research questions were laissez-faire, autocratic, and democratic styles, and the outcome of the findings shows that the district leaders of Mbale adopt the autocratic leadership approach to get the workforce to perform their duties; also, in the Mbale local government, the laissez-faire style was dominant in the leadership, which led to missed deadlines. However, the local government saw improved work coordination among employees, which resulted in increased performance and meeting deadlines. Based on the research findings, there is a significant and highly favorable correlation between the leadership styles used in the study, whereby the Mbale local government strives to incorporate all three styles, but the dominant styles are autocratic and laissez-faire leadership.

2.7.3. Transactional Leadership Style

This leadership style changed the perception of leaders from a leadership and followership context to more of an exchange between the leaders and their followers (House & Shamir, 1993). Bass and Avolio (1993) stated that transactional leaders perform within the organization's constraints and obey the laid-down rules and regulations. But Bass and Avolio (1994) see transactional leadership as a type of leadership that is based on contingent rewards and involves a positive and active exchange between leaders and followers. In this kind of leadership, people who are employed are paid or praised for doing a job they agreed to do. Boehnke et al. (2003) define transactional leadership as a leader who concentrates on getting in-house players to accomplish the undertakings mandatory for the organization's growth and to attain its expected objectives. Transactional leadership comprises an interchange procedure as an outcome of the adherents' acquiescence to the leader's demand, which does not produce any form of enthusiasm or dedication to job purposes (Obiwuru et al., 2011). Also, Zhu et al. (2005) argue that transactional forms of leadership support businesses and help them attain their set goals by connecting work performance with esteemed compensation and ensuring that the workers have the necessary work tools required to get the task accomplished. Furthermore, McCleskey (2014) argued that transactional leadership does not necessitate affiliation and rapport between leaders and their subordinates because tasks, responsibilities, and the province effect are distinct. This style has been favored by the management of many organizations and is the most prevalent in the business world. For example, Ojokuku et al. (2012), in their research, considered the "impact of leadership style on organizational performance: a case study of the Nigeria Bank in Nigeria". The research sample size was 60 interviewees and covered 20 financial institutions situated in Ibadan, Oyo State, Nigeria. Their findings show a favorable and unfavorable connection regarding leadership approach and performance.

2.7.4. Transformational Leadership Style

Transformational leadership with a democratic style improves organizational effectiveness, autocratic leadership has a positive but insignificant impact. However, it is suggested that financial institutions, in the present climate of intense universal rivalry, adopt a transformational and democratic style of leadership. Similarly, Obiwuru et al. (2011) research scrutinized the "effects of leadership style on organizational performance: A survey of selected small-scale enterprises in the Ikosi Ketu Council development area of Lagos State, Nigeria", and discovered the transactional approach having a noteworthy favorable impact on performance while the transformational approach had a favorable but inconsequential impact on performance. However, House and Aditya (1997) describe a transactional leader as a leader who aims to ascertain that the course to mission achievement is distinctively comprehended by the in-house players, ensure all probable obstacles within the organization are eliminated, and inspire the team to accomplish the set objectives.

Sadeghi and Pihie (2012) describe transformational leadership as an approach that focuses on encouraging workforce enthusiasm and improving an organization's performance. Also, transformational leaders are in general solid pathfinders with leadership styles that are moral, in alignment with the organization's goals, and revolutionary. The leaders tend to urge representatives to seek positions of authority while developing and encouraging a feeling of proprietorship in the formation of the organization's practices amongst its workforces. The improvement of a worker's skills considers a stronger sense of belonging and shows that the worker is ready to accept change and eager to get things done (Hassan & Hatmaker, 2015). Furthermore, Garca-Morales et al. (2012) stated the main focal point of a transformational leader is propelling adherents in the direction of the organization's objectives even when change arises. However, Newman (2012) concurred that the transformational leadership style revealed it is quite effective, unlike the other two styles, at boosting worker's fulfillment, work, and confidence in the workplace setting, thereby improving the organization's performance. Malcalm and Tamatey (2017, p. 343) conducted their research by "examining the effects of leadership style on employee performance in the Ghanaian public sector". Three approaches to leadership were examined, namely: transformational, transactional, and laissez-faire, and we adopted the mixed-method approach with the descriptive linear regression method to determine the effect of leadership styles on employee performance as measured by organizational citizenship behavior (OCB) and in-role performance (IRP). Their findings from the collected and analyzed data depict that the examined leadership approaches have no impact whatsoever on the workforce's performance. Although it was noticed that the leaders exhibited a combination of the first two leadership approaches and less laissez-faire leadership, Abasilim (2014) research was on "Transformational Leadership Style and Its Relationship with Organizational Performance in the Nigerian Work Context: A Review". The researcher used secondary data to collect data, and the results show that transformational leadership style "has a significant positive connection with organizational performance in a Nigerian work setting". It is suggested, however, that companies can adopt this style if they encourage leader and adherent collaboration if they truly want to increase and safeguard the organization's performance, and training in making it a reality is also recommended.

2.7.5. Leadership Attributes

The term "attributes" in the context of leadership refers to the individual traits, traits, and abilities that help a leader lead effectively. These qualities are essential in determining a leader's capacity to motivate, sway, and direct people. The following characteristics that are crucial to good leadership:

Integrity: Integrity is the observance of moral and ethical standards, as well as honesty and consistency in deeds, choices, and behaviors. Integrity in leadership fosters confidence and trust among teams and stakeholders. They behave morally and openly, preserve discretion when necessary, and take responsibility for their actions (Mayers et al., 2012; Simons & Roberson, 2003). Simons and Roberson (2003) in their research emphasizes the value of a leader's honesty in fostering team trust. They discovered that leaders who continuously acted with integrity had a higher propensity to build trust, improve team performance, and create a productive workplace. Furthermore, Mayer et al. (2012)'s research shows that organizational citizenship behaviors, work satisfaction, and employee performance are all favorably impacted by a leader's honesty. Integrity in leadership fosters commitment and engagement among employees by promoting a culture of truthfulness and moral conduct. Also, integrity and ethics are crucial traits for fostering followers' trust and credibility (Avolio et al., 2009; Yukl, 2010). Integrity in leadership, honesty, and ethical conduct are also crucial and leaders who preserve high moral standards and conduct themselves honestly encourage loyalty and devotion in those who follow them (Mayer et al., 2012).

Personal drive: the word “personal drive” describes someone’s inner inspiration, resolve and dedication to reaching their objectives. Leaders with high personal drive exhibit tenacity and a tireless pursuit of greatness and excellence. They also have a strong sense of purpose. They encourage and inspire their teams to perform at higher levels. Judge and Bono (2000) research indicates that leaders who are highly motivated and accomplishment-oriented perform better on the job. Their research highlights the significance of leader’s personal motivation in successfully guiding their teams and companies in attaining success.

Relationship traits: The interpersonal skills of a leader have a big impact on how well a company performs. Some of the traits identified are as follows:

Empathy: The capacity of a leader to comprehend and share the thoughts and viewpoints of others is known as empathy. A friendly and inclusive workplace where team members feel appreciated and understood is created by leaders who exhibit empathy. This increases cooperation and teamwork, strengthens connections, and improves communication. Research by Dutton et al. (2014) highlights the value of leader empathy in establishing trusting relationships and raising worker productivity. According to their research, leaders who showed empathy improved employee engagement, job satisfaction, and corporate citizenship practices.

Trustworthiness: Since it promotes credibility and dependability, trustworthiness is an essential quality for leaders. Trustworthy leaders instill confidence in their team members, encouraging free-flowing communication, teamwork, and a feeling of psychological safety. Effective leaders foster trust inside their organizations by being dependable, open, and true to their word. According to Dirks and Ferrin (2002) employee performance and leader trustworthiness have a favorable correlation. Based on the research, employees are more likely to engage in corporate citizenship practices and perform better on the job when they believe their leaders to be trustworthy.

Communication: A leader's communication style has a significant impact on how well a company performs. Communication: To effectively communicate their vision, goals, expectations, and feedback to their team members, leaders must possess effective communication skills. Clarity, fewer misconceptions, and the alignment of personal and corporate goals are all benefits of leaders who communicate well. Effective communication fosters participation, teamwork, and overall performance (Baber et al., 1996). A 1996 study by Barling et al. (1996) sheds insight on the connection between employee performance and leader communication. The results show that managers who successfully interact with their team members promote greater levels of performance and work satisfaction. It is important that for leaders to clearly express their vision, offer direction, and develop connections, they must have effective communication skills (Yukl, 2010).

Effective communicators encourage candid conversations, attentive listening, and timely feedback, which fosters a team-oriented workplace (Harms & Crede, 2010).

The following are the different communication methods and how they affect output:

Transparent and Open Communication: Leaders that practice open and transparent communication build credibility and confidence among their teams. They encourage two-way communication, open information sharing, and keep staff members updated on pertinent information. Improved performance results from transparent leaders encouraging inclusiveness, teamwork, and involvement among team members. According to Dirks and Skarlicki (2009), leaders who are transparent with their actions have a good impact on both staff performance and organizational citizenship. According to their research, transparent leaders foster a positive work atmosphere that increases dedication and job satisfaction among their workforces.

Supportive and Empowering Communication: Leaders that use a supportive and empowering communication approach place a high value on fostering bonds with and taking care of their team members. To assist people in developing and flourishing in their positions, they offer direction, support, and constructive criticism. Employee performance increases as a result of the confidence, motivation, and sense of ownership this communication style instills in them. According to research by Eisenbeiss et al. (2008), leaders who engage in empowering communication have a beneficial effect on worker performance. According to their study, empowered leaders increase staff members' motivation, self-efficacy, and work happiness, which leads to greater levels of performance.

Communication that is Clear and Goal-Oriented: Teams are better able to understand expectations, goals, and performance standards when leaders communicate in a clear and goal-oriented manner. They ensure that employees are aware of their duties, responsibilities, and anticipated results by making roles, responsibilities, and intended outcomes clear. Effective communication promotes performance and success by assisting in the alignment of individual efforts with corporate goals.

For the researcher, understanding how leadership attributes affect employee performance requires assessing the identified variables used in setting the research questions. Organizations may evaluate the qualities or attributes of leaders to determine their strengths and areas for development, plan their leadership development and succession, and implement focused interventions to increase leadership effectiveness. Here are some reasons why evaluating a leader's qualities in relation to staff successes are crucial in an organization:

Evaluation of leadership attributes aids in the prediction of staff performance results. According to research, leadership qualities including emotional intelligence, effective communication, and integrity are all favorably correlated with worker productivity (Carmeli et al., 2011; Mayer et al., 2012).

Evaluating leadership qualities serves as a foundation for activities aimed at developing leaders. Organizations may create customized training programs and interventions to improve leadership traits by analyzing the strengths and limitations of their current leaders (Avolio et al., 2009; Kaiser & Hogan, 2011). This will increase leadership effectiveness and employee performance.

Assessment of leadership qualities is helpful in succession planning. Organizations can find people who have the requisite traits to fill crucial leadership roles by assessing the traits of potential leaders. According to Dal Bó et al. (2019) and Mumford et al. (2007), this guarantees a seamless changeover and continuity in leadership, which has a favorable impact on employee performance and organizational outcomes.

Evaluation of leadership qualities offers leaders insightful feedback for their own personal growth. Understanding their areas of strength and growth allows leaders to reflect on themselves, look for specific developmental opportunities, and work to improve their traits. This improves leadership effectiveness and has a positive impact on employee performance (Boyatzis, 2018; Yukl, 2010).

Assessment of leadership qualities is a key component of efficient talent management procedures. Organizations may build a pool potential candidate for leadership who can impact employee performance and propel company growth by identifying and developing people with high-potential traits (Conger & Kanungo, 1998; Mumford et al., 2007).

Employee Engagement and Satisfaction: Leadership qualities have a big influence on how engaged and satisfied employees are. According to studies (Eisenbeiss et al., 2008; Luthans et al., 2007; Walumbwa et al., 2008), qualities like communication abilities, empathy, and empowerment have a favorable impact on how employees see a leader, which in turn increases engagement and work satisfaction.

Organizational environment and culture: Leadership qualities influence these factors, which in turn affect how well employees perform. Visionary, trustworthy, and adaptable leaders produce a productive workplace that encourages employee engagement, motivation, and performance (Avolio et al., 2009; House et al., 2004).

2.7.6. Employee Performance

Cooper-Hakim and Viswesvaran (2005) say that it has been proven that employee performance and job performance have been used in the opposite ways in academic and business writing over the years, mostly in abstract and implicit ways. In the words of Campbell et al. (1993, p. 314) "job performance" is described as "observable things people do that are relevant for the goals of the organization". Also, Vlaicu (2015) stated that performance is the value and extent of task accomplishments by individuals, teams, or associations, and this can be greatly enhanced by laying out distinct and quantifiable responsibilities for every worker so that everyone understands their roles and can function effectively. However, performance is an equilibrium that shows an individual performing excellently based on the rewards, thereby creating impetus for the work. Dessler (2000) describes employee performance as the connection between task outcomes and laid-down procedures. Yousef (2000), in his article, measured a worker's personal performance, for example, the standard of accomplishment and output, and estimated it by utilizing four items on the Likert continuum. The findings suggested that administrators should investigate the factors that can aid in the optimal performance of personnel, particularly cutting-edge personnel. A few aftereffects of the investigations indicated that attributes, sustainable competitive advantage, self-viability, and exploits are critical indicators of cutting-edge personnel accomplishments (Karatepe et al., 2006). As indicated by Motowidlo and van Scotter (1994), the employee performance concept involves two measurements, whereby the initial one alludes to task execution (i.e., specialized task execution) and refers to the next measurement as contextual execution (i.e., relational task execution). Furthermore, Yousef (2000) made an exhaustive analysis concerning the correlation between the style of leadership and task execution and reasoned that the outcomes were not entirely reliable or tended to be unreliable. As a result, we discovered positive correlations, negative correlations, and no correlations. Radu and Năstase (2011) researched leadership and gender contrasts amongst people (male and female). The findings indicate that females are quite transparent when it comes to feedback-based performances and more transparent when it relates to innovation and creating greater principles. Also, Mahmudi (2010) contended that a lot of elements can impact a worker's execution, such as individual elements (information, inspiration, and abilities), leadership and team elements (interconnection and familiarity with teammates), and organization elements (company values).

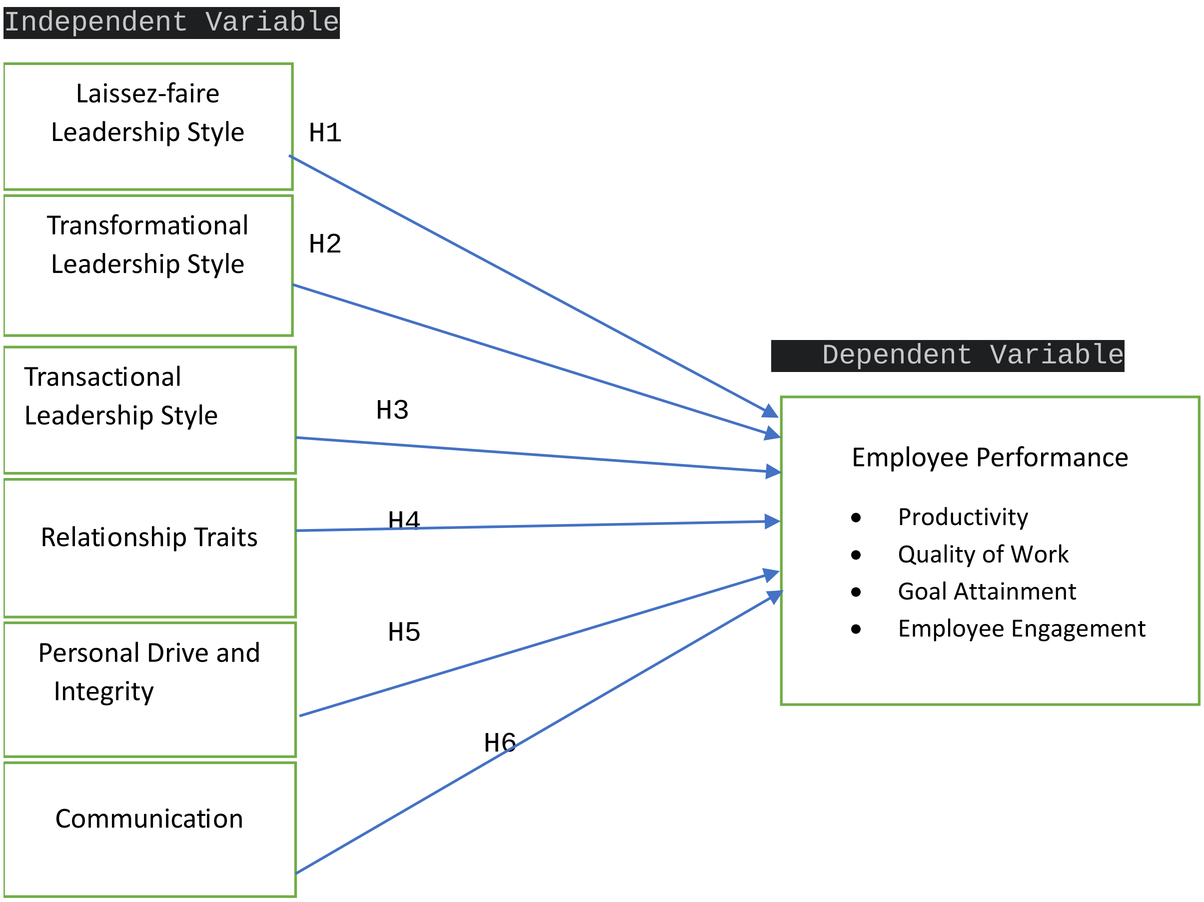
However, according to Mahdinezad et al. (2017), Otto (2018), and Pawirosumarto et al. (2017), a transformational style of leadership is favorable and has a noteworthy influence on employees' performance, whereas the reverse is the case based on Elgelal and Noermijati (2014) and Prabowo et al. (2018) studies. Shehzad et al. (2019, p. 327) conducted a study on Leadership Traits and Their Effects on Employees, and their findings show that leaders who possess the necessary traits and are modest to their adherents are quite effective compared to those who do not possess any of the traits. The chosen sector used in carrying out the research depicts further "that the leaders do not possess the necessary traits and thereby adversely affect the workforce and their performance". Furthermore, Otieno and Njoroge (2019, p. 115) investigated the "effects of leadership styles on employee performance: A case of the Technical University of Kenya", and the results indicated that the most prevailing style at the Technical University of Kenya was transformational leadership, followed by transactional leadership and laissez-faire, with autocratic being the least used and employee performance being above average. With the above review and findings, it is evident that a lot of research has been carried out intensively, which indicates that performance is critical to the growth and sustainability of an organization's results and that the leadership style adopted by any organization will influence the worker's performance and eventually affect the accomplishment of attaining the organization’s objectives. When all the results are analyzed, it will also help the researcher figure out how to move on to the next part of the research and find answers to the study questions.

In summary, it's crucial to remember that these qualities do not exist in a vacuum, and good leadership frequently involves the blending of several qualities. Additionally, depending on the organizational setting and the leadership position, the significance and influence of traits may change and varies accordingly. Relationship traits, Personal drive and integrity, and communication style are essential for effective leadership. While leaders with integrity cultivate trust and promote ethical behavior inside the firm, leaders with great personal drive inspire and encourage their workers. Enhancing performance, enhancing work happiness, and enhancing organizational success are all influenced by these qualities. Interpersonal skills like empathy, dependability, and effective communication have a big impact on how well leaders’ function. These qualities in a leader promote goodwill, increase staff engagement, boost work satisfaction, and promote overall organizational success. The way a leader communicates, such as via openness and transparency, encouragement and empowerment, and concise, goal-oriented language, has a big influence on how well their team member’s work. The success of the organization as a whole and improved work satisfaction are the results of leaders who use these communication techniques to build trust, motivation, and alignment. Also, assessing a leader's attributes is essential to comprehending how they impact employee performance. It supports organizations in making informed decisions regarding leadership development, the succession strategy, as well as personnel management. By focusing on key characteristics, organizations may improve leadership performance, create a positive workplace, and ultimately improve employee performance and organizational outcomes.

In the diagram below, the two variables (independent and dependent variables) show the conceptual framework that the researcher used to answer the research question and learn more about the research topic.

Figure 7

The Conceptual Framework for this Study



Note. The Conceptual framework of this Study was created by the researcher in order to answer the research questions and achieve the research objectives of this study.

2.8. Research Context and Objectives of this Study

In answering the research questions based on the research gap, this study formulated the following research objectives:

1. To investigate the effect of leadership styles on employee performance in the Nigerian leasing industry.

2. To investigate the influence of the transformational leadership style on employee performance in the leasing industry in Nigeria.

3. To examine the effect of the transactional leadership style on employee performance in the leasing industry in Nigeria.

4. To assess the effect of the laissez-faire leadership style on employee performance in the leasing industry in Nigeria.

Based on the provided research objectives and the identified research gap, the following literature review can be developed using recent scholarly articles:

Effect of Leadership Styles on Employee Performance in the Nigerian Leasing Industry: Despite the well-established link between leadership styles and employee performance across various industries (Adegboyega & Olawumi, 2021; Avolio et al., 2009), a critical gap exists in our understanding of this relationship within the Nigerian leasing industry. Existing research on leadership styles in Nigeria has primarily focused on sectors like oil and gas (Adegboyega & Olawumi, 2021) and banking (Ojokuku et al., 2012). While these studies highlight the importance of leadership for employee performance, the unique characteristics of the leasing industry, which involves asset financing and client relationship management, necessitate a dedicated investigation. This research aims to address this gap by exploring the effects of different leadership styles (transformational, transactional, and laissez-faire) on employee performance within the Nigerian leasing industry. By understanding how leadership styles manifest in this specific context, we can gain valuable insights that can be used to improve overall performance in the sector.

Influence of Transformational Leadership Style on Employee Performance in the Leasing Industry in Nigeria: Transformational leadership, characterized by a leader's ability to inspire, motivate, and intellectually stimulate followers, has been extensively studied for its positive impact on employee performance and organizational outcomes (Bass, 1985b). While research across various sectors confirms these benefits (Aryee et al., 2012; Jyoti & Bhau, 2016), a critical gap exists in understanding how transformational leadership influences employee performance within the Nigerian leasing industry. Recent studies in Nigeria highlight the transformative potential of this leadership style across diverse sectors (Obasan & Banjo, 2014; Odunlami et al., 2017; Sayedi, 2016). However, the specific influence of transformational leadership on employee performance within the unique context of the Nigerian leasing industry remains underexplored. Investigating this relationship can offer valuable insights for enhancing employee motivation, engagement, and ultimately, driving performance improvements in this growing sector.

Effect of Transactional Leadership Style on Employee Performance in the Leasing Industry in Nigeria: Transactional leadership, characterized by an exchange of rewards and punishments contingent on performance, and a focus on achieving predetermined goals (Bass, 1985b), has been studied in various contexts. However, within the Nigerian leasing industry, a critical gap exists in our understanding of how transactional leadership influences employee performance. While research suggests transactional leadership can be effective in maintaining standards and achieving short-term goals (Obiwuru et al.,), its long-term impact on employee performance within the leasing sector remains underexplored.

Investigating this relationship can provide valuable insights into the potential effectiveness of transactional leadership for driving employee productivity and organizational success in this industry.

Effect of Laissez-Faire Leadership Style on Employee Performance in the Leasing Industry in Nigeria: Laissez-faire leadership, characterized by a hands-off approach and minimal intervention from leaders (Bass, 1985), has been associated with decreased employee performance in some contexts (Deva & Yazdanifard, 2013; Wong and Giessner, 2016). However, it may also offer benefits such as fostering employee autonomy and creativity under certain circumstances. While research on leadership styles in Nigeria has explored laissez-faire leadership in other sectors (Jekelle, 2021; Adegboyega & Olawumi, 2021), its specific impact on employee performance within the Nigerian leasing industry remains unclear. Investigating the effect of this leadership style in this unique context can provide valuable insights into potential challenges and opportunities associated with laissez-faire leadership. Understanding how employee performance is influenced by this approach can help organizations in the leasing industry determine its suitability and identify strategies to maximize its potential benefits.

In conclusion, this review highlights the limited research on leadership styles and their impact on employee performance within the Nigerian leasing industry. By addressing this gap and fulfilling the outlined research objectives, this study can offer valuable insights for improving performance in the sector. The findings can provide practical guidance for leasing companies to develop effective leadership strategies that enhance employee engagement, motivation, and ultimately, overall organizational performance.

2.9. Summary

In summary, after the analysis of the leader-behavior leadership theories and the contemporary theories of leadership, the main ones that are related to this research are transformational, transactional, and laissez-faire leadership approaches and attributes, which may affect employee performance and the performance of the leasing companies. Nonetheless, the leasing industry has been heavily influenced over the years by the market's complexity, the introduction of new technologies, stiff competition, and macro- and microeconomic factors. However, it is critical that businesses and institutions adopt the right leadership approaches that will encourage interpersonal relationships, effective communication, and employee performance that will ensure the organization meets its set objectives and performs excellently in the marketplace, thereby having the competitive edge for business performance and sustainability. The main idea behind this research is to figure out how the interactions between the three leadership styles and attributes, relationship traits, and communication affect how well an organization performs.

Chapter 3: Research Methods and Data Collection

3.1. Introduction

The purpose of this section is to clarify what was associated with designing and piloting this investigation. One of the fundamental choices to be made in designing and investigating a research project hinges on the research techniques selected. The selected study designs and methods utilized in examining this research were discussed and justified based on applicable literature. In the same way, this section gives an overview of the strategy used to gather data, the proposed methods for analyzing the data, ethical guarantees, and limitations.

3.2. Research Approach and Design

A researcher when undertaking a research study must have the foresight of the essentiality of research approaches and decide which of the method will favor his research work and this is dependent on factors such as research topic criteria, area of expertise and, research objectives. However, acquiring new knowledge is the whole quintessence of a research method when undertaking a research work (Roshan & Deeptee, 2009; Gray, 2013).

As per Rajasekar et al. (2006), assert research as a logical and systematic quest for new-fangled and valuable data on a particular theme. This serves as a method of obtaining responses to logical and societal matters through even-handed and methodical exploration. Based on this, the research method is defined as the main approach an investigator takes into cognizance when working on and completing a research project (Leedy & Ormrod, 2001). Similarly, Myers (2009) defined the research method as a procedure of investigation that moves from causal hypotheses to research design and data collection. In the same way, the research method is a necessary part of an investigation for this study because, in order to do an investigation, the investigator must know in advance how important the investigation strategies are and choose which ones will help the investigation project, which will depend on things like the research topic, subject matter, and investigation goals. Nevertheless, gaining new information is the quintessence of an examination strategy when undertaking an exploration project (Gray, 2013; Roshan & Deeptee, 2009). Furthermore, according to Goundar (2012), research methods are the techniques by which a researcher leads an investigation into a subject or a theme. Research methods, including the conduct of experiments, tests, surveys, hypothetical approaches, statistical methods, information, and other applicable tools, are vital for the exploration study. Also, research methods are varied procedures employed by researchers when considering a given phenomenon. These methods are prearranged, systematic, and nonpartisan. Thus, it shows that having quality research does not just happen overnight but is a process that is deliberately employed and intended to amplify the precision of an outcome. Furthermore, it is crucial to know that not every hypothesis, method, and piece of data in the theme of research is valuable for a specific issue. Hence, an investigator needs to distinguish and choose resources that are valuable to the study (Goundar, 2012).

The quantitative and qualitative research methods have revolutionized and gained popularity throughout the worlds of natural science and the social sciences over the past few decades, according to existing literatures (Attride-Stirling, 2001; Krauss, 2005; Bryman, 1984; Williams, 2007). This study approach is contemplated as part of the fundamental characteristics when executing a research project, and this helps the investigator in accomplishing the goals of the investigation effectively. Through the years and based on prevailing literature, researchers have identified two essential research approaches:

quantitative and qualitative research techniques (Krauss, 2005; Williams, 2007). Similarly, in order to collect specific thoughts about the research topic and ensure the objectives of this specific investigation, this investigation has combined quantitative and qualitative research methods (Yusuke, 2013). Hsu (2007) says that both quantitative and qualitative study methods are well-thought-out and the most effective. This helps the researcher understand and investigate the chosen topic, the study's research problem, and business-related issues.

In addition, by adopting these two research methods (quantitative and qualitative), the investigator can collect and dissect the quantitative data and semi-structured interviews and focus groups for the qualitative aspect in an effective manner. Also, this study will get the information it needs from both primary and secondary data. According to Munhall and Chenail (2008), in order to achieve the goals of a study, measurable devices such as statistical tools can be used to dissect the collected research data. Furthermore, identifying the appropriate investigation result is critical for the investigator in simplifying the primary data. Based on this framework, selecting the two approaches (quantitative and qualitative) is thoroughly examined to be the best method for this subject matter, as it causes the analyst to gather and investigate the reliability and validity of the collected data (Kolb, 2012).

3.2.1. Quantitative Research Approach

In 1250 A.D., a quantitative approach emerged as an investigative tool, and this was motivated by the researcher's sole intention to measure data. Since then, the quantitative approach has ruled Western civilization as the exploration approach for making denotations and gathering latest information. What establishes a quantitative research approach is a numerical approach to research design. Leedy and Ormrod (2001) claimed that quantitative research is explicit in its measuring and investigation and tends to expand upon present hypotheses. Similarly, Poni (2014, p. 408) stated that "quantitative research has gained ground over the century and has the imperial status of being valid, precise, and a truth-mirror". The opportunity accorded to it was due to its ability to examine the fallaciousness or precision of interrelations between regularities in the social world. According to Creswell (2003), the practice of a quantitative approach sustains the presumption of an empiricist worldview, and the actual study is free of the investigator. Based on this, information is utilized to accurately gauge realism. The quantitative approach produces connotation through objectivity revealed in the gathered information and can be utilized in response to social inquiries about factors within the study (Williams, 2007). Leedy and Ormrod (2001, p. 102) assert that quantitative investigators look for clarifications and expectations that they will create different people and places. The aim is to set up, affirm, or approve connections and to produce conjectures that add to hypotheses.

The quantitative approach commences with a "problem statement and comprises the development of a hypothesis, a literature review, and a quantitative data investigation" (Williams, 2007, p. 66). Creswell (2003, p. 18) defines the quantitative approach as "employing strategies of inquiry such as experimental and survey methods and collecting data on predetermined instruments that yield statistical data". Also, the discoveries of a quantitative approach can be analytical, descriptive, and affirming (Williams, 2007). Furthermore, Mesiels (1991) recognized that the quantitative research approach tends to uphold itself when examining explicit research topics and problems by methodical means. Also, the quantitative research approach incorporates realities assembled by intelligent exploration instruments, for example, the case study method (Biron et al., 2011). Additionally, Bryman and Bell (2003, p. 25) affirmed that quantitative research espouses a systematic methodology that implements hypotheses and incorporates the experimenting of theories and mathematical investigation. Quantitative research technique includes a "deductive method to deal with the connection among hypothesis and examination; it typifies the perspective on social reality as an external aim to the real world." As a result, Jean Lee

(1992) emphasized that the quantitative approach is a technique used for evaluating objective hypotheses by investigating the correlation (if any) between the factors. The elements, accordingly, can be assessed or estimated subject to quantitative assessment contraptions (for instance, a study) so that totaled data can be examined using real methods (for example, a relapse investigation). Meanwhile, because the investigation strategy intends to look at any connections that exist between at most two components, it is commonly known as a correlational arrangement of examination. Poggenpoel et al. (2001) stated that when taking part in a quantitative assessment, deductive reasoning is followed (top-down) as the exploration begins with certain attempted theories. Quantitative exposés are going to be summarized for the whole populace or a sub-population if they encompass a greater example that is arbitrarily selected (Carr, 1994). Connolly (2007) stated that data examination is not time-consuming as it uses quantifiable programming like SPSS.

Likewise, when an investigator is conducting research, it is important that one is conversant with the distinctive designs that are obtainable and that one understands how they can be applied to the research questions and hypotheses in a way that will aid in achieving the research objectives. Quantitative data is a section of data that can be calculated and is gathered through experimental and non-experimental designs (for example, surveys) with the assistance of various participants that are chosen haphazardly. Also, it comprises truths collected by collaborative research tools such as the case study method (Biron et al., 2011). Furthermore, Leedy and Ormrod (2001) listed three "expansive categorizations of quantitative research": descriptive, experimental, and causal comparative. The explanatory research method is a fundamental study technique that sees the circumstance as it occurs in its present situation. This design comprises recognizable characteristics of a specific phenomenon that is dependent on an observational premise or the investigation of connections among two or more events. The experimental study, on the other hand, lets the researcher watch how an intervention is used by the research group and then measure how well the therapy worked. Also, the exploratory method is categorized into three forms: the pre-experimental configuration includes an autonomous factor that does not differ and a study grouping that is not haphazardly chosen. However, Shadish et al. (2002) embraced the verifiable experimental model because it gives an advanced level of control in the test and generates a greater level of soundness. Therefore, true experimental designs bring about a fundamental way of dealing with quantitative information collection, including numerical models in the investigations. While the quasi-experimental design consists of the non-haphazard determination of research contributors, and when it comes to control, there is restriction, and genuine testing is unattainable. As the variable cannot be controlled, soundness might be forfeited.

3.2.2. Qualitative Research Approach

The aim of a qualitative research approach is the ability to comprehend phenomena that may have much wider applicability than the case studied. In this way, it is like experiments in the physical sciences, which do not claim to be statistically representative but instead think that their results add to a general theory of the thing they are studying.

According to Strauss and Corbin (1990, p. 11), the term “qualitative research” denotes any sort of exploration that generates discoveries not derived by numerical strategies or any other methods of measurement. It can mean looking into things like how an organization works, how society changes, what people do in society, how they feel, and how they feel about other people. It can also mean looking into how people feel about international relationships. This implies that qualitative research is not measurable, and it consolidates different real factors. Flick (2014, p. 542) emphasized that “qualitative research is keen on dissecting the emotional importance or the social creation of issues, occasions, or practices by gathering non-normalized information and scrutinizing writings and pictures instead of figures and measurements”. The description focuses on how individuals give meaning to their world. Therefore, qualitative research is fundamentally connected with diverse facets. Also, Denzin and Lincoln (1994, p. 2) emphasize that qualitative research is multi-technique in its focal point, which includes "an interpretive, naturalistic method to deal with its topic". In addition, it is obvious that qualitative research is interested in varied viewpoints, as Van Maanen (1979, p. 520) characterizes it as "an umbrella term covering a variety of interpretive strategies which try to depict, decipher, make an interpretation of, and in any case deal with the importance, not the occurrence, of particular extra or fewer natural happening phenomena in the societal world". As a result, qualitative research is an all-encompassing concept under which a variety of issues can be placed, and it has both favourable and unfavorable viewpoints.

In this manner, qualitative methods are applied to acquire a significant and all-encompassing comprehension in determining individuals' insights as well as their perceptions with respect to their current circumstance. The researcher's selection of this method is based on its capacity to give complex depictions of how individuals experience a given exploration issue. However, Bryman and Bell (2003) expressed that the qualitative research method underlines an inductive method as it deals with the connection among hypothesis and exploration and places accentuation on the way in which individuals view societal reality and decipher their general surroundings. Also, it accepts that there are several realisms: "that the world is not an objective thing out there but a function of personal interaction and perception" (Merriam, 1988, p. 17).

Likewise, researchers must be aware of the numerous approaches that are accessible while conducting research and understand how to properly use each one of them. Williams (2007, p. 67), "qualitative research is constructed on inductive reasoning and associated methodologies, and identified five areas in which research can be carried out in a poststructuralist paradigm, and they are ethnography, case study, phenomenological study, grounded study theory, and content analysis." When performing a research project, quantitative research using the descriptive research technique employs the following methods: observational studies, developmental design, correlational research, and survey research. Also, experimental and causal comparative research can be applied with the research technique to varying degrees.

3.2.3. Research Design

This is a type of investigation within research approaches (qualitative, quantitative, and mixed methods approaches) that provides a clear path for strategies in a research design. This has been named by scholars as the tactic of investigation (Denzin & Lincoln, 2011). Similarly, Mouton (1996, p. 175) asserts that "research design is the plan, structure, and execution of the research to maximize the validity of the findings". This gives directions from the underlying philosophical assumptions to research design and data collection. However, as computer innovation has advanced data analysis and the ability to dissect compound representations and people have verbalized innovative systems for directing social sciences research, the designs available to researchers have expanded over time. An outline of these plans adopted for this research is illustrated in the table below.

Table 16

The Different Types of Research Design

Quantitative	Qualitative	Mixed Methods
• Experimental designs • Nonexperimental designs, such as surveys	• Narrative research • Phenomenology • Grounded theory • Ethnographies • Case study	• Convergent • Explanatory sequential • Exploratory sequential • Transformative, embedded, or multiphase

Note. Adapted from *Research Design: Qualitative, Quantitative and Mixed Methods Approach,* by Creswell, 2003.

The researcher adopted a quantitative and qualitative design for this research. The inferential statistics method was utilized in this study to quantitatively determine the relationship and effect of the predictive variable (transformational, transactional, and laissez-faire leadership styles, relationship traits, personal drive and integrity, and communication) dependent variable (employee performance). Also, thematic analysis was used for the qualitative aspect of the research.

3.2.4. Quantitative Design

It was crucial for the researcher to be familiar with the many research designs available and adopting the right one for this study. Knowing how to apply these designs correctly to the research questions and hypotheses aid the researcher achieve the goals of the study. Quantitative data is a subset of data that can be computed and is typically collected using experimental and non-experimental techniques (such as surveys) with the help of several participants who are selected randomly. Additionally, it includes realities gathered through collaborative research techniques like the case study approach (Biron et al., 2011). Additionally, Leedy and Ormrod (2001) categorized quantitative research broadly into three categories: "descriptive experimental and causal comparative." This is a fundamental research method that examines the situation as it exists in the present is the descriptive research approach. This design includes distinguishable elements of a particular occurrence that depend on an observable assumption or the examination of a relationship between at least two or more events. In contrast, experimental research enables the researcher to assess how a therapy was administered to a research group before quantifying the outcomes. Additionally, according to Leedy and Ormrod (2001), the exploratory technique can take one of the following three forms: preexperimental, real experimental, or quasi-experimental. A non-varying autonomous variable or a purposefully chosen research group are both parts of the pre-experimental arrangement.

3.2.4. Case Study

This design is one of the different methods of conducting research, and this can be either in the social or natural science sphere, as its objective is to comprehend individuals in a social setting by deciphering their activities as a solitary entity, local area, or sole occasion. It is vital to understand that this research methodology is utilized in both quantitative and qualitative methods and is used to understand the research questions and hypotheses as it scrutinizes activities within a nonfictional setting (Yin, 2003). However, for the purpose of this research, a case study is adopted, as it gives the investigator the opportunity to investigate or observe in depth an occurrence, an action, a process, or an individual or group of persons (Creswell, 2003). According to Leedy and Ormrod (2001) and Creswell (1998), a case study should have a definite time and can either be a sole case or a case confined by a specific period and location. A case study is an experiential inquiry that amasses extensive, systematic, and detailed data concerning current phenomena within a non-fictional setting, especially “when the limits among phenomenon and setting are not unmistakably obvious” (Patton 2002, p. 447; Yin 2003, p. 13).

Nevertheless, “the real value of a case study is that it offers the opportunity to explain why certain outcomes might happen more than just to find out what the outcomes are” (Denscombe 1998, p. 31). The application of case study methodology enables the improvement of data quality and quantity. In contrast to using a qualitative technique, this enables the researcher to study the connection (Grummesson, 1991). A significant objective of this design is that it captures the intricacy of a particular group, which is accomplished by joining various degrees of procedures, methods, strategies, or hypotheses (Johansson 2003). This sequence is frequently alluded to as “triangulation,” an interaction where numerous techniques are linked to guarantee the cogency of case study research (Johansson, 2003). According to Williams (2007, p. 67), “qualitative research is built on inductive reasoning and associated methodologies, and there are five areas in which research can be conducted in a poststructuralist paradigm: ethnography, case study, phenomenological study, grounded theory, and content analysis". This was reaffirmed by Leedy and Ormrod (2001). When utilizing a case study in a qualitative research design, the data collection consists of interviews and observations. Furthermore, in quantitative research, when the researcher has decided to implement the case study design for the study, utilizing the questionnaire survey as a data collection tool for data collation will depict the definite event of the inquiry (Yin, 2003). Malcalm and Tamatey (2017, p. 343) investigated the effect of leadership style on employee performance in the Ghanaian public sector through mixed-method research and adopted the descriptive linear regression method to determine the effect of leadership style on employee performance. Simple random sampling as well as convenient sampling techniques were used in this research. Three questionnaires were used to collect data on leadership style and employee performance, both quantitatively and qualitatively.

The researcher adopted a mixed-methods approach for this study, combining quantitative and qualitative research designs. The quantitative component utilized inferential statistics to empirically ascertain the relationship and impact of the predictor variables (transformational, transactional, and laissez-faire leadership styles, relationship traits, personal drive and integrity, and communication) on the outcome variable (employee performance). The questionnaire included items related to leadership styles, relationship traits, personal drive and integrity, communication, and performance measures such as motivation, responsibility, effectiveness, effort, efficiency, and dedication. These factors were recommended by Bass (1990) and House and Aditya (1997) and were operationalized in the study to assess the impact of leadership styles and attributes on the performance of the leasing industry. The qualitative aspect of the study involved the use of interviews with participants to validate and provide context to the quantitative results. Thematic analysis was employed to identify patterns and themes in the interview data. The case study design was deemed appropriate for this research as it allowed for the assessment of a real-world situation and the understanding of participants' perspectives on the impact of leadership styles and attributes on the performance of the leasing industry. The four leasing companies selected as case studies were: C and I Leasing Plc, AVIS International, SIXT Nigeria, and ATIAT Leasing. By adopting a mixed-methods approach, the study aimed to provide a comprehensive and robust analysis of the research problem, leveraging the strengths of both quantitative and qualitative research techniques. The case study design enabled an in-depth examination of the phenomenon within the specific context of the Nigerian leasing industry.

3.3. Population and Sample of the Research Study

3.3.1. Population of the Study

The total group of people (or other units) from which a sample is taken for research purposes is referred to as the study population (Rea & Parker, 2012). It symbolizes the hypothetical group of subjects that can be included in the study, depending on the methodology and research topic. For this research, it was essential to define the study population precisely for a number of reasons (Rea & Parker, 2012). The study population will aid in determining how well the research findings may be applied to a larger population (external validity). It helped in choosing the right sampling techniques so that a representative sample of the population is taken for the research and also provided that clear guidelines are established regarding who is eligible to engage in the research project and who is not.

The target population for this research comprises the identified employees of the leasing companies in Nigeria, whereas the accessible population consists of the employees of the leasing companies in the three major locations (Lagos, Abuja, and Port Harcourt) of Nigeria, as these are the employees within the investigator’s reach. Also, in this research, the accessible population consists of the employees that are eligible to participate based on the eligibility criteria included in the research to cover the three locations of the four leasing companies in Nigeria. In addition, the researcher contacted the four leasing organizations' Human Resources Unit officials with the gatekeeper letter informing them of the study to obtain the email addresses of the participants and gather the necessary data for the research. Besides, in this study, the survey was well-defined to include working-class groups and confirmed full-time staff of the selected four companies. Interns, industrial trainees, chauffeurs, outsourced staff, and mentally disabled individuals were thus excluded from the sampling design for this study because they were unable to discuss the "effect of leadership styles on employee performance in the Nigerian leasing industry".

The defined population for this study is all confirmed full-time employees of the selected four leasing companies (C & I, Avis, Sixt, and Atiat) with locations in Abuja, Port Harcourt, and Lagos. For this research, 217 participants were obtained for quantitative research, and 80 participants were obtained for qualitative research. Out of this population, 100 comprised the leadership (executive and senior managers) and 500 the subordinates (middle managers and low-level staff). The researcher adopted simple random sampling techniques in selecting the participants. In the Likert scale of the questionnaire, each independent variable is given equal weighting. whereby each research statement has five potential responses, ranging from "strongly disagree" to "strongly agree," and is scaled from 1 to 5. The researcher added pretested questions to the questionnaire and interviews to increase the validity and reliability of the study. Pretesting enables one to ascertain whether responders comprehend the questions, have the necessary skills or knowledge, and can complete the activities. The wordings of some of the questions were adjusted and updated in meeting the research goals. Also, more questions were added to the questionnaires to ensure that the inferential statistics could be tested and provide the researcher with answers to the research hypotheses developed for this study. Pre-tests also give the clearest proof that the results from the questionnaire are accurate.

Table 17

Population Sample of this Study

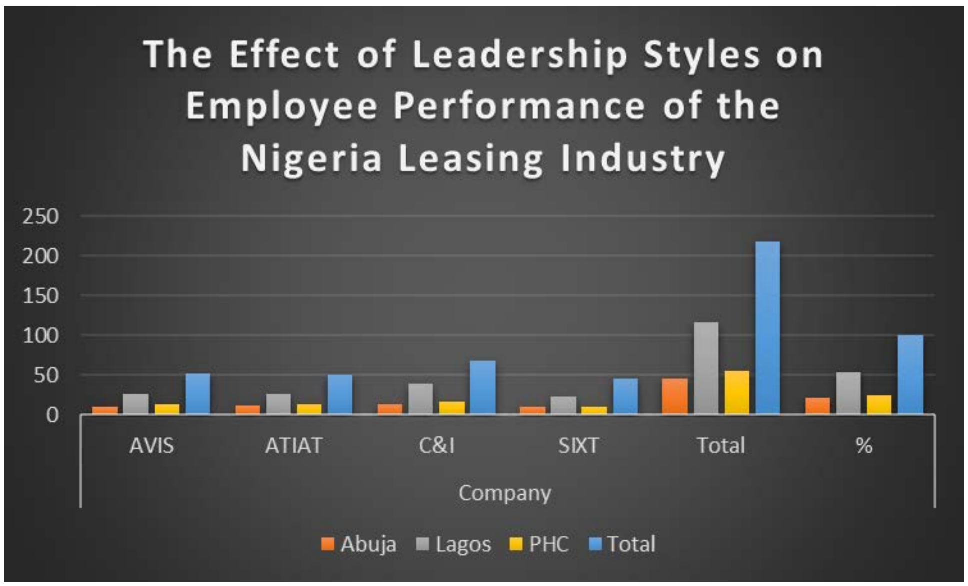
Location	Company					
	AVIS	ATIAT	C&I	SIXT	Total	%
Abuja	11	12	13	10	46	21.1982
Lagos	27	26	39	24	116	53.4562
PHC	14	13	17	11	55	25.3456
Total	52	51	69	45	217	100

Note. Population Sample of this Study created by the researcher, shows the population sample based on the study location.

The sample size based on the study location is further illustrated in a graph, which gives a pictorial overview of the data collected from the participants of the multi-organization used in this study.

Figure 8

Chart of the Population Sample of this Study



Note. Chart of the *Population Sample of this Study* created by the researcher, is depicted in the graph above, showing the responses gathered from the four selected organizations for this study.

Additionally, the employees of the selected leasing companies in Nigeria were considered appropriate for the population of the research area because, as stated in Chapter 1, they represent the dramatis personae responsible for employee and business performance. Also, most of them have worked in the leasing business for several years. Because of this, the participants are the best people to give the researcher the information needed to answer the research question.

Questionnaire: in order to answer questions about the independent variables, the questionnaire used a 5-point Likert scale. The scale contains 24 questions in all describing how leadership styles, a leader’s relationship traits, personal drive and integrity, and communication influence the performance of the leasing industry. A 5-point Likert scale ranging from "strongly disagree" to "strongly agree" was adapted, and the questionnaire was divided into four parts: the first part of the questionnaire has seven questions measuring the aspects of the leader's leadership style; the second part has five questions measuring the aspects of the leader’s relationship traits; the third part has five questions measuring the aspects of the leader’s personal drive and integrity; and the fourth part has five questions measuring the aspects of the leader’s communication. Also, the fifth part has two questions measuring aspects of the employee's performance, and the scale ranges from not much to very much.

Interview Questions and focus group: The researcher developed the questions based on the key thematic areas of transformational, transactional and laissez faire leadership styles, leader’s relationships trait, personal drive and integrity and communication for the employee performance evaluation of the leasing industry based on the selected organizations within Lagos, Abuja and Port-Harcourt. Also, the researcher used open ended questions to gather more qualitative data that is used to corroborate the results that is obtained from the quantitative data.

3.3.2. Sample Size

The results from a sample that is bigger than necessary will be more accurate since it will be a more accurate representation of the population. The accuracy improvement will, however, diminish at a certain point and won't be worth the time and money spent finding the additional patients (Andrade, 2020). Additionally, a disproportionately large sample would be unethical since it would cause more participants or patients discomfort than would be required to achieve the goals of the study. A statistically nonsignificant result might simply be the consequence of insufficient sample size (Type 2 or false negative error), in contrast to a sample that is smaller than required would not have sufficient statistical power to address the primary research question (Norman et al., 2012). Therefore, a limited sample size might cause the study's participants to endure inconvenience without providing any value for the future (Andrade, 2020).

To calculate the sample size and desired level of confidence using Yamane's formula with an estimated population size of 600 for this study, the following steps were taken into consideration in achieving the desired sample size. The steps are as follows:

Step 1: Is to determine the desired margin of error (e). The margin of error is the maximum amount of error that you are willing to tolerate in your sample results. A common margin of error is 5%.

Step 2: Is to calculate the sample size using the following formula:

n = N / (1 + N * e^2)

where:

- n is the sample size
- N is the population size
- e is the margin of error

For a population size of 600 and a margin of error of 5%, the sample size was calculated as follows:

n = 600 / (1 + 600 * 0.05^2) = 217

Step 3: Calculate the desired level of confidence using the following formula:

confidence level = 1 - (2 * e)

where:

- confidence level is the desired level of confidence
- e is the margin of error

For a margin of error of 5%, the desired level of confidence would be calculated as follows:

confidence level = 1 - (2 * 0.05) = 0.9

Therefore, the sample size was 217, and the desired level of confidence would be 90%.

Based on the calculation above, the researcher was able to gather 217 participants for this research. Therefore, for this sample size, a target degree of confidence of 90% is acceptable for this study, because with a 90% confidence level, the researcher is 90% certain that the findings are generalizable to the whole population.

3.3. Sampling Method

3.3.1. Introduction

According to Higginbottom (2004) and Delice (2010), when carrying out quantitative and qualitative research, the kind of sampling to be adopted by the researcher and choosing the most suitable sample size to guide against any form of prejudice hinges on the following: the research subject, selected research methodology, aim of the research, size of the sample in related studies, and analysis methods. Henn et al. (2006) also said that when doing a research study, it is important for researchers to pay full attention to all data about sampling features and strategies. This will help other researchers understand the field better.

Based on the two research methods (quantitative and qualitative) used for this study, the researcher utilized the probability and non-probability sample design. Schrueder et al. (1999, pp. 281-282) explored the influence of the breadth and validity of inference in sample selection as well as the ways in which data from probability and non-probability samples might be blended for diverse inferential purposes. According to Schrueder et al., there are two main paradigms for drawing conclusions about the sample population from statistics. The first strategy is known as "model-based inference," which depends on the statistical model because it establishes the probability structure that is dependent on random factors that are outside our control and other unnamed annoyance variables. However, since sampling is primarily dependent on its probabilistic character, the second technique is design-based inference (1999, p. 283). Furthermore, it was clear from all the influential works on classical sampling theory and methods that this paradigm had been in place since the middle of the 1930s. Essentially, statistical inference is connected to probability sampling since each population element in the design-based method has a non-zero chance of being picked, allowing for the inference of the sample's potential (Schrueder et al., 1999, p. 283). Muijs (2004) emphasizes the importance of careful consideration during the sampling design stage in quantitative research. To ensure generalizability of findings, researchers must strive for unbiased sample selection. This typically involves utilizing random sampling methods, where participants are chosen by chance with an equal probability of being selected. However, Muijs (2004, pp.38-41) acknowledges that even simple random sampling might not guarantee complete objectivity.

Additionally, qualitative research uses non-probability sampling methods because the sample size is not reliable in ensuring generalization, but the findings are based on the research study and the application will only be on the specific population the researcher is interested in (Higginbottom, 2004). However, the researcher embraced the probability and non-probability sampling designs, which are dependent on the two research techniques (quantitative and qualitative) selected for this exploration. Simple random sampling (probability) and convenience sampling (non-probability) methods were adopted for this research based on the benefits and advantages.

3.3.2. Probability Sampling

Kothari (2004, p. 60) stated that "probability sampling is also known as random sampling or chance sampling". In this sampling design, there is the possibility of adding every element of the universe to the sample, and there is the probability of each element in the sample being selected. In the words of Kothari (2004, p. 60), assert that "random sampling ensures the law of statistical regularity", which states that on average the sample chosen is a random one, and the sample will have the same composition and characteristics as the universe. This is why random sampling is thought to be the best way to choose a sample that is representative of the whole for this research.

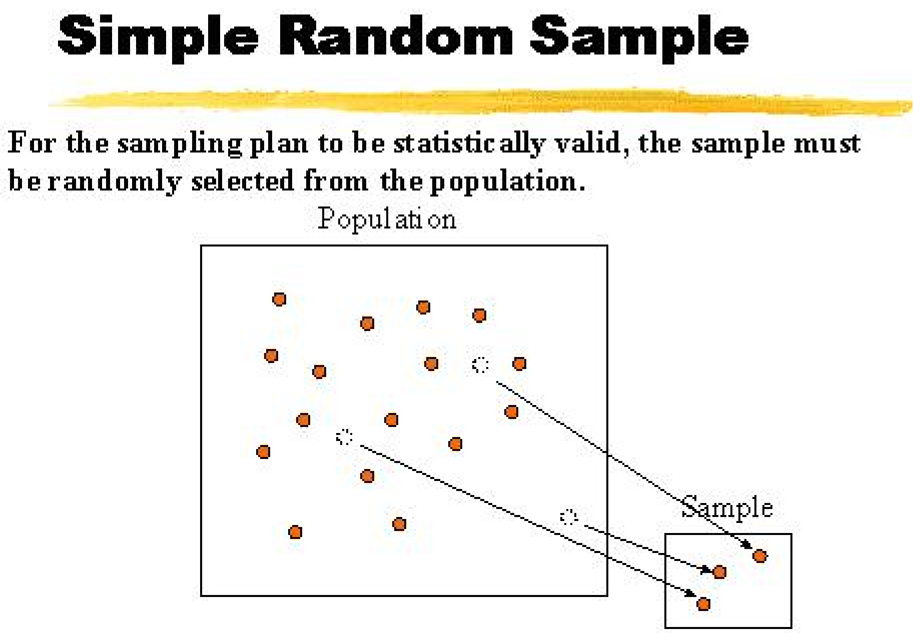
3.3.2.1. Simple Random Sampling

Simple random sampling technique is a technique that has each item in the population have an equal chance of being included in the sample, and each of the potential samples, in the case of a finite universe, has the same probability of inclusion. This sort of sampling is also known as chance sampling or probability sampling (Kothari, 2004; Sarstedt et al., 2021). The potentiality of simple random samplings to offer a fair picture of the population is one of its main advantages. Also, the likelihood of selection bias is reduced since every member of the population has an equal probability of being represented in the sample. It also makes the process of gathering and analyzing data simpler. As it simply requires a random selection method and implementation is not too difficult. The capacity to quantitatively determine the probability distribution of the sample also makes it possible to use a variety of statistical approaches (Babbie, 2016; Sarstedt et al., 2021).

Simple random sampling, however, also has certain disadvantages. The possibility of making a sampling mistake represents a significant constraint. It is an extremely tedious and costly procedure, and as it is challenging to obtain the names of every person in the target population, especially if that group is quite big, it is seldom utilized (Hayes, 2021; Qualtrics, 2021). Getting access to respondents is difficult to accomplish, especially if there are lots of parent populace involved. Equally, it might be difficult for researchers to acquire respondents when selecting from a wide community since the participants do not voluntarily engage. This technique can also lead to inaccuracy when the sample size does not correctly reflect the population, and the researcher would have to start the sample procedure over if this happened to ensure the validity and reliability of the research (Hayes, 2021; Qualtrics, 2021). Besides, when working with big populations, basic random sampling cannot be effective. The procedure of picking people at random can be time- and resource-consuming, especially if the population size is large. Alternative sampling techniques, such as stratified sampling or cluster sampling, may be more suited under such circumstances. While simple random sampling is not without limitations, its advantages, particularly the ability to minimize selection bias (Babbie, 2016) and ensure statistical representativeness (Kothari, 2004), make it a valuable tool for this study. This approach allows the researcher draw reliable conclusions and generalizations about the population from the sample collected.

Figure 9

Simple Random Sampling Technique



Note. Adapted from *Research Methodology, Methods, and Techniques* by Kothari, 2004.

3.3.3. Non- Probability Sampling

According to Kothari (2004, p. 59), "non-probability sampling design" allows the researcher to purposely select the items for sampling, and his decision is ultimate as regards the items. This sampling has no basis for measuring the possibility of including every item of the population in the sample. Other names for non-probability are known as purposive, convenience, judgment, and deliberate sampling. For example, "if economic conditions of people living in a state are to be studied, a few towns and villages may be purposively selected for intensive study on the principle that they can be representative of the entire state" (Kothari, 2004, p. 59).

3.3.3.1. Convenience Sampling

Terre Blanche and Durrheim (1999) characterize convenience sampling as the selection of elements from a population that are founded on effortless convenience and ease of use. Cooper and Schindler (2001) further expressed that this technique is a lot cheaper, faster, and saves time, and it suits the sampling targets. Also, according to Babbie (2016), convenience sampling is a non-probability sampling technique where participants are chosen based on how convenient and easy to reach, they are for the researcher. Likewise, when time, money, or access to a particular population are scarce, this sampling is frequently used (Creswell, 2013). Convenience sampling has several benefits, one of which is that it can be used with individuals who are ready and prepared to engage, thereby lowering the difficulty and expense of recruiting new participants (Babbie, 2016). It also allows researchers to choose participants based on convenience factors like geography, closeness, and personal network, and this sampling technique saves researchers a lot of time and effort. Adopting this form of sampling technique was helpful to the researchers when researching specific groups that may be difficult to reach using other sample strategies, for example, people with unique medical issues or populations that are difficult to reach. Also, this sampling technique allows researchers to collect data from convenient sites, such as workplace, community centers, or educational institutions (Babbie, 2016). In the case of this study, convenience sampling allowed data collection from employees within the chosen case study company.

Equally, this sampling technique is quite helpful when researchers must gather data in a short amount of time. Consequently, this sampling technique aids in examining diverse opinions because the researcher can easily access participants with different traits who are from a variety of backgrounds. This sampling technique is helpful in circumstances where other sampling techniques may be inconvenient or time-consuming since it enables researchers to swiftly collect data by choosing individuals who are conveniently accessible (Creswell, 2013). Additionally, convenience sampling is frequently used in exploration or pilot studies to generate hypotheses, test research instruments, or gather preliminary insights prior to performing larger-scale studies (Babbie, 2016). Equally, Etikan et al. (2016) describe convenience sampling as having a few advantages, such as feasibility, usefulness, and efficiency in terms of data gathering. The figure below depicts pictorially the advantages of using convenience sampling.

Figure 10

Advantages of using Convenience Sampling Design

Note. Adapted from *Convenience Sampling: Definition, Advantages, and Examples* by QuestionPro., n.d.

Despite the advantages of convenience sampling as regards its efficiency and feasibility, it is crucial to highlight some of the drawbacks associated with applying this method in research. The critique of convenience sampling that is quite pronounced is sampling prejudice, which depicts the sample as not being a representative of a whole populace and leads to constraints on speculation and derivation-making about the whole populace. Because the sample does not represent the entire populace, the outcomes of the evaluation cannot represent the entire population and could lower the external validity of the research

(Cooper & Schindler, 2001). Similarly, Etikan et al. (2016) stated that the drawbacks of convenience sampling include possible selection bias and a constrained ability to generalize. The results may not be entirely representative or generalizable to the larger community because participants were chosen for their convenience rather than to reflect the total population of interest. It is important to acknowledge that this study employed convenience sampling within a specific case study organization. While this approach offers certain advantages, such as practicality, it is crucial to recognize the limitations of generalizability due to potential selection bias. To mitigate this, the researcher carefully considered these limitations during data interpretation and took steps to minimize their impact on the study's findings.

The mixed-method approach was chosen for this study to provide a comprehensive understanding of the impact of leadership styles on employee performance in the Nigerian leasing industry. By combining quantitative and qualitative data collection and analysis techniques, the research aims to capture both the numerical data on performance metrics and the nuanced insights from employee perceptions and experiences.

In terms of sampling techniques, a combination of simple random sampling and convenience sampling was utilized. Simple random sampling was employed to select staff within each section of the leasing companies, ensuring an unbiased representation of employees. This method allowed for each element in the sample to have an equal probability of being selected, enhancing the generalizability of the findings.

Additionally, convenience sampling was used to select four leasing companies in Nigeria, providing a practical and accessible way to gather data from a diverse range of organizations within the industry. While convenience sampling may introduce some bias due to its non-probabilistic nature, the inclusion of simple random sampling within each company helped to mitigate this limitation.

By incorporating both probability and non-probability sampling designs, the study aimed to balance the need for representative sampling with practical considerations. The results will be based solely on the data collected from the selected leasing companies, ensuring a focused and in-depth analysis of the population under investigation. This approach aligns with best practices in research methodology and enhances the reliability and validity of the study findings.

3.4. Data Collection Tool

This tool is a crucial feature of any kind of research study, and imprecise data collection can influence the results of the study and lead to null outcomes. For this research, an intermingling of data collections was chosen in the expectation of offering a holistic depiction; therefore, it took into cognizance the espousal of both quantitative and qualitative data collections as they offer a more lucid depiction of a distinct circumstance. The case study method, on the other hand, employs a variety of data collection methods, including “interviews, document reviews, archival records, direct and participant observations, and an afterward thick description of the phenomenon under study” (Yin, 2003). Also, Walsham (1995) said that descriptions that are hard to understand give the researcher access to the details of how to change the different explanations.

3.4.1. Interviews

Interviews are techniques for gathering information through unwritten tests using pre-planned questions. Shneiderman and Plaisant (2005) expressed interviews as being very fecund because the questioner can seek out explicit matters of interest, which may produce an intensive and productive proposition. The critical focal points of the interview technique for data collection are that it is acceptable for getting exhaustive data and that only a few contributors are required to accumulate rich and comprehensive information. Interviews with individuals can be organized in a structured, unstructured, or semi-structured manner depending on the requirement and configuration (Genise, 2002). A qualitative interview is a discussion between the researcher and the participants in which inquiries are made by the researcher to get data about the participants' perspectives. This is classified into three sorts: structured interviews, unstructured interviews, and semi-structured interviews. Semi-structured interviews are more appropriate for qualitative interviews, and they have characteristics of both structured and unstructured interviews, which use both open and closed questions. Therefore, it has the merit of both methods of interview. Patton (2002, p. 21) asserts that "open-ended responses permit one to understand the world as seen by the respondents without predetermining those points of view through prior selection of questionnaire categories", thus making it probable to get answers to the inquiries as well as the explanation behind the responses.

Also, Barriball and While (1994) stated that semi-structured interviews are appropriate for the investigation of the insights and assessments of respondents regarding compound matters and allow the examination of additional data and an explanation of responses. It gives a methodical way to gather information, examine the data, and provide an account of the outcome with comprehension of a specific issue or circumstance in incredible profundity. Thus, a semi-structured interview was chosen for the data collection needed for this study (Klenke, 2008). Albeit the questions for the investigation were resolved, with the data collection technique (semi-structured interview), the researcher had the opportunity to capture the representatives' viewpoints without guessing their perspectives, which empowered the researcher to investigate the different leads given by the participants because of the adaptability of the research approach (Patton, 2002). The semi-structured interview used in this study offers participants the chance to give responses in their own words to the researcher. Likewise, this methodology permits the researcher to test the reactions of the employee, thus exploring leads that may arise over the span of the meeting.

In achieving the data collection for this research using the interview instrument, the researcher communicated with the participants through mail, requesting a time and date that would be appropriate for the meeting and clarifying what might be expected of them during the interview. The meetings were conducted electronically using Zoom and Skye Communication Tools due to the inability to travel to some of the locations based on the aftereffects of the pandemic and follow the guidelines set by the World Health Organization (WHO) to ensure no one is put at risk. This strategy has its merits and demerits; the participants have the option to decide the time and dates with minimal interference on their work schedules and in an environment where they can be relaxed to express their perspectives unreservedly, which is a benefit. Be that as it may, the researcher was able to catch the non-verbal correspondence during the meeting for participants that agreed to using video throughout the process, but for the other participants that agreed only to audio, the researcher could not catch the non-verbal correspondence part of this interview, for instance, motions and non-verbal communication, which would have influenced the session. All replies during the meeting were recorded straightforwardly on the systems, and notes were likewise taken during the interview. The recordings enabled the interviewer to get a handle on each word that the member said during the meeting, which additionally helped during translating and documentation. However, qualitative interviews are not without criticism from scholastics; they have the propensity of being temperamental, one-sided, and emotional (Yin, 2003), despite the advantages associated with them. The inquiries for this exploration were painstakingly developed to prepare for it. The utilization of open-ended inquiries is based on the key thematic areas of transformational, transactional, and laissez-faire leadership styles and attributes and on the employee’s performance. This approach allowed participants to openly share their experiences and perspectives on how leadership styles and attributes influence employee performance within their companies. It also gave them the flexibility to express their views in their own words (Lapan et al., 2011).

3.4.2. Focus – Group Interviews

This research method utilizes focus groups, a technique that allows researchers to gather qualitative data through guided group discussions on a pre-determined topic (Hwang et al., 2019). According to Overlien et al. (2005), the "dialogic nature of the focus group discussions permits the co-construction of connotation amongst the diverse participants on the subject being investigated". Likewise, Liamputtong (2011) provided a detailed list of the benefits of focus groups as offering scholars an avenue for gaining deeper insights into the broad spectrum of opinions that individuals have about a particular subject and how they interrelate and deliberate on the subject: it allows the researcher to enter the world of the participants, which other research methods may not provide; it allows researchers to obtain an in-depth understanding of the numerous interpretations of a particular issue that the research participants have. It is important to know that this type of interview is less structured compared to the three groupings of interviews previously highlighted. This sort of interview is guided by the researcher after conducting a series of individual interviews to further investigate the overall nature of the remarks from diverse individuals (Shneiderman & Plaisant, 2005). However, due to the effort in bringing structure to a group, a researcher can still gather rich data through the interface within the group, and the researcher will be adopting face-to-face and online focus groups for this research. For instance, sensitive issues that could have been missed in individual interviews may be revealed in the group. People tend to develop and express ideas they would not have thought about on their own except when they are in a group (Preece et al., 2002). The researcher drew a representative sample from the participants that were previously interviewed by asking simple questions and additionally regulating the rejoinders from the group. Maughan (2003) suggested that focus group membership in an ideal setting must range from six to twelve participants. This was achieved by the researcher for this study, as the study group ranged from eight to twelve participants. Furthermore, the researcher conducted the focus group interview to triangulate data from other sources and have rich information on the subject matter. Although this is not without criticism, the quality of the generated data can be affected by the characteristics and context of the focus group.

3.4.3. Questionnaires

Sir Francis Galton (1822–1911) invented this data collection method and it is the most frequently utilized technique in research. Questionnaires are an enumeration of questions, either open-ended or closed-ended, for which the respondents give answers. A questionnaire can be conducted via telephone, mail, public area, in an organization, through electronic mail or online, and by other strategies. A questionnaire is "a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents." Although they are often designed for statistical analysis of the responses, this is not always the case (Kabir 2016, p. 208). This tool has an advantage over all others in that it is inexpensive, does not require as much effort from the examiner as verbal or phone surveys, and frequently has consistent responses that simplify data compilation. The consequences of the surveys can be rapidly and effectively evaluated by either a scientist or a software package. It can be investigated more experimentally and unbiasedly than other types of examination; when information has been evaluated, it very well may be utilized to investigate other explorations and might be utilized to quantify change. Positivists accept that quantitative information can be utilized to make new speculations and/or test existing theories. Some criticisms of the instrument include the fact that there is no way to determine how honest a participant is in responding to the inquiries and that individuals may read differently into each question and thus response may depend on their own interpretation of the question—for example, what is "good" to one person may be "poor" to another; thus, there is a level of subjectivity that is not acknowledged (Kabir, 2016). The researcher will be making use of the closed-ended questions for the questionnaires under the quantitative research method. This survey was conducted via Google Forms, and the researcher used past peer-reviewed articles to construct the research questions. An example of a closed-ended question is as follows: Employees should be managed closely, or they are not likely to carry out their tasks. The participants have five options to select from, which range from strongly disagree to strongly agree on a Likert scale of 1–5.

3.5. Pilot Testing for Enhanced Research Quality in Research

Before launching the full-scale investigation into leadership styles and employee performance in the Nigerian leasing industry, the researcher considered incorporating a pilot testing phase for the study.

A pilot test, feasibility study, or preliminary study, is a scaled-down version of one's primary research project (Polit & Beck, 2017). Before beginning full-scale data collection, it entails carrying out a small-scale version of your methods and providing insightful information.

3.5.1. The Importance of Pilot Testing

This preliminary step, involving mixed methods like surveys, interviews, and focus groups, offers valuable insights to enhance the reliability of the research. Through this mini study, researchers may make the required adjustments and identify any potential issues or hurdles that may come up during the larger study. It also aids in confirming that the study techniques and protocols are workable and will produce significant outcomes. In the long term, doing a feasibility study can save costs and time since it allows researchers to refine their protocols and methodologies prior to starting a larger-scale study.

Pilot testing is crucial for research for the following two main reasons:

Instrument Refinement: By using pilot testing, it allows evaluation of how well the questionnaires, interview guides, and focus group questions work as data gathering instruments. This helps to find and address possible problems by carrying out pilot interviews or distributing the survey to a small group of people (usually 5–10) (Polit & Beck, 2017). This enables the researcher to test the instruments to a smaller group of participants for clarity, relevance, and dependability before putting them into practice on a broader scale, allowing the researcher to make any necessary improvements. Pilot testing also assists in determining whether the research methodologies are feasible and aid in identifying any logistical problems that might occur during the actual data collection processes. Pilot testing before data collection enables the researcher identifies and addresses any potential issues that may occur such as:

Clarity and Understandability: Can participants easily understand and comprehend the questions?

Missing Sections: Are there any significant topics that the instruments did not address?

Potential Biases: Do the questions inadvertently sway participants' responses in favor of particular ones?

Pilot testing also aids in the identification of logistical obstacles that could prevent data collection for the primary study from taking place (DeVillis et al., 2017). For example, this allows the researcher to evaluate the following before data collection:

Time Restrictions: If the duration of the scheduled interviews is appropriate for the quantity of data to be collected for the research?

Functionality of the Equipment: Does the recording equipment record audio and/or video in a clear and coherent manner?

Informed Consent: Are participants aware of their rights as study participants and the informed consent procedure? (Villis & Associates, 2017).

Additionally, based on the above pilot testing helps detect potential biases or confounding variables that could impact the results. By thoroughly testing procedures and protocols before full-scale data collection, it ensures a rigorous and reliable study, leading to more robust and trustworthy research findings.

In order to guarantee a reliable and efficient data collection process for the main study, it was imperative that these practical difficulties were addressed during the pilot testing phase. The researcher conducted a pilot test with a small group of 33 participants from the Nigerian leasing industry for the survey and for the focus groups 10 participants were able to participate. The pilot test helped the researcher refine the wording of some of the survey questions to improve clarity. By evaluating factors such as logistical challenges with interview scheduling and time constraints, the researcher was able to mitigate by using convenience sampling as the participants were able to communicate the convenient means of conducting the interview and time so it does not affect their work schedules for the qualitative data collection (face to face, phone or online interview) and simple random sampling was adopted for the quantitative data collection. Equipment functionality by ensuring all the tools such as the google forms used for the quantitative data collection, phones, laptop and video teleconferencing were tested to ensure its functionality in carrying out the process. Informed consent by ensuring every participant understands the objectives of the study and are willing to participate and getting their approvals before data collection commences. This ultimately strengthens the reliability of the study findings by ensuring the research addresses the research question effectively and gathers reliable data.

In conclusion, pilot testing is an essential phase in the research process. With these, it allowed the researcher to enhance the overall quality and reliability of the data. In the end, more precise and significant results in the primary research may arise from this attention to detail throughout the pilot testing phase.

3.5.2. Validity and Reliability of the Study

3.5.2.1. Validity

Denscombe (2003) describes validity as the degree to which the exploration information and the techniques for discovering it are precise, genuine, and on track. To ensure the research's validity, the researcher carefully planned the data collection process, gathering information from individuals best suited to providing information relevant to the research objectives. Furthermore, obtaining data that is complete and precise entails well-planned data collection instruments and survey administration procedures. A validity test is “used to measure the validity of a questionnaire.” A questionnaire is valid if the questions on it can express something that is going to be measured. Likewise, a question is valid if it produces a significant level of < 5%, and vice versa, the statement is invalid if the generated significant levels are > 5% (Elqadri et al., 2015, p. 187).

However, in order to ensure the validity of this study, the researcher before completing the main study, a pilot study was carried out which comprises giving a draft of the research instruments (questionnaires) to a small number of participants to assess its viability, clarity, and usability. Piloting's main goal for this study is to find and fix any problems or defects in the instruments in order to improve their performance and quality. This allow the researcher to “iron out design faults and discover any particular concerns that may not have been considered during the construction of the instruments" (Bryman, 2016, p. 42).

Also, pre-testing was carried out during this study to evaluate the psychometric qualities and reliability of the research instruments before their implementation in this study. The researcher before the commencement of the data collection stage gave a limited number of participants the finished versions of the instruments in order to assess the validity and reliability of the data gathered. This was done to make sure the instruments measure the desired constructs effectively and provide results that are reliable and consistent. According to Bryman (2016), pre-testing mostly involves evaluating the instruments' concept validity, internal consistency, and test-retest reliability. The researcher developed a pretest for the questionnaires. I reworded and adjusted the questions accordingly. The pretest and the variables demonstrating correlation between the independent and dependent variables ensured the internal validity of this study. Also, the random sampling method used gives this study a wider scope, which is important for external validity.

The table 18 below shows the main differences between internal and external validity. Knowing what each means will help a researcher make sure that the data collected for the study are valid and reliable.

Table 18

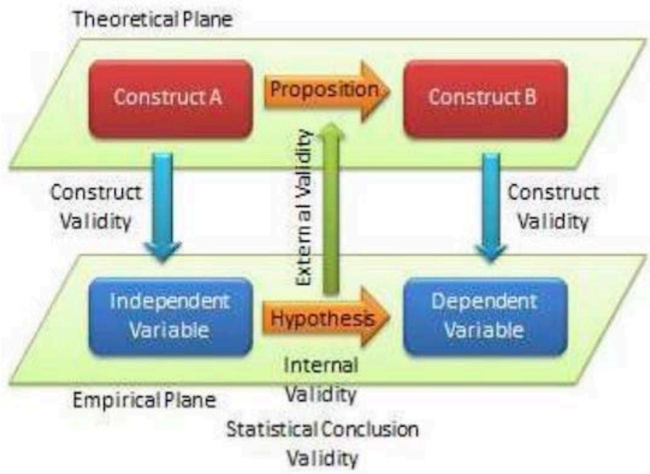
Differences between Internal and External Validity

Internal Validity	External Validity
Conclusions are warranted	Findings can be generalized
Controls extraneous variables	Outcomes apply to practical situations
Eliminates alternative explanations	Results apply to the world at large
Focus on accuracy and strong research methods	Results can be translated into another context

Note. Adapted from *Establishing the Internal and External Validity of Experimental Studies* by Slack & Draugalis, 2001, pp. 2173-2181.

Figure 11

Different Types of Validity in Scientific Research



Note. Adapted from *Research Methods for Social Sciences* by Lumen learning., n.d.

3.5.3. Reliability

Sekaran and Bougie (2010) stated that the reliability of measurement is established by examining the stability and consistency of the data. To ensure the reliability of the research findings, the researcher designed the questionnaires in a simple, short format to avoid respondents' confusion. Also, reliability testing signifies the concept that a measuring instrument is sufficiently dependable to be used as a data collection tool, as a tool is already good measure. To assess the reliability of our survey instrument, we employed Cronbach's Alpha (α) using SPSS software. A coefficient of $\alpha \geq 0.70$ is generally considered acceptable for establishing internal consistency in survey research (Tavakol & Dennick, 2011).

3.6. Operational Definition of Variables

3.6.1. Introduction

Research is said to be successful when the right technique is implemented during the process. The Centre for Evaluation and Research (2011) stated that without establishing a pragmatic example of the procedure for evaluating quantitative methods, the procedure becomes void. Understanding the causes of phenomena is a critical component of this research. The postulated cause in a cause-effect connection is known as the autonomous factor, and the assumed impact is known as the reliant variable (Polit et al., 2001). As such, an autonomous factor is a variable that is assumed to impact another variable (a dependent variable). A reliant variable is reliant in that it depends, in some sense, on an autonomous variable. It is the dependent variable that the analyst is keen on forecasting.

It is essential to keep in mind that variables are not intrinsically independent or dependent, because an independent variable in one study might be a dependent variable in another study, and vice versa. Polit et al. (2001) stated that one of the significant objectives of research is to comprehend the roots of phenomena. The assumed cause in a cause-effect correlation is known as the independent factor, and the impact is known as the dependent factor. Overall, an independent factor is a variable that brings about changes in the dependent factor, which is also known as the influencing factor. A dependent factor is dependent because it hinges in a certain manner on an independent factor. The researcher is usually keen on comprehending and is interested in forecasting the dependent factor. It is essential for a researcher to bear in mind that variables are not intrinsically independent or dependent factors. in the sense that an independent variable in one study may be a dependent variable in another (Flannelly et al., 2014). In addition, Sekaran and Bougie (2017, p. 77) stated that the dependent factor is the principal variable that is appropriate for investigation, and this variable tends to be the major concern of a scholar. However, in this research, the dependent factor is employee performance (Y).

The operational definition's aim is to portray the research variables as markers and signifiers in order to make it more comprehensive. The operational definition turns into a testimonial in deciding the assertions in the survey that will be appropriated as a device in directing the research to the four leasing companies selected for this study (Elqadri et al., 2015). The operational definition of leadership styles, relationship traits, personal integrity and drive, communication aspects and employee performance for this study will be completed. In this study, the researcher utilized two (2) factors, namely the independent factor and dependent factor. Also, the research Variables based on the independent factor (X) and the dependent variable (Y) for this research are as follows:

a) Laissez-faire Leadership Style (X1).
b) Transformational Leadership Style (X2).
c) Transactional Leadership Style (X3).
d) Relationship Traits (X4)
e) Personal Integrity and Drive (X5).
f) Communication (X6).
g) Employee Performance (productivity, quality of work, goal attainment, and employee engagement (Y).

Operational Definition of Variables (ODV), the researcher describes the operational variables as follows:

Laissez-faire leadership (X1): This leadership style is characterized by minimal oversight and involvement from the leader (Bass & Avolio, 1990). Employees are granted significant autonomy in their work, but research on its effectiveness remains mixed (Judge et al., 2004). While it can empower employees, Pawirosumarto et al. (2017) suggest a lack of guidance in this style may lead to decreased motivation and performance.

Transformational leadership (X2): In contrast, transformational leaders inspire, motivate, and intellectually challenge their followers, fostering a growth mindset (Bass & Avolio, 1990). This style has been consistently linked to positive employee performance outcomes, including increased productivity and engagement (Judge et al., 2004).

Transactional leadership (X3): Transactional leaders focus on a system of rewards and punishments to motivate employees (Bass & Avolio, 1990). This style can be effective for achieving specific, short-term goals, but it may not foster long-term engagement or innovation within the workforce (Judge et al., 2004).

Leader’s relationship trait is the independent factor (X4). McCrae & Costa (2003) define relationship traits as a depiction of individuals in terms of comparatively steady conduct, contemplations, and feelings. Allik (2005) asserts the five-factor model (openness, conscientiousness, extraversion, agreeableness, and neuroticism) to be the most widely researched taxonomy of traits globally.

Personal drive and integrity are the independent variables (X5). According to Ahmed and Bach (2014, p. 50), “key leader characteristics include achievement, motivation, ambition, energy, tenacity, and initiative”. Observers have long believed that personal traits such as integrity would be important to perceptions of leadership effectiveness, and research has borne that out. For example, survey research has linked perceived leader effectiveness with perceptions of the leader's honesty, integrity, and trustworthiness.

Communication the independent variable (X6). Dzamtoska et al. (2013) stated that communication is a significant factor in an organization as it aids in accomplishing business operations in a meticulous manner. Likewise, Barker (2002) established that communication often plays a vital role in an organization during business operations execution, in both the macro and micro market spaces.

Employee performance is the dependent variable (Y), namely, the attainment of performance is the result of efforts that have been made that can be measured by certain indicators. Parlinda (2012) writes that "performance" (execution) is an outline of the degree of accomplishment of the execution of events, systems, and strategies in understanding the objectives, goals, mission, and vision of the organization as expressed in the tactical design of an organization. (Surbakti, 2013) One of the things an organization must think about is how well its employees do their jobs. This is because the organization cannot reach its goals without it. Likewise, this research will examine the effect of these leadership styles on various aspects of employee performance within the leasing industry, potentially including productivity, quality of work, goal attainment, and employee engagement.

Therefore, given the intricacies of the real world, in which many social phenomena are the result of several factors, multiple regression (involving two or more independent variables) is an especially powerful analytic tool for data analysis. Sugiyono (2013, p. 23) says that the "questionnaire method" is a technique of data collection done by giving a set of questions or a written statement to the respondents (employees) to be answered; the form of a question consists of seven indicators, namely, laissez-faire leadership style (X1), transformational leadership style (X2), transactional leadership style (X3), relationship traits (X4), personal drive and integrity (X5), communication (X6), and employee performance (Y). This method was used in gathering information as regards the research. The researcher in using inferential statistics adopted regression analysis in analyzing the data gathered for this research. Regression analysis equations are statistical models that show how one or more independent variables and a dependent variable relate to one another. Based on this research, the researcher adopted the regression equation to show the relationship between the independent variable and dependent variable.

3.6.2. Regression Analysis

Regression analysis is a statistical tool for the investigation of relationships between variables. Usually, the investigator seeks to ascertain the causal effect of one variable upon another, for example, the effect of a price increase upon demand or the effect of changes in the money supply upon the inflation rate. In order to explore such issues, the investigator assembles data on the underlying variables of interest and employs regression to estimate the quantitative effects of the causal variables upon the variables that they influence. Another typical assessment performed by the researcher is the statistical significance of the estimated associations, which is the probability that the observed correlation between variables is not the product of random chance (Field et al., 2018). This basically expresses the level of confidence that the estimated association shown in the sample data accurately represents the genuine relationship in the population. Sarstedt et al. (2021) stated that one of the methods of market research that is most frequently employed is regression analysis. This analysis, in its most basic form, enables market and scholarly researchers to examine connections between one independent and one dependent variable. Adopting this sampling technique by the researcher was based on the advantages associated with the method, such as showing whether independent variables and dependent variables are significantly correlated, describing the relative potency of the impacts of various independent factors on a dependent variable, and using it for making forecasts (Sarstedt et al., 2021).

The regression equation is as follows and illustrated below using the variables developed in answering the research questions.

Q1: How does the laissez-faire leadership style affect employee performance in the leasing industry in Nigeria?

$$Y = \beta_0 + \beta_1 \text{ (Laissez-faire Leadership Style)} + \varepsilon$$

Q2: To what extent does the transformational leadership style influence employee performance in the leasing industry in Nigeria?

$Y = \beta_0 + \beta_1$ (Transformational Leadership Style) $+ \varepsilon$

Q3: What is the effect of the transactional leadership style on employee performance in the leasing industry in Nigeria?

$Y = \beta_0 + \beta_1$ (Transactional Leadership Style) $+ \varepsilon$

Q4: How do a leader's relationship traits influence employee performance in the leasing industry in Nigeria?

$Y = \beta_0 + \beta_1$ (Relationship Traits) $+ \varepsilon$

Q5: How does a leader's personal drive and integrity affect employee performance in the leasing industry in Nigeria?

$Y = \beta_0 + \beta_1$ (Personal Drive and Integrity) $+ \varepsilon$

Q6: What is the effect of a leader's communication aspects on employee performance in the leasing industry in Nigeria?

$Y = \beta_0 + \beta_1$ (Communication Aspects) $+ \varepsilon$

Where Y represents Employee Performance, β_0 is the intercept or constant term, β_1 is the coefficient of the independent variable, and ε is the error term.

$Y = \beta 0 + \beta 1$(Laissez−faire Leadership Style) $+\beta 2$(Transformational Leadership Style) $+\beta 3$(Transactional Leadership Style) $+\beta 4$(Relationship Traits) $+\beta 5$(Personal Drive and Integrity) $+\beta 6$(Communication Aspects) $+\varepsilon$

Where:

Y represents employee performance the dependent variable, which measures the performance outcomes of employees.

$\beta 0$ is the intercept or constant term which is the expected value of employee performance when all independent variables are zero.

$\beta 1$, $\beta 2$, $\beta 3$, $\beta 4$, $\beta 5$, $\beta 6$ are the coefficients of the independent variables, indicating the change in employee performance associated with a unit change in each respective independent variable.

ε is the error term accounting for the unexplained variation in employee performance.

This comprehensive regression model allows for the examination of the combined effect of different leadership styles (laissez-faire, transformational, transactional), relationship traits, personal drive and integrity, and communication aspects on employee performance in the leasing industry in Nigeria. By including all these variables in the model, the analysis can provide a holistic understanding of how various leadership factors influence employee performance within the specific context of the Nigerian leasing industry.

Additionally, the analyst included in the regression equation an error term since the autonomous factors by themselves may not completely represent all the noticed disparities in the dependent factors. The error term is divided into two parts: the effects of the excluded dependent variable from the regression equation and the haphazard or residual variant. Thus, the general effect of the six factors on employee performance was retrieved through inferential statistic. Therefore, the procedure adopted by the researcher followed the direction of the hypotheses as set out in the literature review and the theoretical framework of this study. Also, past research on leadership styles and employee performance was reviewed to find out the questions that different researchers used and how they have been tested in other organizations. These were used to form part of the questionnaires, and the aim is to ensure the reliability and validity of the construct.

This review examines the relationship between leadership styles and employee performance within the Nigerian leasing industry, focusing on the hypotheses developed for this study. An empirical review was used to analyze the existing knowledge base.

Hypothesis 1: Laissez-Faire Leadership and Employee Performance

H1o: There is no statistically significant difference in mean performance between the laissez-faire leadership style and other leadership styles on employee performance.

H1a: There is a statistically significant difference in mean performance between the laissez-faire leadership style and other leadership styles on employee performance.

The effect of laissez-faire leadership on employee performance remains inconclusive. Some studies suggest a negative association (Abbas et al., 2020), with employees under laissez-faire leaders displaying lower levels of motivation and performance. Conversely, other research indicates minimal or even positive effects under specific conditions (Bass & Avolio, 1994; Ogbodum & Onwuegbuzie, 2019).

Hypothesis 2: Transformational Leadership and Employee Performance

H2o: There is no statistically significant difference in mean performance between the transformational leadership style and other leadership styles on employee performance.

H2a: There is a significant difference in mean performance between the transformational leadership style and other leadership styles on employee performance.

Transformational leadership is generally associated with positive employee performance outcomes (Avolio et al., 2019; Wang et al., 2010). Transformational leaders inspire, motivate, and empower employees, leading to increased engagement and productivity.

Hypothesis 3: Transactional Leadership and Employee Performance

H3o: There is no statistically significant difference in mean performance between the transactional leadership style and other leadership styles on employee performance.

H3a: There is a significant difference in mean performance between the transactional leadership style and other leadership styles on employee performance.

The relationship between transactional leadership and employee performance is more complex. Transactional leadership focuses on rewarding desired behaviors and correcting mistakes. While it can promote efficiency and compliance, it may not lead to the same level of motivation and innovation as transformational leadership (Judge & Piccolo, 2004; Podsakoff et al., 1996).

H4o: There is no statistically significant association between a leader's relationship traits and employee performance in the leasing industry in Nigeria.

H4a: There is a statistically significant association between a leader's relationship traits and employee performance in the leasing industry in Nigeria.

Ghani et al. (2016) empirical study shows that leaders' personality traits are closely related to employees' job performance. This was reinforced by Solaja et al. (2016) who found that leadership's personae influence employees' job performance. However, Anwar et al. (2017) in carrying out their research using the Big Five personality model (openness, conscientiousness, extraversion, agreeableness, and neuroticism), depict that all these personality traits are valid predictors of an employee's job performance, except for neuroticism, although there is variation in the degree and significance of correlation. Also, Judge and Zapata (2015) assert that all five factors of the Big Five model are valid predictors of employee performance in relation to job performance.

H5o: There is no statistically significant relationship between a leader's personal drive and integrity and employee performance in the leasing industry in Nigeria.

H5a: There is a statistically significant relationship between a leader's personal drive and integrity and employee performance in the leasing industry in Nigeria.

Engelbrecht et al. (2017) describe the importance of a leader having integrity, as it has a positive outcome on employee trust and improves work engagement. Sani et al. (2016) investigated the six attributes of integrity, which are: accountability towards individuals and society; clean, efficient, trustworthy, and access to information; fair, just, and wise; privacy, secrecy, and transparency; neutrality and professional skills; and security protection. Their findings show that integrity and all other attributes are highly significant to job performance. Choi et al. (2020), based on their empirical findings, confirmed that a leader's behavioral integrity will lead an employee to be a high performer.

H6o: There is no statistically significant effect of a leader's communication aspects on employee performance in the leasing industry in Nigeria.

H6a: There is a statistically significant effect of a leader's communication aspects on employee performance in the leasing industry in Nigeria.

Rakowska, de Juana-Espinosa, and Valdés-Conca (2015) stated that effective communication serves as a motivational factor for employees in an organization by being able to motivate and direct them on the right path to completing a task. Also useful for decision-making and can lead to employee behavioral change towards the organization's system and processes. However, the following variables assessed are critical in answering the research inquiries and understanding the prevailing leadership styles that are available in the industry chosen for this study.

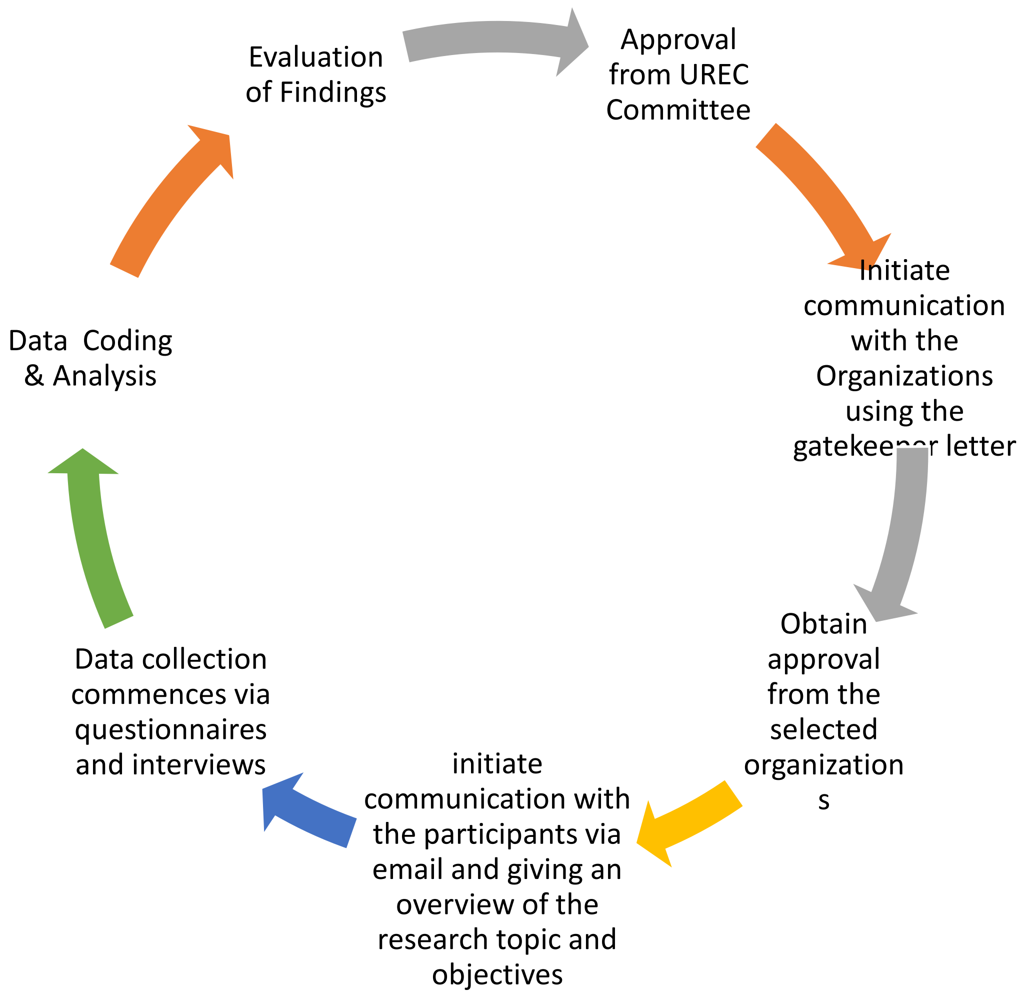
3.7. Study Procedures and Ethical Assurances

3.7.1. Study Procedures undertaken for this Study

During the data collection phase, the researcher ensures that UNICAF University's ethical principles and norms are followed correctly. Before beginning to gather data for the research, the Unicaf University Research Ethics Committee (UREC) gave its approval and authorization to proceed on the next stage of the research. Also, the researcher went on to initiate and get permission from the four chosen leasing companies to do the research data collection. Obtain approval from the four leasing companies to commence the data collection process. After receiving the email addresses sent by the human resources representatives of the organizations, the researcher then initiated communications with the participants via email and debriefed them about the research topic, purposes, and objectives of this study. She also shared with the participants the informed consent form to ensure that they were willing to participate in the study. Furthermore, data collection began with questionnaires, interviews, and focus groups. After receiving all the data for this study, the researcher went ahead with the data coding and analysis stage and finally evaluated the findings of the research. The diagram below shows the process undertaken during the process of data collection for this research.

Figure 12

The Study Procedures Adopted for This Study



Note. *The Study Procedures Adopted for This Study* developed by the researcher to show the processes carried out before data collection stage.

3.7.2. Ethical Assurances undertaken for this study

According to Copper and Schindler (2008), ethics is the appropriate behavior that directs our connection with others. The majority of ethical concerns in social research center on how human respondents or participants in research are treated (Blaikie, 2000). The researcher must always take ethical considerations into account, especially when working with research participants (Oliver, 2010). The world has undergone a significant transition recently as we have learned more about applied social and scientific research ethics. There are two pivotal historical events that revolutionized perceptions of the importance of moral values and accountability. They are the: The Nuremberg War Crimes Trial, which followed World War II, exposed to the world the methods in which German scientists had subjected captured human beings to frequently cruel experiments. African American study participants who had syphilis were deprive of known effective syphilis therapy during the 1950s and 1960s (Williams, 2006). The significance of these incidents has, however, resulted in a considerable reevaluation of ethical norms and a continuing growth of agreement that safeguards people from being exploited as guinea pigs in research (Williams, 2006). Based on these occurrences, ethics has gained prominence and is now regarded as one of the key components that addresses ethical concerns when subjects are participating in a study endeavor.

As a result, when individuals consider what ethics are, they assume it involves deciding what is good and wrong. But ethics go beyond that, as David and Resnik (2015) describe ethics as rules that regulate human behavior or conduct because they serve to distinguish between appropriate and inappropriate behavior. According to Copper and Schindler (2008, p. 34), it is the norm of behavior that directs our actions and our interaction with others. It is crucial for researchers to be aware that any study projects or experiments involving human subjects will present special and complicated ethical, legal, social, and political challenges (Walton, n.d). Three goals, nevertheless, are pertinent to research ethics: The main goal is to safeguard human subjects, and the second goal is to make sure that the study is useful to people, society, communities, or groups. The third goal is that the researcher must make sure that informed consent, confidentiality protection, and risk management are all top priorities while conducting research studies. Various academics have developed fundamental ethical guidelines that should act as a lighthouse for researchers while they carry out their research initiatives. The majority of these include minimizing the risk of damage to participants, obtaining informed permission, debriefing, safeguarding participants' anonymity and confidentiality, avoiding dishonest practices, and giving participants the option to withdraw from the study (David & Resnik, 2015; Aerd Dissertation, n.d; American Psychological Association, 2002; The British Psychological Society, 2010). As a result, since the project involves people, it is crucial for researchers to make sure all ethical considerations are considered from the beginning to the finish (Oliver, 2010). Likewise, based on these protocol observations, the researcher made the following rules to make sure the study followed ethical standards: According to the British Psychological Society (2014, pp. 18–19), certain information "can serve as a guide to the researcher when deciding what information is to be shared with the participants", and they are as follows: the objectives of the research; types of data collection; benefits of the research; methods of data collection; confidentiality and anonymity conditions, including any exceptions as to the data collections; the Code of Human Research Ethics; compliance with the Data Protection Act; and the Freedom of Information Act. In order to conduct this study ethically, it is essential that there be no unnecessary danger of injury to the participants (Aerd Dissertation, n.d.). The research study will adhere to the concept of informed consent, which entails providing the participants with complete information about the research, including the research topic, the objective of the research, and the technique used. By sharing this information with them, you are enabling people to consider their options and decide whether to take part in the study (Aerd Dissertation, n.d.; Oliver, 2010).

As it is the researcher's responsibility to uphold and discuss the limits of confidentiality with the participants, ensure protection of the data collected from the participants, and provide anonymity to protect the privacy of the participants during the research project (Aerd Dissertation, n.d.; David & Resnik, 2015), confidentiality of the participants will be maintained throughout the process. Will guarantee that there is no deception of the participants during the whole project and that there is no deceit that might injure or disturb the participants. To avoid the outcomes of the Milgram and Stanford jail experiments, ethics considerations in this study are crucial (Lecturer's comment; Aerd Dissertation, n.d.).

Respondents in the study will be oriented and given necessary information on their right to withdraw from it at any time and won't face any pressure to do so if they lose interest (Aerd dissertation, n.d.). Also, the researcher will let participants know about any planned debriefings about the data collection and let them know that they can quit at any time during the data collection phase if they want to. Furthermore, to make sure that the research was carried out in an ethical way, the researcher put aside her own knowledge and experiences and adopted a learning mindset throughout the process (Chan et al., 2013).

Based on the above, this is what the researcher used in ensuring the ethical guarantees for this study.

3.7.2.1. Informing participants and obtaining informed consent.

In this study, the researcher had a duty to the respondents to make sure that the people who took part in the study did so voluntarily. This was done by making sure that "all facts relevant to the research are adequately disclosed and written out on the information sheet from the start, and no information is hidden that could hurt the participants in any way". Also, for the participants to decide whether to engage in the research or not, all information was presented in a logical and understandable manner (The Britis h Psychological Society, 2014, p.18). To ensure ethical conduct, the research followed informed consent procedures. Participants were informed of their rights and that participation was voluntary, with no coercion or biased rewards/punishments for their responses (The British Psychological Society, 2014, p. 20).

3.7.2.2. Minimize Risk of Harm to Participants

In this research, the following ethical considerations were carefully examined by the researcher to reduce the risk of harm to participants:

Informed Consent: The researcher obtained informed consent from participants before commencing data collection. This was done to avoid ethical concerns and ensure that participants were fully aware of the research purpose, procedures, and their rights. Participants voluntarily agreed to take part in the study.

Anonymity and Confidentiality: Protecting the anonymity and confidentiality of participants is a legal obligation for researchers. The researcher made every effort to maintain the privacy of participants' personal information and handle data securely to prevent any unauthorized disclosure.

Right to Withdraw: The researcher's responsibility was to give participants the right to withdraw from the research at any time during the study without facing any coercion or negative consequences. In addition, participants were not subjected to any pressure or coercion during the study (this was clearly stated in the informed consent, that participants were free to leave the study at any point). The researcher was emotionally intelligent and empathetic enough to stop questioning any of the participants who expressed discomfort during the data collection processes.

Transparency and Avoiding Misleading Practices: Transparency was maintained throughout the research process: From the design phase to data collection, participants received clear and accurate information about the study's goals and their role. No deceptive practices were used.

3.7.2.3. Protect Participants Anonymity and Confidentiality in Research

Ethical considerations are paramount in research, and the researcher's primary responsibility is ensuring participant safety throughout the data collection process (David & Resnik, 2015). This includes protecting participants from physical harm, emotional distress, and any potential invasion of privacy.

Mitigating Risks:

Informed Consent: Prior to data collection, participants were provided with informed consent forms that clearly explained the study's purpose, data collection methods (surveys, interviews, and focus groups), and how their data would be anonymized and kept confidential. Participation was voluntary, and participants had the right to withdraw at any time without penalty.

Confidentiality & Anonymity: Measures were taken to ensure participant privacy. Data was anonymized (no identifying information collected) or confidential (data linked to codes, not names). Instruments were designed to avoid collecting sensitive information that might cause embarrassment.

Data Security: Anonymized data was stored securely using password-protected databases and systems.

3.7.2.4. Avoid Deceptive Practices

Researchers have an ethical obligation to be transparent with participants and avoid any misleading practices (Sekhon, 2018). Deception in research can take various forms, such as deliberately misleading participants through staged scenarios (e.g., Milgram experiment) or withholding crucial information (Aerd Dissertation, n.d).

Transparency in this Research: In this study, transparency was prioritized throughout the research process. Here's how deception was avoided:

Informed Consent: Participants were provided with a detailed informed consent form that clearly explained the study's purpose, data collection methods (surveys, interviews, and focus groups), and how their data would be anonymized and kept confidential.

Clear Communication: The research goals and procedures were explained in a straightforward and understandable manner during participant recruitment and throughout the data collection process.

By following these practices, participants were empowered to make informed decisions about their involvement in the research. Additionally, the research received approval from Unicaf University Research Ethics Committee (UREC) to ensure adherence to ethical guidelines. Also, the study secured permission from the participating organization to conduct the research within their setting before data commencement.

3.7.2.5. Provide the right to withdraw

Voluntary participation was a core principle of this research. Participants were informed of their right to withdraw from the study at any point without penalty, and their decision would be respected. The participants were informed of their rights verbally during the interview stage and also by an informed consent form that clearly outlined their rights, and participants were encouraged to ask questions throughout the process. This guaranteed that individuals felt in charge of their own participation in the study and empowered. Given that participant autonomy and well-being were essential to the study's success, it was critical that the researcher give these factors top priority. The researcher sought to provide a courteous and secure atmosphere for all parties by placing a strong emphasis on informed consent and voluntary involvement. By using this strategy, the researcher and volunteers were able to develop a relationship based on mutual trust.

3.7.2.6. Ethical Principles in My Research

Furthermore, the research was guided by ethical principles to ensure participant well-being:

Beneficence: The study design aimed to minimize any burden on participants and potentially contribute to a better understanding the research topic (the effects of leadership styles on employee performance in the Nigerian leasing industry).

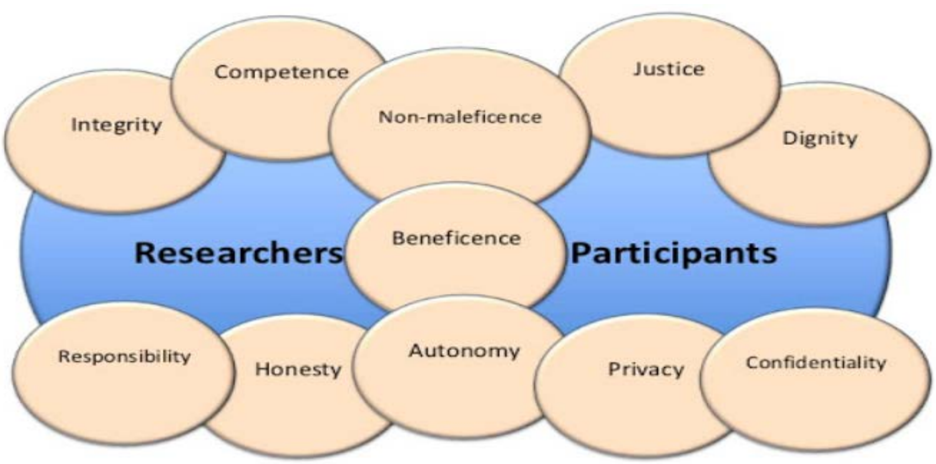
Non-maleficence: Measures were taken to avoid any physical or psychological harm to participants. These included obtaining informed consent, ensuring anonymity and confidentiality of data, and having a clear protocol for stopping uncomfortable questioning.

Respect for Participants: Participants were treated with respect and dignity throughout the research process. They were provided with clear information about the study and their rights.

Justice: The research strived to be fair and inclusive. The sampling methods aimed to recruit a diverse group of participants, and the data collection process was consistent for all participants.

Figure 13

Ethical Ideologies adopted for this Study



Note. Adapted from *Ensuring ethical approach to research*, by Sindakis, n.d., p.4.

3.8. Proposed Data Analysis Techniques

3.8.1. Introduction

In research, the act of looking through, converting and deciphering gathered data to find patterns, relationships, and insights that address research questions or objectives is known as data analysis (Hair et al., 2018). To interpret the data and reach meaningful conclusions, it entails the application of various statistical, computational, or qualitative methodologies. According to Hancock and Algozzine (2016), data analysis is a critical stage in research where collected data are examined and analyzed to derive meaningful interpretations and insights. LeCompte (2000, p. 146), stated that translating data into study outcomes is called analysis. LeCompte (2000) went further to liken analysis to a way of dismantling puzzles and reorganizing them. Nonetheless, puzzles cannot be accomplished once some parts are lost, damaged, or distorted. Therefore, if pieces of data are incomplete and subjective study outcomes cannot give a comprehensive image of a program or offer a decent solution to challenges. Suter (2006, p. 327) defines the data analysis process as a means of discovering "patterns, coherent themes, meaningful categories, and new ideas, and in general uncovering a better understanding of a phenomenon or process". Similarly, LeCompte and Schensul (1999) described data analysis as large mounds of data that are changed into concise assertions that define, clarify, or foresee a bit of what the scholar has examined. Depending on the type of data collected (quantitative or qualitative) and the goals of the study, different data analysis techniques can be used by a researcher when analyzing the gathered data. To derive valuable insights from the gathered data, researchers must choose the most relevant data analysis techniques based on their research questions, type of data and study design.

However, for this research, the researcher adopted mixed-method data analysis. The Mixed Methods Data Analysis involves integrating and analyzing both quantitative and qualitative data, employing strategies such as data triangulation, data transformation, and data integration (Creswell &

Plano Clark, 2018; Fetters et al., 2013; Teddie & Tashakkori, 2009). Quantitative data analysis is defined as "objective data that involves figures and classifications." Frequently, classifications allude to decisions between choices, for example, one's best kind of meal or one's view, which may range from strongly disagree to strongly agree. This leads to three crucial kinds of data: numerical, ordinal, and nominal data (Samuels, 2020). Whereby the qualitative data analysis is working with data, arranging and fragmenting them into practicable components, encoding, integrating, and exploring them for designs. The purpose of qualitative data analysis is to discover designs, ideas, themes, and interpretations (Bogdan & Biklen, 2003). According to Yin (2003), a case study involves the prerequisite of scanning "information designs" that may clarify or recognize causal connections in the archive. During the procedure, however, the researcher first focuses on the overall information, then attempts to dismantle it and rebuild it more purposefully. Grouping helps the researcher find similarities and differences between designs, as well as think deeply about specific examples and complex chains of information that give them meaning. Braun and Clarke (2006, p. 79) define a theme as "something important about the data in relation to the research questions and representing some level of patterned response or meaning within the set". The researcher posed to the participants a few open-ended questions, to which some responded in writing and others gave theirs verbally, and all of these were documented. During the process, information that might be relevant to their experiences might become known to aid in answering the research questions and accomplishing the research objectives. Also, the researcher started looking at the data for this study by putting all the notes and answers from both individuals and focus groups into an Excel sheet so they would be easy to retrieve.

Johnson et al. (2007, p. 123) define "mixed method research" as the kind of research in which a researcher or group of researchers combines elements of qualitative and quantitative research approaches (e.g., use of qualitative and quantitative viewpoints, data collection, analysis, and inference techniques) for the broad purposes of breadth and depth of understanding and corroboration. In addition, Creswell (2005) defines mixed-method research as a study in which a scholar uses quantitative research methods for part of the research and qualitative research methods for the other section of the study in order to fully understand the research problem being explored. Still, when a researcher uses both methods and a combination of the two, the results are more complementary than competitive.

3.8.2. Data Analysis Techniques for Mixed Method Approach

In this mixed methods approach, a combination of quantitative and qualitative data analysis techniques was employed to analyze and integrate the different types of data. Though, when choosing and carrying out the data analysis techniques in mixed method designs for this study, the guidelines adopted in answering the research questions and meeting the research objectives were based on some academicians and scholars' frameworks (Creswell & Plano Clark, 2018; Creswell & Creswell, 2017; Onwuegbuzie & Johnson, 2006; Venkatesh et al., 2016).

3.8.2.1. Analyzing quantitative data

When analyzing data for this research, the following technique was utilized:

> Inferential statistics: this allows the researcher to apply statistical tests to evaluate correlations between distinctions, or links between variables set out in this study (e.g. ANOVA and regression analysis) (Onwuegbuzie & Johnson, 2006). Likewise, descriptive statistics provided the means, standard deviations, frequencies, and percentages to summarize and describe the numerical data gathered for this study (Creswell & Creswell, 2017).

3.8.2.2. Analyzing Qualitative Data

Also, in analyzing qualitative data, the following techniques was adopted:

Data coding, the process of categorizing and labeling qualitative data to find patterns and recurring ideas (Saldaña, 2016), was facilitated by Atlas.ti software for thematic analysis.

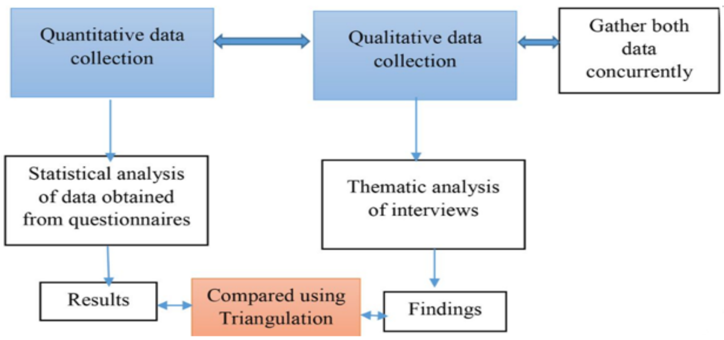
Interpretative phenomenological analysis (IPA): according to Smith and Fieldsend (2021), interpretative phenomenological analysis is the process of investigating participants subjective viewpoints and life experiences in order to obtain a deeper understanding of a phenomenon. This was carried out while gathering data for this research to understand the various viewpoints of participants in answering the research questions.

3.8.2.3. Converging Quantitative and Qualitative Data

In this study, the selection of methods for analyzing data was in line with the methodology of the study, the research objectives, the research questions, and the type of data collected. Based on this mixed method approach the triangulation process was utilized for this study. Denzin (2017) describes the process of triangulation as the integration of results from several data sources or methodologies to increase the reliability and validity of the findings.

Figure 14

Data Collection Process using the Mixed Method Approach



Note. Adapted from Validity and reliability - What's it all about? Part 2 Reliability in quantitative studies by Twycross & Shields, 2004, p.36.

3.8.3. Procedure for Mixed Method Approach for this Research

This mixed methods study employed several strategies to ensure the successful integration of quantitative and qualitative data collection and analysis. A detailed explanation of these strategies is provided below to contribute to the broader body of research on conducting mixed methods studies. Mixed methods research integrates quantitative and qualitative data collection and analysis to gain a more comprehensive understanding of a research question (Creswell & Plano Clark, 2018).

The following are the key stages involved in this research:

Research Design: This stage involves determining the overall structure of the study, such as sequential (quantitative followed by qualitative), concurrent (collecting both types of data simultaneously), or transformative (using each method to inform the other) (Creswell & Plano Clark, 2018). In this study, the researcher employed a concurrent design (collecting both types of data simultaneously).

Data Collection: This stage focuses on gathering data using methods aligned with the research questions and chosen design. Quantitative data might be collected through surveys or experiments, while qualitative data could be obtained through interviews, focus groups, or document analysis (Teddlie & Tashakkori, 2009). For this study, data collection methods were aligned with the research questions and chosen design. Quantitative data was collected through surveys. Also, qualitative data was obtained through interviews, and focus groups.

Data Analysis: Here, each data set is analyzed independently using appropriate methods. Quantitative data was typically analyzed statistically (inferential statistics), while qualitative data underwent thematic analysis (Creswell & Plano Clark, 2018).

Data Integration: This crucial stage involved combining the findings from both quantitative and qualitative analyses. In this study, the researcher employed a combining or connecting results approach (Teddlie & Tashakkori, 2009). This strategy focused on identifying divergent patterns and exploring the connections between the data sets.

Interpretation and Discussion: This stage focuses on interpreting the integrated data to gain comprehensive insights. Researchers discuss the inferences drawn from the combined analysis and expound on the findings, considering both quantitative and qualitative evidence (Creswell & Plano Clark, 2018). The researcher for this study discussed the inferences drawn from the combined analysis and expounded on the findings, considering both quantitative and qualitative evidence.

Reporting and Recommendations: The final stage involves summarizing the main results, highlighting the strengths and limitations of the mixed methods approach, and drawing conclusions based on the triangulated data (Teddlie & Tashakkori, 2009). The researcher also offered recommendations for future research or practice based on the study findings.

In addition, according to Creswell (2009, p. 206), there are four viewpoints that impact the plan of techniques for a mixed method study: timing, weighting, mixing, and theorizing.

Timing: the timeliness of collating data for both the quantitative and qualitative approaches is quite important to the researcher. This method lets the researcher know whether the data should be collected in order or at the same time, depending on how the researcher wants to answer the research questions (Creswell, 2009).

Weighting: the researcher knows how crucial planning the weighting or priority is to "this study using both quantitative and qualitative research." Even though this method of design depends on the scholar's interest, the research participants, and the scholar's goal in terms of the research topic and questions (Creswell, 2009, pp. 206–207).

Mixing: according to Creswell (2009, p. 207), "mixing data (and, in a larger sense, mixing the research questions, philosophy, and interpretation) is difficult at best when one considers that qualitative data consists of text and images and quantitative data, numbers". But the researcher was able to use this method at several points in the study, such as when collecting data, analyzing data, and figuring out what the data meant.

Theorizing or Transforming Perspectives: Creswell (2009, p. 208) posits that "researchers bring theories, frameworks, and hunches to their inquiries, and these theories may be explicit or implicit in a mixed method". The researcher was able to start with the theories at the beginning of this research as a pivotal point that shaped the kinds of questions asked, who took part in the research, how data was collected, and what effects the research had (Creswell, 2009).

3.8.4. Strategies for Mixed-Method Data Analysis

Mixed methods research integrates quantitative and qualitative data collection and analysis to gain a more comprehensive understanding of a research question (Creswell & Plano Clark, 2018). Analyzing this combined data requires specific techniques to effectively integrate and interpret findings from both sources. Here are some common approaches:

Data Triangulation: This technique involves comparing and contrasting quantitative and qualitative data to identify convergence or divergence in findings (Creswell & Plano Clark, 2018). It strengthens the validity of the research by looking for corroborating evidence from different data sources. Triangulation helps researchers assess the consistency and credibility of their conclusions.

Parallel Analysis: This approach involves analyzing quantitative and qualitative data concurrently, examining each type of data independently for patterns and themes while also looking for potential connections between them (Creswell & Plano Clark, 2018). By analyzing data sets simultaneously, researchers can gain a deeper understanding of the research phenomenon and identify how quantitative and qualitative findings support or contradict each other.

Data Transformation: This technique involves converting data from one form (quantitative or qualitative) into a format compatible with the other (Fetters et al., 2013). However, it's important to exercise caution with this approach, as it may lead to a loss of richness in the data. Transformation might be suitable in specific situations, but careful consideration should be given to potential limitations.

Data Integration: This is an overarching strategy that emphasizes combining quantitative and qualitative data throughout the entire analysis process, not just at the end (Teddlie & Tashakkori, 2009). The goal is to achieve a comprehensive understanding by looking for connections, patterns, and discrepancies between the different data sets. Data integration allows researchers to build a richer and more nuanced picture of the research question.

The selection and implementation of data analysis techniques in mixed methods research depend on various factors, including research objectives, design, questions, time constraints, resources, and the collected data itself (Creswell & Plano Clark, 2018; Venkatesh et al., 2016). In this study, the researcher adopted a flexible approach, tailoring the analysis to gain insights relevant to the research topic and questions.

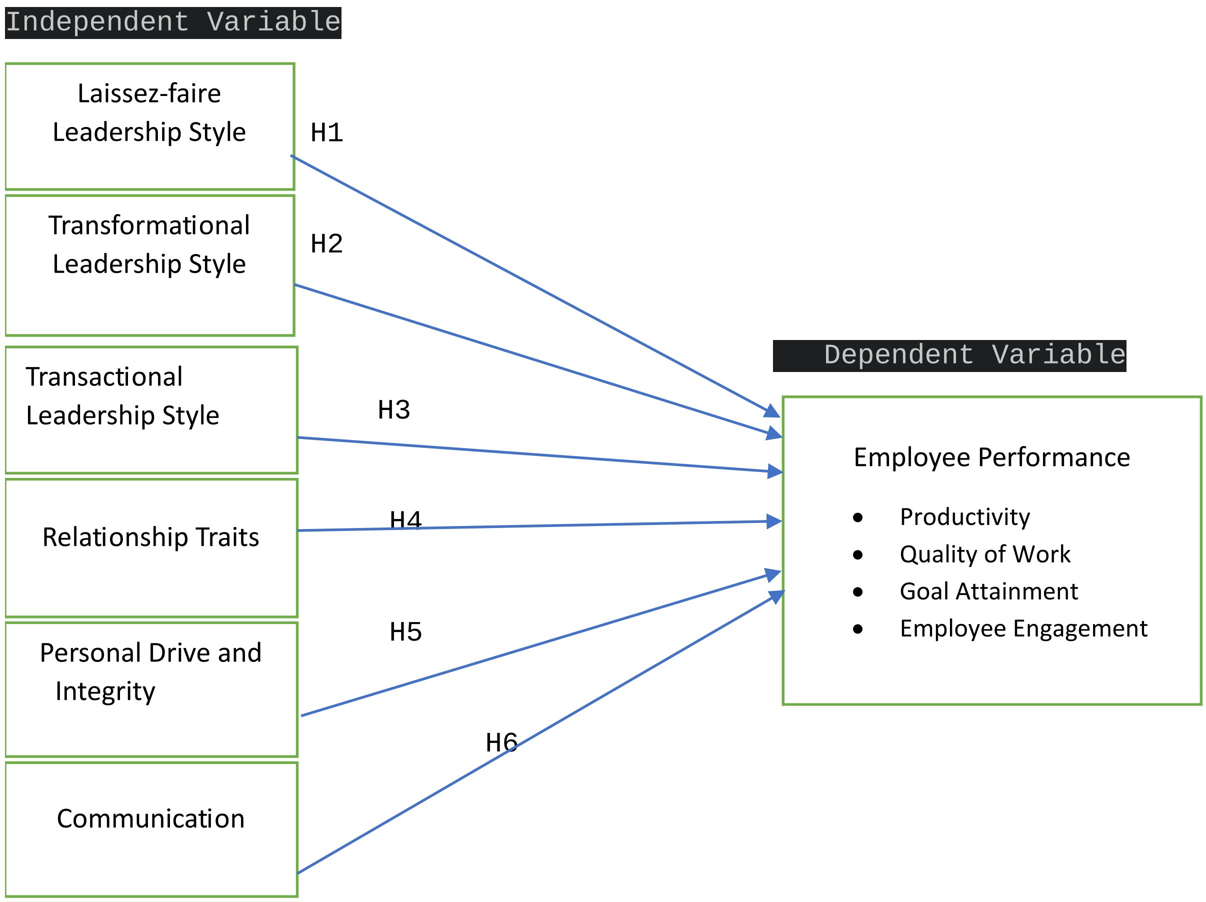
Integrating Primary and Secondary Data: A crucial aspect of this research involved analyzing both primary and secondary data to gain a comprehensive understanding of the research questions (Stevens et al., 2012).

Data Transformation and Analysis: To integrate quantitative and qualitative data effectively, I employed a combination of data transformation and analysis techniques. While Caracelli and Greene (1993) discuss transforming one data type into the other, I focused on thematic analysis for qualitative data and statistical analysis for quantitative data. This allowed for in-depth exploration of both data sets and identification of patterns and relationships.

Quantitative Analysis Software: SPSS, a statistical software program, was used to analyze the quantitative data. This facilitated identification of key elements, exploration of research objectives (both explicit and implicit), and detection of significant results with greater precision (Jones, 2002). The ability to simplify and analyze the collected data through statistical tools also helped refine the research hypothesis.

Figure 15

The Conceptual Framework of the Research



Note. The Conceptual Framework of the Research was developed by the researcher in answering the research questions and meeting the research objectives of this study.

Therefore, this was done by evaluating the hypothesis of the study:

Hypothesis 1:

H1o: There is no statistically significant difference in mean performance between the laissez-faire leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

H1a: There is a statistically significant difference in mean performance between the laissez-faire leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

Hypothesis 2:

H2o: There is no statistically significant difference in mean performance between the transformational leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

H2a: There is a statistically significant difference in mean performance between the transformational leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

Hypothesis 3:

H3o: There is no statistically significant difference in mean performance between the transactional leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

H3a: There is a statistically significant difference in mean performance between the transactional leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

Hypothesis 4:

H4o: There is no statistically significant association between a leader's relationship traits and employee performance in the leasing industry in Nigeria.

H4a: There is a statistically significant association between a leader's relationship traits and employee performance in the leasing industry in Nigeria.

Hypothesis 5:

H5o: There is no statistically significant relationship between a leader's personal drive and integrity and employee performance in the leasing industry in Nigeria.

H5a: There is a statistically significant relationship between a leader's personal drive and integrity and employee performance in the leasing industry in Nigeria.

Hypothesis 6:

H6o: There is no statistically significant effect of a leader’s communication aspects on employee performance in the leasing industry in Nigeria.

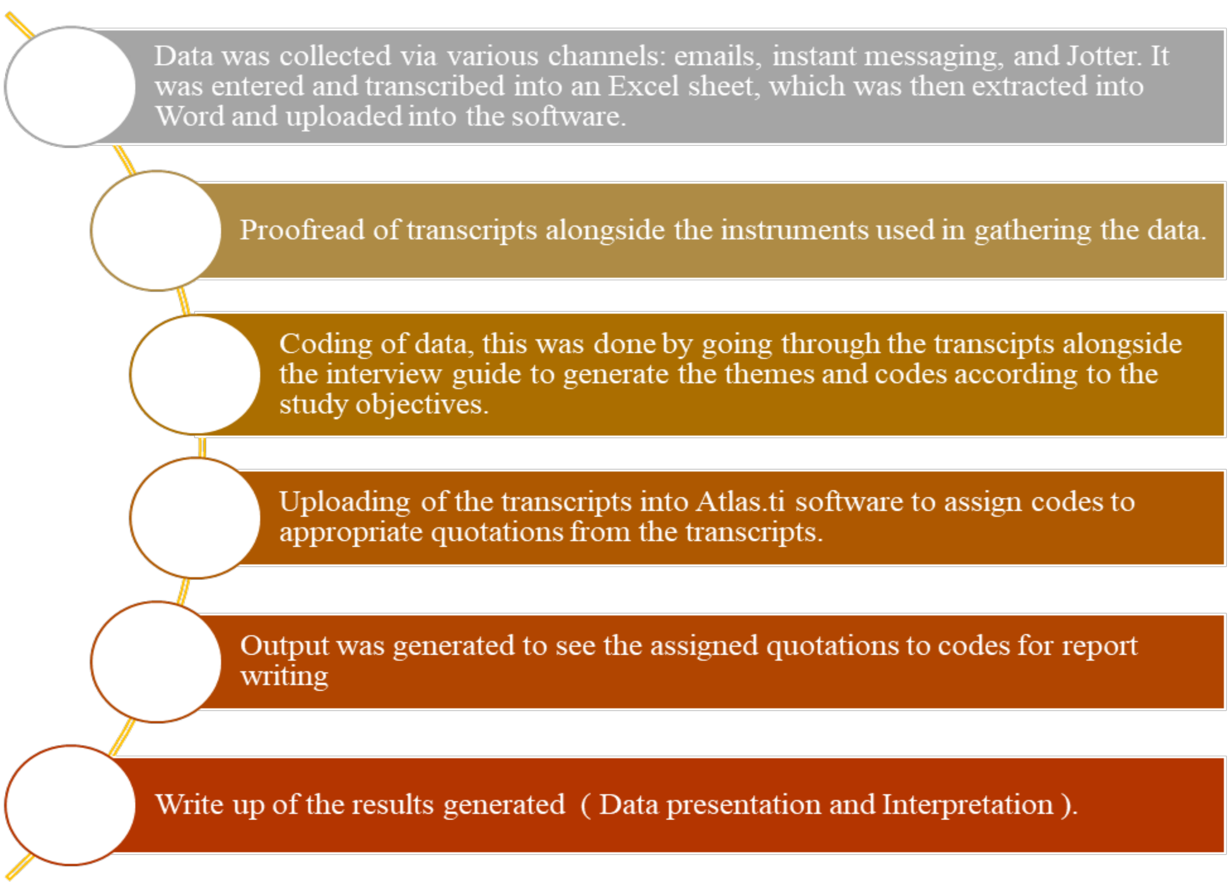
H6a: There is a statistically significant effect of a leader’s communication aspects on employee performance in the leasing industry in Nigeria.

Additionally, the instrument used for this research consisted of a self-administered survey, which included several background information questions as well as a series of Likert-type items. The demographic questions asked the participants to provide information on their age, sex, education level, amount of time having worked in the organization. The Likert-type items were used to measure the leadership styles (7 items), leader’s relationships trait (5 items), personal drive and integrity (5 items), communication (5 items) and employee performance (2).

Furthermore, in analyzing data for this study, the researcher began by putting together all the responses received via email, WhatsApp, focus groups, face-to-face meetings, and phone calls and documenting them in an Excel format. The interview transcripts were analyzed to establish concepts related to the themes of the literature reviews, and the use of an open-ended questionnaire was adopted by the researcher to gather more qualitative data that is used to corroborate the results obtained from the quantitative data. Thematic analysis is a qualitative analytic method for identifying, analyzing, and reporting patterns (themes) within data. An extensive manual for applying thematic analysis in psychology is provided by Braun and Clarke (2006). They describe the procedures for carrying out thematic analysis, which include familiarizing oneself with the data, coding, topic development, and interpretation. The essay emphasizes the thematic analysis' versatility and adaptability in many research situations and offers examples to clarify the procedure. “It is minimally organized and describes the data set in (rich) details and interprets various aspects of the research topic” (Braun & Clarke 2006, p. 79). This method of analysis allowed the researcher to identify relationships, patterns, comparisons, and variations in the data analyzed (Narcisse & Harcourt, 2008). The objective here was to give an account of what the researcher learned from the participants, and the data collected gives an account of each participant's point of view, which was used in analyzing the data received during the data collection process. However, when analyzing qualitative data, such as interview transcripts, focus group transcripts, or open-ended survey replies, researchers can spot patterns, similarities, and contrasts. It entails the methodical coding and categorization of data into significant themes or patterns, which can offer insightful information about the experiences, viewpoints, and phenomena under inquiry of participants. The figure below shows the thematic steps taken by the researcher in this research to methodically establish and deduce the qualitative data to gain an understanding of the research topic.

Figure 16

Thematic Steps undertaken for this Study



Note. *Thematic Step*s *undertaken for this Study* created by researcher showing the processes carried out during the data collection and analysis stage of the qualitative research method.

3.9. Trustworthiness

Mertens and Hesse-Biber (2012, p. 75) asserted that "surveyors use triangulation as a measurement technique to detect an object in space by depending on two known points to triangulate on an unknown fixed point in that same space". However, social scientists appropriated the concept of triangulation to argue for its application in the validation process for determining the veracity of social science research results. Hussein (2009) defines triangulation as a method of applying several methods, the quantitative and qualitative methods, in analyzing similar occurrences to improve the study's reliability. Also, Johnson et al. (2007) initially recognized "triangulation as a validation strategy and described it as the combination of methodologies in the study of the same phenomenon". The researcher using triangulation in this research provides the best solution for conducting concrete, scientific research and achieving reliable findings, which thereby increases the completeness and comprehensiveness of the research, allows the investigator to categorize the inconsistent data and eliminate it, and improves the reliability and validity of the research.

3.9.1. Different Forms of Triangulations

According to Torrance (2012) there are five different forms of triangulation based on the depth of research: methodological, theoretical, investigator, data, and analytic triangulation. They are further explained below:

- Investigator triangulation: this approach involves combining more than two researchers at any point in the study process to check the observational procedure, the interview process, or the data analysis.

- Methodological triangulation: it relies on many approaches to investigating a similar phenomenon. This approach is frequently employed at the level of the research's design or data collection. Even though it is utilized in social disciplines and applied on two levels in research, this approach is quite very important during data collection and analysis phase. Also, there are two forms of methodological triangulation: "the between- method" and "the within- method." When analyzing the phenomena of enquiry, the between-method, also known as the "across-method," combines the qualitative and quantitative approaches. It aids in researching and determining the degree of external validity. The internal consistency of data collection and analysis that reflect a particular special paradigm must be cross-checked for the within-method to work.
- Theoretical triangulation: this is the use of many ideas in the same investigation to justify the results, which is known as theoretical triangulation. When researching the same event from many angles that widen the research field, various theories are beneficial to this approach.
- Analysis triangulation: this technique uses more than two ways to evaluate the same data in order to assure validity in both the qualitative and quantitative paradigms within the same research.
- Data triangulation: this term describes the use of many data sources in a single study. Because data differs depending on when it was acquired, it is beneficial in research.

Furthermore, based on the research design outlined for this study, combining survey with interviews and focus groups leverages the strengths of triangulation to gain a comprehensive understanding of leadership styles and their effect on employee performance in the Nigerian leasing industry.

3.9.1.1. Triangulation and Validity

The section also delves into how triangulation contributes to validity:

Congruence and Complementarity: When findings from different methods are consistent (congruent) or build upon each other (complementary), it strengthens the overall validity of the research (Greene & McClintock, 1985).

Researcher's Role: The section emphasizes the researcher's role in interpreting triangulation findings:

Saturation: The researcher must ensure sufficient data collection to reach saturation, where no new insights emerge (Fusch, 2015).

Presenting Multiple Perspectives: The researcher should present findings in a way that reflects the various viewpoints captured through triangulation.

3.9.2. Benefits of the Survey (Likert Scale)

The following are key benefits of the survey used in this research:

Standardized Data: The Likert scale (1–5) ensures consistent and quantifiable data across participants. This allows for statistical analysis to identify general trends in understanding the "effect of leadership styles on employee performance".

Anonymity: Anonymity during the data collection encouraged honest responses, especially regarding sensitive topics like leadership effectiveness in the organizations.

3.9.2.1. Survey Limitations:

Limited Nuance: It is imperative to note that survey data might not capture the full context or reasoning behind employee responses. For example, someone who disagrees with a statement like "employees should be managed closely" might not elaborate on their preferred leadership style.

3.9.3. Strengths of Interviews and Focus Groups:

In-Depth Exploration: These methods allowed the researcher delved deeper into employee experiences and perspective, by exploring the "why" behind the survey responses and gain richer insights into: Specific examples of leadership behaviors and their effect. Employee perceptions of how leadership styles influence motivation, engagement, and performance.

3.9.4. Justification of Mixed Methods Designs

Mixed methods research designs combine quantitative and qualitative data collection methods to provide a more comprehensive understanding of a research question (Fetters et al., 2013). Several justifications support the use of mixed methods designs (Johnson et al., 2017). The key points listed below are the justification of adopting the mixed method design:

Enhanced Validity: Triangulation, using multiple data collection methods (surveys, interview, and focus groups), helps identify the potential biases and limitations inherent in each method (quantitative and qualitative). This led to more robust and trustworthy research conclusions of this research (Morse, 2015).

Comprehensive Understanding: Mixed methods design leverages the strengths of both quantitative and qualitative approaches. Quantitative data provides "what" and "how much," while qualitative data offers insights into "why" and "how" (Creswell & Plano Clark, 2018). Integrating these perspectives led to a richer understanding of the research questions.

Deeper Understanding: Findings from one method informed the analysis and interpretation of the other. For example, qualitative data can contextualize quantitative findings (Fetters et al., 2013).

New Research Questions: Inconsistencies or ambiguities discovered through one method can be investigated further using the other, leading to new research avenues (Greene, 2007).

Broadened Scope: Mixed methods design allows for incorporating multiple perspectives and approaches, providing a more holistic understanding of the research question (Greene, 2007).

Additionally, by ensuring that the study outcomes, or at least one of them, are congruent and complementary, triangulating procedures primarily work to maintain the validity of the research findings. The study results are said to be congruent when they are consistent, comparable, or convergent. When two results are complementary, one builds upon and clarifies the other. Every study technique gives a unique evaluation of the same phenomenon. Additionally, every one of them has biases and measurement inaccuracy (Greene & McClintock, 1985). Also, it is the responsibility of the researcher to interpret the triangulation method's findings. He must show the depth of the outcomes offered in the discovery based on the procedure for data collecting and the numerous stages of analysis. Whether using quantitative, qualitative, or a combination of methodologies, the researcher must ensure that the investigation is saturated. Fusch (2015) asserts that triangulation ought to produce a crystal refraction that exhibits several points of view in order to convey the significance of the data. According to researchers, conducting imperial research might be initiated by utilizing methodological diversity. Also, according to Olsen

(2004), Danermark (2002), and Carter (2003), methodological pluralism is a group of techniques that enable social scientists to distinguish between the various manifestations of the same event.

3.10. Summary

In this chapter, the researcher was able to do justice to the research approach and design adopted for this study. The discussion centers around the research paradigm and data collection processes. Similarly, the researcher explains the research methodology and data analysis techniques used in the study. Also, trustworthiness and ethical assurances for the research were discussed in depth as they related to the research topic. The research design selected for this study is the quantitative and qualitative approach (mixed-method approach), which was implemented to gain insight and answer the research questions of this study. Also, the researcher adopted pre-testing which focuses on evaluating the psychometric qualities, overall validity, and reliability of the instruments prior to application, and piloting which is concerned with fine-tuning and enhancing the research instruments based on participants input and practical applicability.

In addition, the researcher ensured that ethical considerations were utilized, and they are: informing participants and obtaining informed consent; minimizing the risk of harm to participants; protecting anonymity and confidentiality; avoiding deceptive practices; and providing the right to withdraw. Also, the researcher justified the reason why triangulation was adopted in analyzing the data. Triangulation offers benefits in that it makes a study more thorough and complete, confirms patterns, identifies discrepancies, and enhances validity and dependability. On the other hand, triangulation has drawbacks that include being a more expensive approach, producing a lot of data and meanings, not ensuring better findings, maybe failing as a strategy for validation, and using disjunctive mixed methods. As a result, Johnson et al. (2007, p. 115) assert that the value of triangulation is as follows: it provides researchers with confidence in their results; and it drives the creation of inventive ways of collecting data.

Through congruence and complementarity of the research results, or one of them, the triangulating techniques' major goal is to maintain the validity of the research findings. It can make room for more reliable and comprehensive data. It may enable the integration of hypotheses and, if necessary, reveal inconsistencies. As a result of its thoroughness, it can act as a litmus test for rival ideas. It is important that a researcher recognize his or her own perspective on the topic under inquiry, consider other people's reflections, and then blend both into the facts they have gathered.

Chapter 4 Discussion of Research Findings

4.1. Introduction

The mixed-methods research aims to investigate the effect of leadership styles on employee performance within the Nigerian leasing industry, focusing on key companies in Lagos, Abuja, and Port-Harcourt, Nigeria. The study aimed to specifically analyze the influence of leadership styles, such as laissez-faire, transformational, and transactional, on employee performance metrics like customer satisfaction, team collaboration, productivity, and innovation. By examining these relationships, the research seeks to provide insights that can guide leasing companies in developing targeted leadership training programs to enhance employee performance and organizational success. The data gathered was from four leasing companies, namely C & I leasing Plc, ATIAT Leasing, AVIS Nigeria, and SIXT Nigeria within three locations, Lagos Abuja, and Port-Harcourt. The sample comprised both low-level, middle management, and senior-level management staff of the named organizations, of which two hundred and seventeen (217) core staff participated in answering the questionnaires and were selected using simple random sampling and Yamane formula was used to get the right sample size for the quantitative research method, and eighty (80) participants were interviewed for the qualitative research method and selected based on convenience sampling.

In order to present an understandable and methodical examination of the study, the chapter will be organized around the research questions and hypotheses. In line with the goals and theories of the research, each component will focus on examining the effect of particular leadership styles on employee performance. The chapter will be organized as follows:

Introduction: A brief overview of the purpose of the research study and the organization of the chapter.

Trustworthiness of Data: description on how trustworthiness of data was achieved for the study.

Validity and Reliability: description of the instruments used in the study to ensure data validity and reliability.

Results: presentation and analysis of the findings related to the effect of leadership styles on employee performance, addressing each research question and hypothesis.

Discussion: interpretation of the results, comparison with existing literature, and implications for leasing companies in Nigeria.

Conclusion: Evaluation and summary of findings.

The research questions and hypotheses form the foundation of the study, guiding the investigation into the relationship between leadership styles and employee performance in the Nigerian leasing industry.

The hypotheses will be tested using both quantitative and qualitative data to provide a comprehensive understanding of how different leadership approaches influence employee outcomes. The study aims to address the following research questions and hypotheses:

Research Questions:

Q1: How does the laissez-faire leadership style affect employee performance in the leasing industry in Nigeria?

Q2: To what extent does the transformational leadership style influence employee performance in the leasing industry in Nigeria?

Q3: What is the effect of the transactional leadership style on employee performance in the leasing industry in Nigeria?

Q4: How do a leader's relationship traits influence employee performance in the leasing industry in Nigeria?

Q5: How does a leader's personal drive and integrity affect employee performance in the leasing industry in Nigeria?

Q6: What is the effect of a leader's communication aspects on employee performance in the leasing industry in Nigeria?

Research Hypotheses:

H1: There is a statistically significant difference in mean performance between the laissez-faire leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

H2: There is a statistically significant difference in mean performance between the transformational leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

H3: There is a statistically significant difference in mean performance between the transactional leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

H4: There is a statistically significant association between a leader's relationship traits and employee performance in the leasing industry in Nigeria.

H5: There is a statistically significant relationship between a leader's personal drive and integrity and employee performance in the leasing industry in Nigeria.

H6: There is a statistically significant effect of a leader's communication aspects on employee performance in the leasing industry in Nigeria.

By structuring the chapter around these research questions and hypotheses, the study aims to provide a comprehensive analysis of the effect of leadership styles on employee performance in the Nigerian leasing industry.

4.2. Trustworthiness of Data

The credibility and trustworthiness of the sample chosen, the collection of relevant data, and the evaluation of the data in each study affect how reliable the data are for this research. Also, this is an equivalent phrase used in qualitative research to figure out if one study can be compared to another. This is about how information and data analysis can be accurate and reliable for research. Lincoln et al. (2018) proposed the following strategies that could enhance the trustworthiness of qualitative approaches; they are: "credibility, transferability, dependability, and conformability and later include authenticity", and these are established analogous to quantitative standards of intrinsic and extrinsic validity, reliability, and neutrality. Each of these strategies utilizes particularities such as “reflexivity,” “triangulation,” and “use of thick explanations.”

Social scientists now utilize triangulation as a strategy to enhance the trustworthiness of research findings (Morse et al., 2016). However, they pushed for the use of triangulation in the authentication process so that the reliability of social science research results could be assessed. Triangulation is a powerful technique that enhances the reliability of qualitative research. It involves the application of various data gathering and analysis methods to examine the same phenomenon while increasing information precision for the validation process of research (Merriam & Tisdell, 2016). Triangulation is widely expressed as a method in which the researcher uses several approaches, quantitative and qualitative approaches, in analyzing similar trends to enhance the trustworthiness of the research.

The power of triangulation is in adopting mixed methods to create intricacy and a blend of qualitative analysis with quantitative approximation. Mixed methods research has emerged as a powerful tool in social science research, allowing investigators to gain a more comprehensive understanding of complex phenomena that integrate quantitative and qualitative data collection and analysis methods within a single study design (Johnson et al., 2017).

Complementary Approach: Mixed methods research is not about competition between quantitative and qualitative approaches. Instead, it's about leveraging the unique strengths of each to create a more comprehensive understanding. Quantitative data gives you the big picture view of trends and relationships, while qualitative data provides deeper insights into people's lived experiences and perspectives. By bringing these two together, you can gain a richer, more nuanced understanding of your research question (Greene et al., 2018).

Design Flexibility: Mixed methods research offers flexibility in how you design your study. Researchers can prioritize one approach over the other based on the specific needs of the research question. For example, a study on employee performance might start with surveys to measure key metrics, and then follow up with interviews to explore the underlying factors and employee perceptions in more depth. This adaptability allows you to tailor the research design to best suit your goals (Hwang et al., 2013).

Triangulation: By using multiple methods to study the same phenomenon, mixed methods research enables triangulation. This means you can cross-check your findings from different sources, helping to validate your results and reduce potential biases. Seeing the same patterns emerge from both quantitative and qualitative data strengthens the overall conclusions (Johnson et al., 2017).

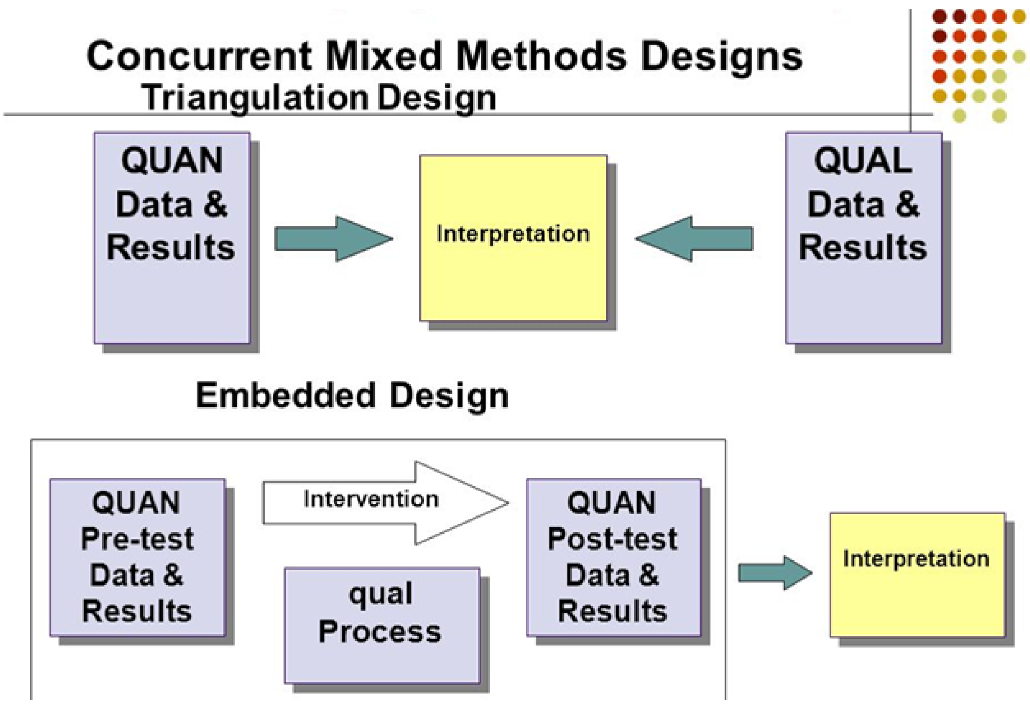
Holistic Understanding: The combination of numerical data and rich, contextual insights allows mixed methods research to provide a more holistic, well-rounded understanding of complex issues. Quantitative findings give you the "what" and "how much," while qualitative data reveals the "why" and "how." Integrating these different perspectives leads to a more complete picture of the research problem (Greene et al., 2018).

Diverse Perspectives: Mixed methods research appeals to a wider audience, from those who prefer statistical analysis to those who value in-depth narratives. By using both quantitative and qualitative approaches, you can communicate your findings in a way that resonates with a diverse range of stakeholders, from academics to policymakers to practitioners (Greene et al., 2018).

For example, when adopting the mixed method, the investigator can test the data collected utilizing a quantitative approach and later conduct an interview with respondents using a qualitative approach. This was the case in this study as carried out by the investigator. Adopting these two methods allows the investigator to focus on specific concerns (attitudinal, historical, or social), gain multiple perspectives, and make necessary decisions based on the findings discovered during the study while ensuring precision, soundness, and reliability. In essence, mixed methods research is about embracing the complementary strengths of different methodologies to gain a deeper, more nuanced understanding of the human experience and the world around us. It's a flexible, collaborative approach that allows researchers to paint a richer, more complete picture.

Figure 17

Concurrent Mixed Methods Designs



Note. Adapted from *Designing and Conducting Mixed Methods Research* by Creswell & Clark, 2007.

Credibility

One of the main components of research trustworthiness is credibility, which is the degree of assurance readers can have regarding the veracity and accuracy of qualitative findings (Tracy, 2020). It determines if the viewpoints and experiences of the participants are accurately reflected in the research. According to Nowell et al. (2017), there are multiple tactics that bolster credibility in qualitative research.

Member checking: In this method, participants are shown initial results for their approval and confirmation. By adding to the insights and validating the accuracy of interpretations, participants can increase credibility (Tracy, 2020).

Long-Term Engagement: Researchers can gain a deeper grasp of the context and participant viewpoints by spending a considerable amount of time in the research environment, which produces findings that are more reliable (Lincoln et al., 2018).

Reflexivity: When researchers engage in reflexivity, they minimize the impact of their own prejudices and presumptions on the study and strengthen the veracity of interpretations (Nowell et al., 2017).

Triangulation: By combining information from several sources (such as observations, interviews, and documents), one can reduce the possibility of bias from a single source and increase credibility by using convergent evidence (Merriam & Tisdell, 2016).

Researchers can make sure their qualitative results are reliable and faithfully capture the voices of their subjects by using these techniques.

Transferability

Transferability, a crucial component of the credibility of qualitative research, is the extent to which the study's conclusions can be used in different settings (Lincoln et al., 2018). It is comparable to how quantitative research uses external validity. It must be possible for readers to determine whether the results apply to their particular circumstances. Also, transferability is the ability to apply findings in similar circumstances, as opposed to generalizability, which tries to apply findings universally across populations (Tracy, 2020).

There are various methods by which researchers can improve transferability:

Thick Descriptions: Giving readers thorough, in-depth explanations of the research environment, participants, and experiences enables them to make comparisons to their own situations and assess the findings' possible applicability (Flick, 2018).

Theoretical Framing: According to Braun and Clarke (2006), providing readers with a strong theoretical foundation for the research can aid in understanding how the findings may be applied in different contexts where the same theoretical notions hold significance.

Comparative Analysis: To highlight parallels and discrepancies that influence transferability assessments, researchers can directly compare their findings to prior research in related contexts (Merriam & Tisdell, 2016).

Transferability is still essential, even though the case study approach could restrict generalizability to a larger population. Researchers can make sure their findings are applicable outside of the immediate research environment by employing case studies to provide detailed descriptions, theoretical underpinnings, and comparisons to pertinent literature.

Dependability

Dependability is the degree to which the results are consistent with the data and the research methodologies used. It is similar to reliability in quantitative research (Nowell et al., 2017). It creates confidence that if the study were done again using the same sample and procedures, results would be comparable. It is also suggested that data collected for this research must be consistent with the findings, and the following processes can help the investigator to achieve reliability in the research by adopting triangulation for data collation and analysis processes; describing in clear terms the data collation process to permit review if needed; and elucidating the notion and hypothesis on which the research is undertaken. It is vital that in ensuring dependability for review purposes in research, the information and reports should be well-detailed and robust.

Confirmability of the Results

As opposed to objectivity, confirmability is concerned with reducing researcher bias and making sure the results fairly represent the data rather than the researcher's perceptions (Nowell et al., 2017). Although total objectivity is unachievable, there are techniques that researchers can use to increase confirmability. Furthermore, to make the review or assessment viable to other scholars, the investigator must store all data collated in an easily retrievable manner and arrange it in an orderly manner so it is retrievable and made available should the results be questioned in any way. For an investigator to establish objectivity in research because human error and prejudice are inevitable, the investigator must ensure that the data gathered is centered on the opinions and realities of the respondents and not based on the researcher's inclinations and attributes. This was done in this study by the investigator, who also used triangulation to reduce any form of prejudice throughout the study.

Authenticity

Authenticity focuses on representing the richness and depth of participants' voices and experiences within the research (Tracy, 2020). This process ensues when information carries the emotional infection of a respondent’s life. Authenticity comes into play in research when a text bids the reader into the empathic realities of life it depicts, as this can increase the reader’s emotions towards the concerns at hand and give them insight into the emotions, linguistic experience, and perspective of those lives. However, according to the thorough examination of the research technique in Chapter 3, it can be found that this research used a case study-based method, considering four organizations in the leasing industry of Nigeria. According to Shufutinsky (2020), the research design and data source must align with the purpose of the study so that it can authentically provide feedback based on the research queries. The intention of this study is to evaluate how employees perceive the distinct leadership approaches and how such insights influence employees' performance when considering Nigeria's leasing market. To ensure the trustworthiness of data, the four (4) leasing companies in Nigeria have been chosen in this study, namely C & I leasing Plc, ATIAT Leasing, AVIS Nigeria, and SIXT Nigeria. Therefore, selecting the employees of these organizations helped this research to authentically have the information from the employee’s perspective from the leasing industry of Nigeria. According to the human resource manager's advice, the researcher sent the gatekeeper letter to the managing directors of the chosen leasing organizations to inform them of the research and obtain the email addresses of the respondents for the study. This was done to make sure that the information collected was accurate and that the people who were supposed to take part in the study did. To make sure that the employees’ answers were authentic, the researcher made sure that they were full-time workers who were exposed to all the organizational leadership approaches. Additionally, to ensure the authenticity of the study, it includes full-time and confirmed employees (including people with disabilities, i.e., people on wheelchairs or using crutches were unrestricted in taking part in the research if they so desired) of the selected four companies. Also, interns, industrial trainees, chauffeurs, and outsourced staff were not included in the study because they could not give accurate information about leadership styles and attributes of the Nigerian leasing industry. Likewise, to reduce the bias in the participant selection process, a simple sampling approach was used.

In this approach, the participants were selected randomly without any given parameters (Etikan & Bala, 2017).

In this study, the organizations have been selected randomly from the Nigerian leasing industry. After selecting the four companies randomly from the leasing industry of Nigeria, the participants are also selected randomly, including both managers and employees. To establish the authenticity of the information at a higher level, the study questionnaire has been shared with the participants through their official e-mail accounts, as provided by the human resource manager of each organization. It confirms that only the people chosen for this research will be able to answer the questions and no one else. For further authenticity, the raw survey responses have been stored in a secured digital database using an MS-Excel worksheet. The data has been stored in a secure way so that it cannot be altered or tampered with. Also, in the SPSS application, the database was imported using an automated coding method. The automated Excel coding functions helped the researcher avoid human error in the manual coding method in the raw responses of participants. The SPSS-based statistical analysis made it even less likely that someone would make a mistake when calculating statistics or approximating data.

4.3. Reliability and validity

These instruments (reliability and validity) are utilized by investigators in quantitative and qualitative research approaches as they provide the checks and balances required to deliver quality research outcomes (Winter, 2000). Kothari (2004) describes reliability as “a vital test for sound measurement used when conducting a study project” (p. 74). It is a measuring instrument that is said to be reliable if it provides logical findings. Twycross and Shields (2004) express it further as “dependability, stability, and repeatability of results” (p. 36). In other words, the findings of research by an investigator are deemed reliable if coherent conclusions are gathered in the same settings but different situations. Patton (2002) said that the reliability and validity of measuring instruments are two important things for the qualitative researcher to think about during the research project (i.e., data analysis, data collection, study design, and judging the quality of the study).

Furthermore, Merriam (1998) stated that investigators are cautioned that the design of reliability and validity relates to quantitative and empirical research and may not be appropriate with qualitative research, and thereby the subject is still under fierce discussion by scholars. Additionally, Merriam (1998) provided six strategies that can aid internal validity in qualitative research, namely: using triangulation, that is, using several excerpts of data or methods to authenticate evolving verdicts; respondent data checks—basically returning the information and conjectural readings to the respondents who provided the information and asking if the findings are credible; interminable study; peer assessment; collaborative styles of study. The investigator gave keen attention to the questionnaire survey by ensuring informed consent was obtained from the respondents, guaranteeing data safety and respondents' privacy, and ensuring that all the responses from the participants were kept for future citations. Additionally, the researcher ensured that reliability was upheld during the collation of the secondary data. Some of Merriam's six strategies were considered by the researcher, as was mentioned earlier. These include checking data from respondents, peer-reviewed journals, and other sources (Kolb, 2012).

Validity has been noted to be an indispensable factor that investigators must sustain while carrying out their research studies with the aim of attaining quality findings in the research (Neelankavil, 2007). Winter (2000) defines "validity" as what only exists within research processes and its relevance to the phenomena under study. Also, it is important to know that quantitative is limited to what can be measured, while qualitative focuses on depictive, individual acuity, and societal viewpoint. Winter (2000) further asserts that the claims by investigators about the inaccuracy of the two approaches stem primarily from their inability to identify the research goals and to understand the most suitable methodology for their research. In ensuring the validity of this study, the investigator ensured that the questionnaires during the primary data collation stage were verified on the parameters of accuracy, and this assisted the investigator to better appreciate the validity of the research's results and their pertinence to research. Also, it is important to note that the justifiable perspectives collected from the interviewees have furnished the investigator with the essential data required to draw rational deductions for this research. Also, in ensuring the validity of this research, a sense of logic was duly applied by incorporating statistical tools (King & Horrocks, 2010).

Issues with Validity and Reliability in Mixed-Method Measurement Instruments

Although mixed-method research provides a thorough approach, it also poses particular difficulties with respect to the validity and reliability of measurement tools. However, the following summary was how the researcher approached the problems in relation to this study:

Validity Issues:

- Construct Validity: Do the instruments accurately measure the intended concepts in both quantitative and qualitative phases? The researcher conducted pilot studies to assess their appropriateness for the specific research framework and identify any potential biases in the instruments.
- Internal Validity: Do the instruments capture the true relationship between variables within each method (quantitative and qualitative)? The researcher employed triangulation, where data from different instruments converge to support the internal validity by utilizing qualitative data to explain unexpected quantitative findings, and vice versa.

External Validity: Can the findings be generalized to a wider population? Mixed-methods study may have restricted findings that can be applied to a larger population. Understanding the phenomenon within the particular research environment was the main focus of the study, despite the fact that simple random sampling was used for participant selection. To improve transferability and make the findings possibly applicable to similar circumstances even if they cannot be generalized to a larger population, clear contextual descriptions were incorporated into the qualitative data.

Reliability Issues:

- Internal Consistency: Do the instruments produce consistent results within each method (quantitative and qualitative)? For quantitative data, the researcher calculated Cronbach's alpha to assess the internal consistency of the data collected from the instruments. Whereas, in qualitative research to maintain consistency in data collection member checking was carried out by presenting findings to participants for verification.

- Test-retest reliability is a notion that is commonly used in quantitative research to evaluate the ability of instruments to yield consistent results over an extended period of time. Pilot testing of the data collection instruments was done by the researcher; however, it is less directly applicable to qualitative research because of possible changes in participant experiences or perspectives.

Addressing Challenges of Validity and Reliability of this Study:

instruments Selection: Selecting the right instruments is crucial in mixed-method research. The researcher carefully considered the compatibility of the instruments with the study questions and ensured they recognized psychometric qualities, such as validity and reliability. Often, a combination of instruments that are already in use and those created by the researcher is employed to gather comprehensive data.

Pilot Testing: For this study, before collecting large amounts of data, it was essential for the researcher to pilot test the instruments on a small sample size. This allowed the researcher to determine the suitability of the instruments to be used, identify potential biases, and ensure the clarity of the questions. Pilot testing enabled the researcher to improve the instruments and refine the research approach before the main data collection phase.

Mixed-methods design: The handling of validity and reliability can vary depending on the structure of the mixed-methods design, whether it is concurrent, sequential, or a combination thereof. For example, in a concurrent mixed-methods design, data collection for both quantitative and qualitative methods happen simultaneously. This approach can enhance construct validity (ensuring instruments accurately measure intended concepts).

Thorough data analysis: The researcher used the appropriate quantitative and qualitative data analysis methods to minimize bias and obtain relevant information. Rigorous data analysis using the mixed method was essential for this study to ensure the reliability and validity of the research findings.

Transparency: By transparently reporting the study methodologies, instrument selection, and data analysis techniques, the researcher allowed readers to evaluate the reliability and validity of the results. This transparency builds trust in the research and its findings, making the study more credible and informative.

By recognizing these key considerations and implementing these solutions, the researcher was able to conduct mixed-method studies using reliable measurement tools, ultimately producing more reputable and insightful research outputs that contribute to the body of knowledge.

Similarly, reliability and validity of the collated data are essential for this research as it holds the authenticity and credibility of the presented data that has been found from the survey responses within the leasing companies. However, the reliability and validity evaluation for this research was carried out in the SPSS application using the gathered data from the respondents.

As per table 19, it is noteworthy to mention that the validity percentage of the collected data is 100%. Therefore, the data is 100% valid. It implies that the population and the method that has been used for the data collection process can successfully show valid answers to the research questions. In other words, the employee population that has been selected for the survey can share valid information regarding leadership approaches and various aspects of leadership, along with employee performance.

Table 19

Validity Testing

Case Processing Summary

		N	%
Cases	Valid	217	100.0
	Excluded	0	.0
	Total	217	100.0

a. Listwise deletion based on all variables in the procedure.

According to the Cronbach's alpha test findings in table 20 below, the Cronbach's alpha for this research is 0.705. Therefore, the reliability of the data is 70.5%. Any value above 0.7 of Cronbach Alpha implies acceptable reliability, whereas a value of more than 0.8 implies good reliability, and a value of more than 0.9 is considered extremely good reliability. The alpha value of this data is 0.7, which implies it is within the acceptable range. Therefore, the reliability of the collected data is acceptable. Hence, it can be found that the technique used for data collation and data handling is highly dependable. Multiple executions of evaluating the leadership style and resultant employee performance will show similar results to the results presented in this study. The 70% reliability of the result implies that further execution of the process will result in 70% similar results to the findings as presented in the study. It also shows that the accuracy of the study method is also remarkably high. Additionally, for this research, validity was accepted as the validity score of the collected data is 100%. It can also be found that the reliability value can only be accepted if the alpha value is greater than 0.70.

Table 20

Reliability Testing findings

Reliability Statistics

Cronbach's Alpha	N of Items
.705	21

4.4. Results of Findings with graphical interpretations

This segment gives an overview of the findings of the research in graphical format, and these are based on the method of research used for this study.

4.4.1 Background of the Participants

For this research, the background of the participants is illustrated below. The researcher carefully selected a diverse group of participants to ensure a comprehensive understanding of the research topic. As per the survey results with percentage distribution graphically illustrated in figure 18, it shows that 47% of participants are from middle management positions, 46.5% of participants are from lower management positions, and the percentage of participants who are from top management positions (6.5%)

is negligible. Therefore, 93.5% are from middle and lower management managerial positions. Likewise, as per the sampling for qualitative research (semi-structured interviews and focus groups), illustrated in table 21 and 28 35%; 32.5% are from middle management positions, 48.75%; 50% are from lower management positions, and 16.25%; 17.50% are from senior management positions, which is acceptable for the research. Therefore, the sampling covers 83.75%; 82.5% of those who are from lower and middle management rankings. Thus, the results of this paper are based on more of a bottom-up approach than a top-down approach. Since the objective of this paper is to grasp the leadership approach from an employee's perspective, the bottom-up approach can be beneficial to develop a more valuable insight.

Figure 18

Professional Position of Participants for Quantitative Research

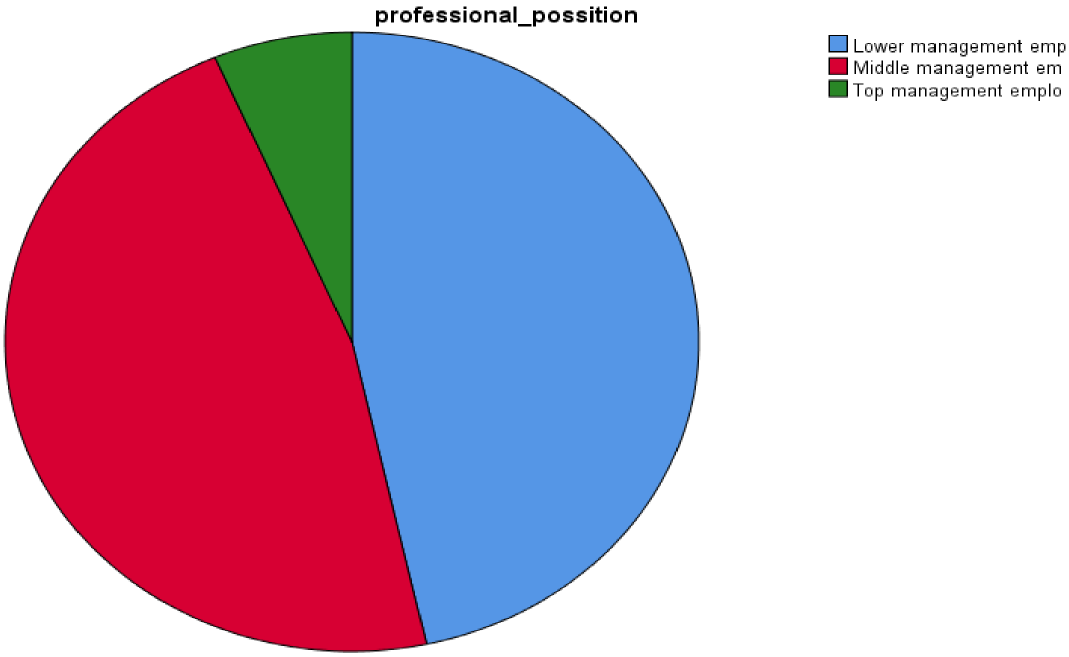


Table 21

Professional Position of Participants for Quantitative Research

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lower management employee	101	46.5	46.5	46.5
	Middle management employee	102	47.0	47.0	93.5
	Top management employee	14	6.5	6.5	100.0
	Total	217	100.0	100.0	

Table 21

Sociodemographic Characteristics of the respondents for Qualitative Research (Interview)

	Company					
	AVIS	ATIAT	C&I	SIXT	TOTAL	%
Job rank						
Low manager	8	8	11	12	39	48.75
Middle manager	7	7	10	4	28	35
Senior manager	2	2	7	2	13	16.25

	17	17	28	18	80	100
Qualification						
BSc	11	14	24	16	65	81.25
Diploma	0	0	1	0	1	1.25
HND	0	0	1	0	1	1.25
Master	6	3	2	2	13	16.25
	17	17	28	18	80	100
Location						
Abuja	4	7	5	3	19	23.75
Lagos	7	6	16	13	42	52.5
PHC	6	4	7	2	19	23.75
Total	17	17	28	18	80	100

Note. The table 21 above shows the Sociodemographic Characteristics of the respondents for the Qualitative Research

Table 22

Sociodemographic Characteristics of the respondents for Qualitative Research (Focus Group)

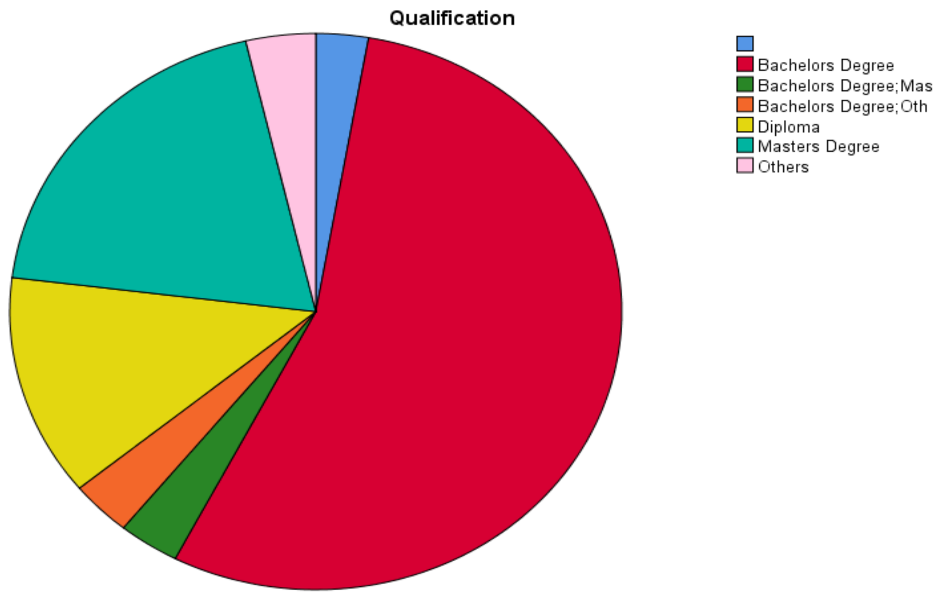
	Company					
	AVIS	ATIAT	C&I	SIXT	Total	%
Job rank						
Low manager	5	5	6	4	20	50
Middle manager	3	3	4	3	13	32.5
Senior manager	2	2	2	1	7	17.5
Total	10	10	12	8	40	100
Qualification						
BSc	7	8	10	6	31	77.5
Diploma	0	0	0	0	0	0
HND	0	1	0	0	1	2.5
Master	3	1	2	2	8	20
	10	10	12	8	40	100
Location						
Abuja	2	3	3	2	10	25
Lagos	5	5	6	4	20	50
PHC	3	2	3	2	10	25
	10	10	12	8	40	100

Note. The table 22 above shows the Sociodemographic Characteristics of the respondents for the Qualitative Research (Focus Group).

As per figure 19 below, it is noticeable that the maximum proportion of the participants, that is 55% of the participants, have a bachelor's degree. Approximately 19% of participants have a master's degree. 2.8% of participants did not give any response. Therefore, most of the participants, which is around 74% of them, have a bachelor's or master's degree. Only 13% of the participants have a diploma degree. Comparing this data with the table 27 and 28 of the sociodemographic of the qualitative approach in qualification, it shows 81.25%; 77.5% of the participants have a bachelor's degree, 1.25%; 2.5% of the participants possess a higher national diploma or diploma, and 16.25%; 20% possess a master's degree. Therefore, from these analyses, it shows that most of the participants possess tertiary education and have adequate knowledge about leadership, field-based work, and theoretical concepts. The knowledge of the participants enabled them to comprehend the questions properly and answer the questions appropriately.

Figure 19

Qualification of the Participants Percentage Distribution



Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		6	2.8	2.8	2.8
	Bachelor Degree	119	54.8	54.8	57.6
	Bachelor Degree Masters	7	3.2	3.2	60.8
	Bachelor Degree Others	7	3.2	3.2	64.1
	Diploma	28	12.9	12.9	77.0
	Master Degree	42	19.4	19.4	96.3
	Others	8	3.7	3.7	100.0
	Total	217	100.0	100.0	

As per the descriptive data in Table 23, the median age of the participants is "39 years", where the standard deviation is 5.6. Therefore, considering the normal distribution, it can be claimed that 95% of the participants were between the ages of 28 and 50. Also, based on the result, the average professional experience of the participants is approximately 12, where the standard deviation is 4.8. Henceforth, considering the normal distribution, it can be said that 95% of participants have 3 to 21 years of experience. The data shows that the organizations have been operating on an average for the past 19 years, where the standard deviation is 9. Therefore, 66.4% of companies have 10 to 28 years of operational experience, and 95.5% of companies have 1 year to 37 years of experience. Therefore, the operational experience of the larger proportion of the companies is significantly higher. The higher the experience entails, the longer the duration of association of the employees with the company. A longer duration of association ensures a higher level of exposure to several aspects of organizational structures and functionalities. Hence, the higher level of exposure to the organizational functionalities enabled them to share more valid, credible, and reliable information about the leadership styles and approaches used by the leaders.

Table 23

Descriptive Results of Participants and Organization's Experience in Years

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Age	217	29	51	39.00	5.601

Experience	217	2	26	11.87	4.809
Organization Experience	217	8	31	18.67	9.020
Valid N (listwise)	217				

As per table 24, it can be found that the maximum mean value of 4.32 can be found in the Guidance Without Pressure with a standard deviation of 0.737. Therefore, employees mostly supported leadership where leaders provided guidance to the employees without putting pressure on the employees. The second largest mean value can be found in Employee Inclusion Decision Making (4.26) with a standard deviation of 0.804. Therefore, the second most supported leadership behavior by the employees is that the leaders include the employees in the decision-making process to improve business performance. The third most supported behavior of leaders can be found in Help in Finding Passion (3.81), with a standard deviation of 0.822. Hence, the third most supported leadership behavior that the employees are exposed to is that the leaders help the team members to find their passion through interpersonal relationships. It has been found that the leadership approach of managing closely has a high mean value (3.48) with a high standard deviation of 1.218. Henceforth, it can be stated that the perception of the employees deviates significantly, where some employees support the close management approach and some employees do not support the close employee management approach by the leaders.

In addition, findings from the qualitative analysis showed that leadership is perceived as the tendency to act and behave in an organization or toward subordinates relative to what they think is true about how best they could achieve organizational goals. For leaders, what people see or judge as their aptitude and effectiveness as a leader shape their perception of one’s leadership philosophies. The participants identified several leadership styles such as transactional, authoritarian, autocratic, laissez-faire, transformational, and democratic, with each of these styles having negative and positive effects on employees' performance. The positive effects on employees' performance identified were improving leadership traits in employees, improving employees' encouragement, provides employees with necessary working tools and providing support to employees. The negative aspects identified by the respondents were the elimination of employees' innovation, a lack of transparency and inadequate provision of working tools and little or no support from leaders. Based on the information gathered from the respondents, it was clear that each of the leadership approaches had both negative and positive impacts on employees' performance. Hence, it is crucial for leaders to make use of their leadership skills to ensure a positive influence on employees' performance, though employees also have the capacity to influence these effects through commitment and follow-up. Illustratively,

> "It tends to kill employee innovation and tailor the employee mind to focus on only the set organization goal" [Extract-C&I-].
>
> "Employees are encouraged and provided needed tools to return good performances continuously. While tools at appraising and rewarding performances may be inadequate, the perception is performances are encouraged and rewarded accordingly" [Extract-ATIAT-4]
>
> "Quite supportive, with room for improvement" [Extract-SIXT-8]
>
> "Leadership style is an exceptional one as it tends to drive excellence in an employee more autocratic as it does not encourage decision-making and using one's initiative to carry out a task" [Extract-AVIS-13]
>
> "…the leadership styles sometimes reward good performances but isn't visible across broad and also punishes poor performances which can lead to employee termination" [Extract- C&I -21]
>
> "…on the job especially when you are not working from head office which makes it hard in achieving set targets" [Extract-SIXT-18]

"…lacks follow up and commitment on their part in employee performance" [Extract-ATIAT-7]

"…it is transactional leadership style and tends to be give and take and reward and punishment and no room to effect changes that can enhance the business and employee performance" [Extract-AVIS-14]

Table 24

Descriptive Statistics of Leadership Style

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Manage Closely	217	1	5	3.48	1.218
Employee Inclusive Decision Making	217	1	5	4.26	.804
No recompenses reprimands	217	1	5	2.19	1.178
Help finding passion	217	2	5	3.81	.822
No Guidance	217	1	4	2.39	.792
Guidance Without Pressure	217	2	5	4.32	.737
Valid N (listwise)	217				

According to table 25, it can be found that the maximum mean value of 4.45 can be found in the Power Follower Relationship with a standard deviation of 0.499. Therefore, most of the employees mostly supported the idea that the leaders should maintain the power of follower relationship between the leaders and the employees. The second largest mean value can be found in team building collectiveness (4.32), with a standard deviation of 0.999. Therefore, the second most supported leadership relationship related factor is that they should focus on team building for diversity within the team. The third most supported relationship-related factor of leaders can be found in Inspiration and Motivation (3.81), with a standard deviation of 0.822. Hence, the third most supported leader relationship trait is that the leader should motivate the team members and inspire them to work to ensure performance. The response shows that the employees do not perceive discouraged creativity, and it is a negligible factor.

To substantiate the results from the quantitative approach, the findings obtained from qualitative analysis revealed that the influence of leadership relationship traits on job performance was both positive and negative within the leasing industry in Nigeria. The result indicated trust, willingness, sense of belonging, passion, and interpersonal relationships were the identified leadership traits within the leasing industry in Nigeria, with both favorable and unfavorable effects on employees' performance. The negative aspect of the leadership trait within the industry expressed by the respondents was the hinderance of employees' creativity and poor leadership-subordinate relationship. Despite these inequalities within the industry, employees' passion, self-motivation, career progression, and willingness to stay within the industry were also identified as traits needed to cope and overcome the complex interaction of traits within the industry, which were perceived as positive and negative by employees within the industry. Illustratively, *“One of the traits of my leaders is trust which is a critical factor in employee performance which includes my willingness to stay with them. Also, my leaders interact with me frequently thereby making me have a sense of belonging to the organization” (Extract- C&I -64)*

“Most managers micro-manages which does not give room for creativity. The bossy nature of the leaders will not allow employees to bring innovative ideas to the table” (Extract- AVIS-18)

“I tend to just do what I have to do and don’t take their words or promises seriously” (Extract- SIXT-21)

“Could be discouraging and demoralizing most times but passion and drive for excellence keeps me going” (Extract- ATIAT -27)

“At times discouraging but I self-motivate for my own career” (Extract- C&I -18)

“We work for the love of the job and not for the leader's relationship” (Extract- SIXT -22)

“It does not affect my performance on the job. It affects the relationship as I see the relationship as one based on transactions and no emotional connection” (Extract- ATIAT -29)

“Quite disappointing and does not encourage employees but I just look beyond that and not allow it affect my performance” (Extract- AVIS-19)

Table 25

Descriptive Statistics of Leader’s Relationship Traits

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation

Power follower relationship	217	4	5	4.45	.499
Discourage creativity	217	1	5	1.71	.992
Team building collectiveness	217	1	5	4.32	.999
Inspire motivate	217	1	5	4.13	.909
Valid N (listwise)	217				

As per table 26, it can be found that the maximum mean value is 4.58, which can be found in the factor Forward and Open-minded with a standard deviation of 0.556. As a result, employees overwhelmingly agreed that leaders should be forward-thinking and open-minded. The second largest mean value can be found in Accountable Responsible (4.26) with a standard deviation of 0.560. Therefore, the second most supported leader's personal drive and integrity related factor is that the leaders should make themselves accountable and take responsibility for their own blunders and expect it to be reciprocated by others. The third most supported behavior of leaders can be found in Not Know Power Authority (3.13), with a high standard deviation of 1.457. Hence, the third supported personal drive and integrity related factor in the leader is that successful leaders do not use power and authority unnecessarily to overwhelm or overpower the employees. Support and encouragement for the employees and not setting clear goals are strongly rejected concepts by the employees.

According to findings from qualitative analysis, the results revealed contradicting views about the personal drive and integrity of leaders in the leasing industry, though these views could be tagged as favorable or unfavorable. The first view expressed by participants was that they were not satisfied with the personal drives of the leaders in the industry. The second view was that some participants were pleased with their leaders regarding their personal drive. The result also indicated that most of the respondents were unsatisfied with their personal drive and the integrity of their industrial leaders. There was also evidence that some respondents were unable to take sides in the debate. More so, there was a vast number of respondents in support of the unfavorable categories as opposed to the favorable categories.

"Pleased with some not all the leaders" (Extract- C&I -32)

"Frankly speaking, I am pleased with a cross section of them" (Extract-AVIS-43)

"No, because sometimes they can be sentimental" (Extract-SIXT-52)

"Not in all cases. Some do have integrity in words and actions, and some do not" (Extract-ATIAT-65)

"Kind of but dependent on the leaders and circumstances" (Extract- C&I -32)

Table 26

Descriptive Statistics of Leader's Personal Drive and Integrity

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Forward Open-minded	217	3	5	4.58	.556
Not know Power Authority	217	1	5	3.13	1.457

Accountable Responsible	217	3	5	4.55	.560
No Support Encouragement	217	1	5	1.81	1.063
No clear goal	217	1	2	1.35	.480
Valid N (listwise)	217				

According to the results shown in table 27, it can be found that the largest mean value, which is 4.71, can be found in using different media for communication with an exceptionally low standard deviation of 0.455. Therefore, employees mostly supported in the context of leaders' communication that using different media for communication, such as digital media, telephone, and face-to-face communication, is helpful. The second largest mean value can be found in leaders' communication effectiveness (4.65) with a standard deviation of 0.480. Therefore, the second most supported factor is that effective communication by the leaders is essential for the employees. The third most supported leadership communication-related factor is clear explanation (4.55), with a standard deviation of 0.560. Hence, the third supported communication-related factor is that the leader clearly and succinctly explains to their employees everything from organizational goals to specific tasks. The mean value of unapproachable leadership communication is extremely low. It implies that the concept of unapproachable leaders in communication is a strongly rejected concept by the employees.

The findings from the extensive interviews divulged that communication plays a crucial role in the leasing industry in Nigeria. However, there were indications that communication within the industry is not smart enough, not implemented, and lacking the required tools to carry out information communication and unrealistic expectations and sanctions. To this end, communication within the industry requires improvement, which will further aid the improvement of employees' performance. Evidently:

R: Yes, but not in clear terms. There is a need for improvement. (Extract- AVIS-8)

R: Yes, but not SMART enough. (Extract- SIXT-9)

R: There is communication most times and a lot of discussion around achieving results but implementation and follow up is a problem. (Extract- AVIS-10)

R: Yes, but ambiguous and not SMART. (Extract- C&I-12)

R: Yes, but on paper and never in practice. (Extract- AVIS-7)

R: Yes, it does, and this has ensured a positive performance and by extension achieving the set objectives. (Extract- SIXT-34)

R: Yes, but effective communication is beyond just setting Key Performance Indicators (KPIs). It is more about being able to set/communicate realistic KPIs, understand employees' challenges in meeting them and provide/arm them with the required tools/training to meet these expectations. (Extract- ATIAT-31)

R: Yes, he does. However, you get the sense that there is a tad more expectation in terms of results than what was communicated (Extract- ATIAT-33)

R: Yes, however It is sometimes unachievable, and staff will be sanctioned for not achieving the desired results which needs to be critically investigated. (Extract- C&1-31)

Table 27

Descriptive Statistics of Leader's Communication

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Leaders Communication Effectiveness	217	4	5	4.65	.480
Using different media	217	4	5	4.71	.455
Clear Explanation	217	3	5	4.55	.560
Unapproachable	217	0	5	2.26	1.346
Valid N (listwise)	217				

From figure 20, it can be found that the maximum proportion of the participants, that is, 48% of the participants, perceived transformational leadership. In the second largest proportion, 26.7% of participants are exposed to transactional leadership and another 25% are exposed to "laissez-faire leadership". Henceforth, it has been noticed that the most common leadership approach is "transformational leadership." Whereas "transactional and laissez-faire leadership," in comparison, are less commonly used leadership styles. From the in-depth interviews, participants were able to identify transactional, authoritarian, autocratic, laissez-faire, transformational, situational, and democratic leadership styles, among which the participants mostly mentioned the transactional leadership style. However, some respondents held the notion that a combination of transactional, democratic, and transformational elements were often used in the leasing industry in Nigeria, although a minor percentage of the participants believed that transactional and laissez-faire were predominating in the industry. Also, there were other indications by some respondents who believed that autocratic and transactional leadership styles were predominant in the leasing industry. Evidently,

"Mostly Transactional, transformational and democratic" (Extract- C&I -4)

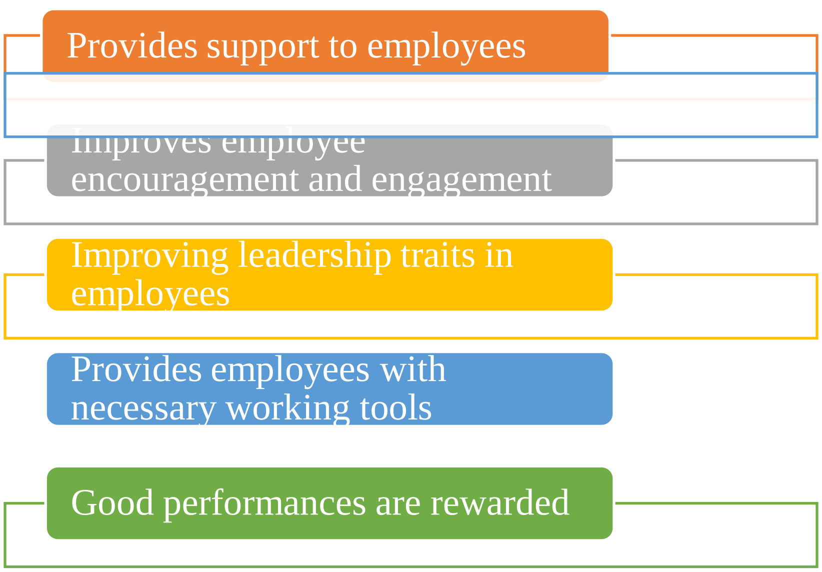
"…a bit of all the three styles (Extract-AVIS-12)

"Autocratic and transactional" (Extract-ATIAT-20)

The table 27-29 below depict the information gathered during the study's focus group phase.

Table 28

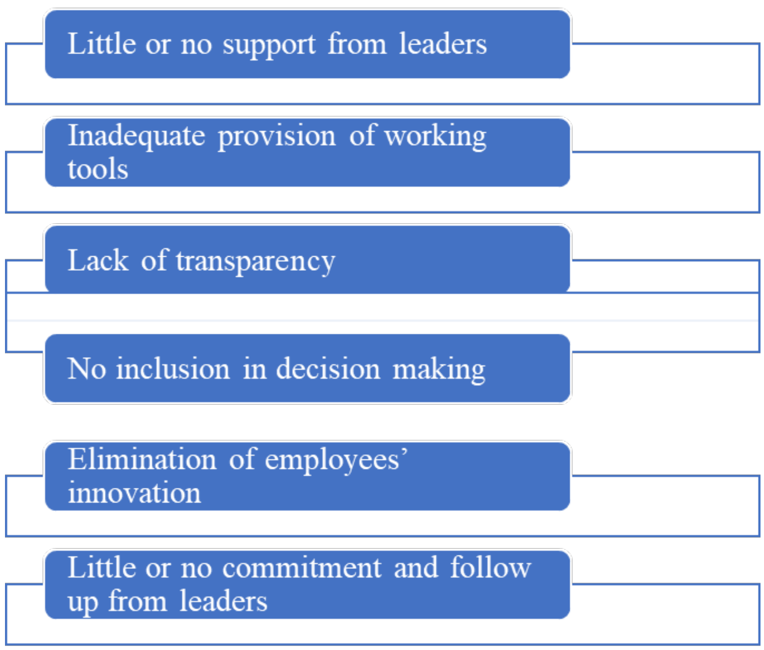
Positive Effects of Leadership Styles on Employee's Performance



Note. Positive Effects of Leadership Styles on Employee's Performance was created by the researcher based on the findings of this research.

Table 29

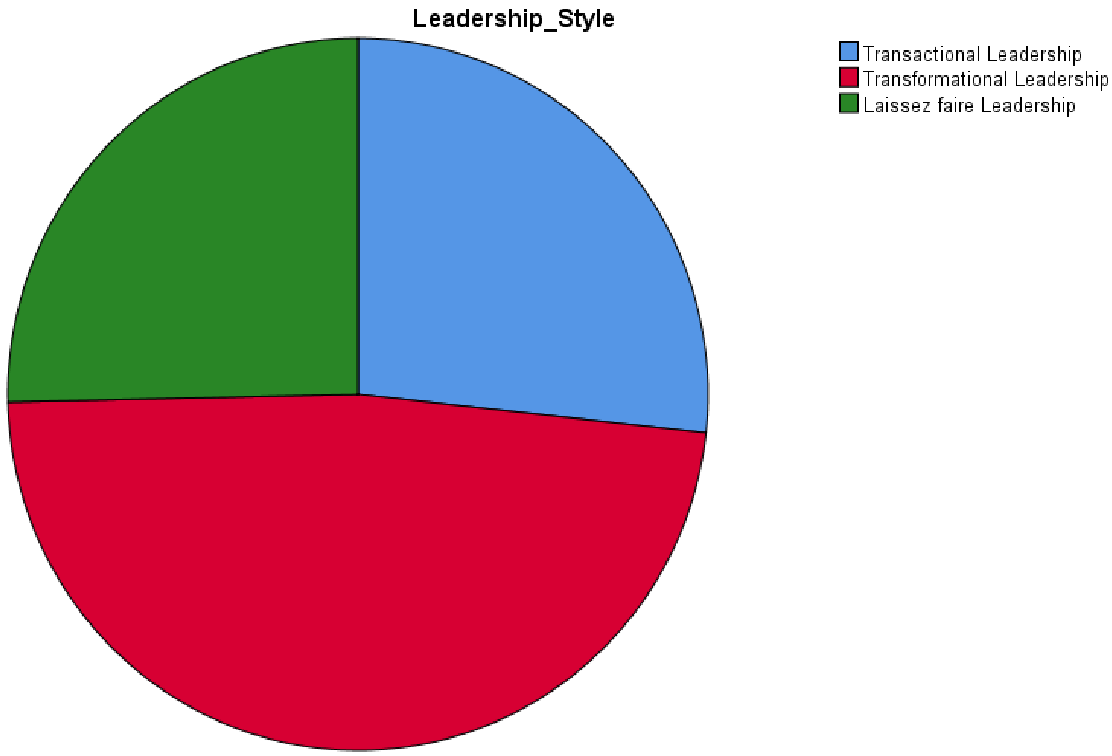
Negative Effects of Leadership Styles on Employee's performance



Note. Negative Effects of Leadership Styles on Employee's Performance was created by the researcher based on the findings of this research.

Figure 20

Leadership Style Percentage Distribution



Leadership Style

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Transactional Leadership	58	26.7	26.7	26.7

	Transformational Leadership	104	47.9	47.9	74.7
	Laissez faire Leadership	55	25.3	25.3	100.0
	Total	217	100.0	100.0	

In the descriptive result of table 30, the range of employee performance is 1 to 3, where 1 implies deficient performance, 2 implies moderate performance, and 3 implies satisfactory performance. The mean value of the total employee performance is 2.35, which is higher than 2 or moderate. It implies that, as per the reflected opinions of the employees, they are performing at more than a moderate level and less than a proficient level. The higher standard deviation also implies that the employees' performance varies across a wider range.

Table 30

Descriptive Statistics of Employee Performance

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Employee Performance	217	1	3	2.35	.644
Valid N (listwise)	217				

4.5. Leadership Styles and Employee Performance

This study investigated the potential influence of leadership styles on employee performance in the Nigerian leasing industry. As per Table 32, it shows that the regression model where the aspects of leadership style are independent and employee performance is a dependent variable, the R-square value is 0.885. It implies that 88.5% of the variation in employee performance is influenced by several aspects of leadership style. Likewise, as per the p-value of both ANOVA results, it shows it is less than 0.05, which implies that the aspects of leadership style can significantly influence employee performance. According to the significant levels of various variables and their coefficients, not all aspects of leadership style are significantly influential on employee performance. The lowest significant value (0.000) and the highest coefficient can be found for the variable named “Guidance Without Pressure” (0.833). The positive coefficient implies that an increase in guidance from leaders without pressure can increase employee performance. The second lowest significant value (0.032) and the second highest coefficient value can be found in the variable Employee Inclusive Decision Making (0.054). Therefore, if leaders prioritize the participation of employees in the decision-making process, it can significantly increase employee performance. From the coefficient value and the significant value, it can be found that the variable “help find passion” is remarkably close to becoming a significant factor in the leadership aspect that can influence an employee’s performance. Therefore, in some cases, the leader’s intention to help the members find their passion can increase the employee’s performance.

Three research hypotheses based on leadership styles and employee performance were formulated:

Hypothesis 1

H1o: There is no statistically significant difference in mean performance between the laissez-faire leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

H1a: There is a statistically significant difference in mean performance between the laissez-faire leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

Hypothesis 2

H2o: There is no statistically significant difference in mean performance between the transformational leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

H2a: There is a statistically significant difference in mean performance between the transformational leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

Hypothesis 3

H3o: There is no statistically significant difference in mean performance between the transaction-al leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

H3a: There is a statistically significant difference in mean performance between the transactional leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

Descriptive Statistics

Table 31 presents descriptive statistics for employee performance under each leadership style. Key observations are as follows:

- Transformational Leadership: The mean performance score is the highest (2.69), with a 95% confidence interval indicating scores ranging from 2.53 to 2.85.

- Laissez-Faire Leadership: This style has the lowest mean performance score (2.21), with a 95% confidence interval showing scores ranging from 2.1 to 2.32. Notably, the lower limit of performance for transformational leadership exceeds the upper limit for laissez-faire leadership.

- Transactional Leadership: The mean score (2.29) falls between the other two styles. The 95% confidence interval suggests scores ranging from 2.11 to 2.38. Again, the lower limit of transformational leadership scores is higher than the upper limit for transactional leadership.

The following observations suggest a potential positive association between transformational leadership and employee performance.

4.5.1. Hypothesis 1-3 Testing Analysis

Table 34 presents the inferential statistics. The overall p-value of 0.000 indicates a statistically significant difference in employee performance based on leadership style (rejecting the null hypothesis for all three hypotheses).

Post-hoc analysis reveals significant differences ($p < 0.05$) in two out of six possible comparisons between the three leadership styles:

- Transformational vs. Transactional Leadership: The adjusted difference (0.398) is positive, indicating higher employee performance with transformational leadership.
- Transformational vs. Laissez-Faire Leadership: The adjusted difference (0.479) is also positive, again suggesting higher performance under transformational leadership.
- Transactional vs. Laissez-Faire Leadership: The post-hoc analysis shows no significant difference in employee performance between these two styles.

Hypothesis 1 (H1): Laissez-Faire Leadership vs. Other Styles

- H1o (Null Hypothesis): There's no statistically significant difference in mean performance between laissez-faire leadership and other leadership styles.

• H1a (Alternative Hypothesis): There's a statistically significant difference in mean performance between laissez-faire leadership and other leadership styles.

Analysis:

The table 33 shows a significant overall ANOVA test result (p-value = 0.000), this allowed the researcher to reject the null hypothesis (H1o). This indicates a statistically significant difference in employee performance across the three leadership styles (laissez-faire, transactional, and transformational).

Further analysis using Tukey's HSD test as mentioned in table 33 helps pinpoint which styles differ significantly. The table shows that the mean performance for transformational leadership (2.69) is statistically higher than that of laissez-faire leadership (2.21) with a significant adjusted difference of 0.479 (p-value likely less than 0.05). This supports the alternative hypothesis (H1a).

Hypothesis 2 (H2): Transformational Leadership vs. Other Styles

• H2o (Null Hypothesis): There's no statistically significant difference in mean performance between transformational leadership and other leadership styles.

• H2a (Alternative Hypothesis): There's a statistically significant difference in mean performance between transformational leadership and other leadership styles.

Analysis:

As discussed earlier, the overall ANOVA test (p-value = 0.000) indicates a difference across leadership styles. The Tukey's HSD results in the table confirm this for transformational leadership. The mean score for transformational leadership is statistically higher than that of transactional leadership (2.29) with an adjusted difference of 0.398 (p-value likely less than 0.05). This again supports the alternative hypothesis (H2a).

Hypothesis 3 (H3): Transactional Leadership vs. Other Styles

- H3o (Null Hypothesis): There's no statistically significant difference in mean performance between transactional leadership and other leadership styles.

- H3a (Alternative Hypothesis): There's a statistically significant difference in mean performance between transactional leadership and other leadership styles.

Analysis:

While the overall ANOVA test suggests a difference, the key question for H3 is whether transactional leadership differs from laissez-faire leadership. The table (likely based on the confidence interval) does not show a significant difference in mean performance between transactional (2.29) and laissez-faire leadership (2.21). Therefore, we fail to reject the null hypothesis (H3o) for this specific comparison.

Accepted Hypotheses:

- H2 (Transformational Leadership): based on the results the researcher rejects the null hypothesis (H2o) for transformational leadership because it has a statistically significant difference in employee performance compared to both transactional and laissez-faire leadership styles.

Rejected Hypotheses:

- H1 (Laissez-Faire Leadership): based on the results the researcher rejects the null hypothesis (H1o) for laissez-faire leadership because transformational leadership shows a statistically significant difference in employee performance compared to it.

- H3 (Transactional Leadership): based on the results the researcher rejects the null hypothesis (H3o) for transactional leadership, but only partially. While the overall ANOVA test suggests a difference, there's no significant difference between transactional and laissez-faire leadership. However, transactional leadership does differ significantly from transformational leadership.

This analysis examines the relationship between leadership styles and employee performance in the Nigerian leasing industry, based on the formulated research hypotheses and the data provided in Table 34.

Conclusion

The data analysis supports the following:

- Employees under transformational leadership exhibit statistically significantly higher performance compared to those under transactional or laissez-faire leadership.
- There is no statistically significant difference between transactional and laissez-faire leadership styles in terms of employee performance.

These findings suggest that transformational leadership is a more effective style for boosting employee performance within the Nigerian leasing industry compared to transactional and laissez-faire leadership styles.

Table 31

Regression Output for Employee Performance and Aspects of Leadership Styles

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.941[a]	.885	.881	.222

a. Predictors: (Constant), Guidance Without Pressure, No Guidance, Manage Closely, no recompenses reprimands, Employee Inclusive Decision Making, Help finding passion

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	79.338	6	13.223	268.562	.000[b]
	Residual	10.340	210	.049		
	Total	89.677	216			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Guidance Without Pressure, No Guidance, Manage Closely, no recompenses reprimands, Employee Inclusive Decision Making, Help finding passion

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	-1.453	.148		-9.820	.000
	Manage Closely	.015	.013	.029	1.164	.246
	Employee Inclusive Decision Making	.054	.025	.067	2.159	.032

	No recompenses reprimands	.021	.013	.039	1.599	.111
	Help finding passion	-.047	.025	-.060	-1.900	.059
	No Guidance	.024	.025	.029	.958	.339
	Guidance Without Pressure	.833	.021	.954	39.502	.000

a. Dependent Variable: Employee Performance

Table 32

Descriptive Analysis of Employee Performance in Different Leadership Styles

Descriptive

Employee Performance

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum	Between-Component Variance
					Lower Bound	Upper Bound			

Transactional Leadership		58	2.29	.701	.092	2.11	2.48	1	3	
Laissez Faire Leadership		104	2.21	.569	.056	2.10	2.32	1	3	
Transformational Leadership		55	2.69	.605	.082	2.53	2.85	1	3	
Total		217	2.35	.644	.044	2.27	2.44	1	3	
Model	Fixed Effects			.616	.042	2.27	2.44			
	Random Effects				.150	1.71	3.00			.057

Table 33

ANOVA and Post-hoc Test for Employee Performance in Different Leadership Styles

ANOVA

Employee Performance

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	8.569	2	4.284	11.304	.000

Within Groups	81.109	214	.379		
Total	89.677	216			

Multiple Comparisons

Dependent Variable: Employee Performance

	(I) Leadership Style	(J) Leadership Style	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval Lower Bound	95% Confidence Interval Upper Bound
Tukey HSD	Transactional Leadership	Laissez Faire Leadership	.082	.101	.698	-.16	.32
		Transformational Leadership	-.398*	.116	.002	-.67	-.12
	Laissez Faire Leadership	Transactional Leadership	-.082	.101	.698	-.32	.16
		Transformational Leadership	-.479*	.103	.000	-.72	-.24
		Transactional Leadership	.398*	.116	.002	.12	.67

	Transformational Leadership	Laissez Faire Leadership	.479*	.103	.000	.24	.72
LSD	Transactional Leadership	Laissez Faire Leadership	.082	.101	.420	-.12	.28
		Transformational Leadership	-.398*	.116	.001	-.63	-.17
	Laissez Faire Leadership	Transactional Leadership	-.082	.101	.420	-.28	.12
		Transformational Leadership	-.479*	.103	.000	-.68	-.28
	Transformational Leadership	Transactional Leadership	.398*	.116	.001	.17	.63
		Laissez Faire Leadership	.479*	.103	.000	.28	.68
Bonferroni	Transactional Leadership	Laissez Faire Leadership	.082	.101	1.000	-.16	.33
		Transformational Leadership	-.398*	.116	.002	-.68	-.12
	Laissez Faire Leadership	Transactional Leadership	-.082	.101	1.000	-.33	.16
		Transformational Leadership	-.479*	.103	.000	-.73	-.23

Transformational Leadership	Transactional Leadership	.398*	.116	.002	.12	.68
	Laissez Faire Leadership	.479*	.103	.000	.23	.73

*. The mean difference is significant at the 0.05 level.

4.5.2. Hypothesis 4 (H4): Relationship Between Leader Traits and Employee Performance

- H4o (Null Hypothesis): There's no statistically significant association between a leader's relationship traits and employee performance in the leasing industry in Nigeria.
- H4a (Alternative Hypothesis): There's a statistically significant association between a leader's relationship traits and employee performance in the leasing industry in Nigeria.

Analysis based on Table 34:

ANOVA Table: The overall ANOVA test indicated a relatively high p-value (0.072), suggesting we tend to not reject the null hypothesis (H4o). This implies a lack of statistically significant evidence for a strong association between all leader relationship traits, as a group, and employee performance. The coefficients table provides insights into individual traits:

Team Building Collectiveness (B = 0.109, Sig. = 0.015): This trait has the most notable influence. The positive beta coefficient (0.169) and significant p-value (0.015) indicate that leaders who emphasize team building and collaborative activities are likely to have employees with higher performance.

Other Traits:

- Power Follower Relationship (B = -0.040, Sig. = 0.661): The negative beta coefficient suggests a potential negative association, but the p-value (0.661) is not significant based on the p-values.
- Discourage Creativity (B = 0.036, Sig. = 0.429): The positive beta coefficient might be counterintuitive, but the p-value (0.429) suggests it's not statistically significant. There's no clear evidence for discouragement impacting performance based on the p-values.
- Inspire Motivate (B = -0.061, Sig. = 0.212): The negative beta coefficient is unexpected, and the p-value (0.212) is not significant. This means that the result for inspiration and motivation have a negative effect.

Conclusion: While the overall model (all traits together) might not be significant, the analysis reveals a key finding:

- Based on the results, the researcher can partially reject the null hypothesis (H4o) for Team Building Collectiveness, because this specific relationship trait seems to be linked to improved employee performance.

Limitations and Recommendations:

- The lack of significance for other traits does not necessarily mean they have no influence. Further research with a larger sample size might reveal their potential impact.
- The analysis suggests a need to explore how leaders can effectively implement team-building activities to foster collaboration and improve employee performance.

Overall, the findings suggest that leader relationship traits might have a nuanced influence on employee performance. While the overall model lacks a strong association, Team Building Collectiveness emerges as a potentially important leadership strategy in the Nigerian leasing industry.

Table 34

Regression Output for Employee Performance and Leader's Relationship Traits

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.199[a]	.040	.021	.637

a. Predictors: (Constant), Inspire motivation, Power follower relationship, Team building collectiveness, Discourage creativity

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.545	4	.886	2.182	.072[b]
	Residual	86.132	212	.406		
	Total	89.677	216			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Inspire motivation, Power follower relationship, Team building collectiveness, Discourage creativity

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	T	Sig.
1	(Constant)	2.252	.480		4.689	.000
	Power follower relationship	-.040	.092	-.031	-.439	.661
	Discourage creativity	.036	.046	.056	.793	.429
	Team building collectiveness	.109	.045	.169	2.448	.015
	Inspire motivate	-.061	.049	-.086	-1.253	.212

a. Dependent Variable: Employee Performance

4.5.3. Hypothesis 5 (H5): Relationship Between Personal Drive and Integrity and Employee Performance

- H5o (Null Hypothesis): There's no statistically significant relationship between a leader's personal drive and integrity and employee performance in the leasing industry in Nigeria.
- H5a (Alternative Hypothesis): There's a statistically significant relationship between a leader's personal drive and integrity and employee performance in the leasing industry in Nigeria.

Analysis Based on Table 35:

The data in Table 36 suggests that the researcher can reject the null hypothesis (H5o) and accept the alternative hypothesis (H5a). The suggestions are based on the following:

- R-Square Value: The R-square value of 0.113 indicates that 11.3% of the variation in employee performance can be explained by the leader's personal drive and integrity aspects included in the model. While not a very strong association, it suggests some influence.
- ANOVA p-value: The p-value of the ANOVA test is less than 0.05. This implies that the leader's personal drive and integrity traits, as a group, significantly influence employee performance.

Examining Individual Traits:

The coefficients table provides further insights into specific aspects of personal drive and integrity:

- No Support and Encouragement: The negative coefficient (-0.250) with the lowest significant p-value (0.001) indicates that a lack of support and encouragement from leaders negatively impacts employee performance.
- Forward Open-Mindedness: The positive coefficient (0.246) with a significant p-value (0.005) suggests that leaders who are forward-thinking and open-minded contribute to improved employee performance.
- Not Knowing Power Authority: The negative coefficient (-0.146) with a significant p-value (0.028) implies that leaders who don't effectively utilize power and authority can hinder employee performance. This might indicate a need for leaders to strike a balance between asserting authority and fostering a collaborative environment.
- Other Traits: The remaining aspects (No Clear Goal, Accountable Responsible) don't show statistically significant relationships with employee performance based on their p-values.

Conclusion:

Based on the overall ANOVA test and the significance of specific coefficients, the researcher can reject the null hypothesis (H5o). There is a statistically significant relationship between a leader's personal drive and integrity, as measured by these specific aspects, and employee performance. The analysis highlights the importance of leaders demonstrating characteristics like providing support and encouragement, being open-minded, and using power effectively to influence employee performance positively.

Table 35

Regression Output for Employee Performance and Personal Drive and Integrity

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.366[a]	.134	.113	.607

a. Predictors: (Constant), No clear goal, Not know Power Authority, Accountable Responsible, No Support Encouragement, Forward Openminded

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12.006	5	2.401	6.523	.000[b]

	Residual	77.672	211	.368		
	Total	89.677	216			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), No clear goal, Not know Power Authority, Accountable Responsible, No Support Encouragement, Forward Openminded

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	T	Sig.
1	(Constant)	.066	.561		.117	.907
	Forward Open-minded	.285	.101	.246	2.823	.005
	Not know Power Authority	-.064	.029	-.146	2.215	.028
	Accountable Responsible	.138	.084	.120	1.647	.101
	No Support Encouragement	-.151	.047	.250	3.251	.001
	No clear goal	-.089	.096	-.066	-.933	.352

a. Dependent Variable: Employee Performance

4.5.4. Hypothesis 6 (H6): Relationship Between Leader Communication and Performance

- H6o (Null Hypothesis): There's no statistically significant effect of a leader's communication aspects on employee performance in the leasing industry in Nigeria.
- H6a (Alternative Hypothesis): There's a statistically significant effect of a leader's communication aspects on employee performance in the leasing industry in Nigeria.

Analysis Based on Table 36:

The data in Table 37 recommends that the researcher can reject the null hypothesis (H6o) and accept the alternative hypothesis (H6a). The reasons for this recommendation are based on the following:

- R-Square Value: The R-square value of 0.109 indicates that 10.9% of the variation in employee performance can be explained by the leader's communication aspects included in the model. While not a very strong association, it suggests some influence.
- ANOVA p-value: The p-value of the ANOVA test is less than 0.05 ($p<0.000$). This implies that the leader's communication approaches, as a group, significantly influence employee performance.

Examining Individual Communication Aspects:

The coefficients table provides insights into specific communication aspects:

- Effective Leadership Communication: The positive coefficient (0.520) with the lowest significant p-value (0.000) indicates that leaders who communicate effectively (clear content and delivery) contribute to improved employee performance.
- Clear Explanation: The positive coefficient (0.301) with a significant p-value (0.002) suggests that leaders who provide clear explanations about goals and tasks can significantly improve employee performance.
- Other Traits: The remaining aspects (Using Different Media, Unapproachable) don't show statistically significant relationships with employee performance based on their p-values. Using different media might not be a significant factor on its own, and unapproachability seems to have little impact.

Conclusion:

Based on the overall ANOVA test and the significance of specific coefficients, the researcher hereby rejects the null hypothesis (H6o). There is a statistically significant effect of leader communication, as measured by these specific aspects, on employee performance. The analysis highlights the importance of leaders practicing effective communication skills, including clear explanations and delivery of content, to positively influence employee performance.

Table 36

Regression Output for Employee Performance and Leadership Communication

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.330[a]	.109	.092	.614

a. Predictors: (Constant), Unapproachable, Using different media, Clear Explanation, Leaders Communication Essential

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.760	4	2.440	6.473	.000[b]
	Residual	79.917	212	.377		
	Total	89.677	216			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Unapproachable, Using different media, Clear Explanation, Leaders Communication Essential

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		

1	(Constant)	.735	.498		1.476	.141
	Leaders' Communication Effective	.520	.147	.387	3.537	.000
	Using different media	.169	.135	.120	1.257	.210
	Clear Explanation	.346	.112	.301	3.090	.002
	Unapproachable	-.009	.033	-.019	-.276	.783

a. Dependent Variable: Employee Performance

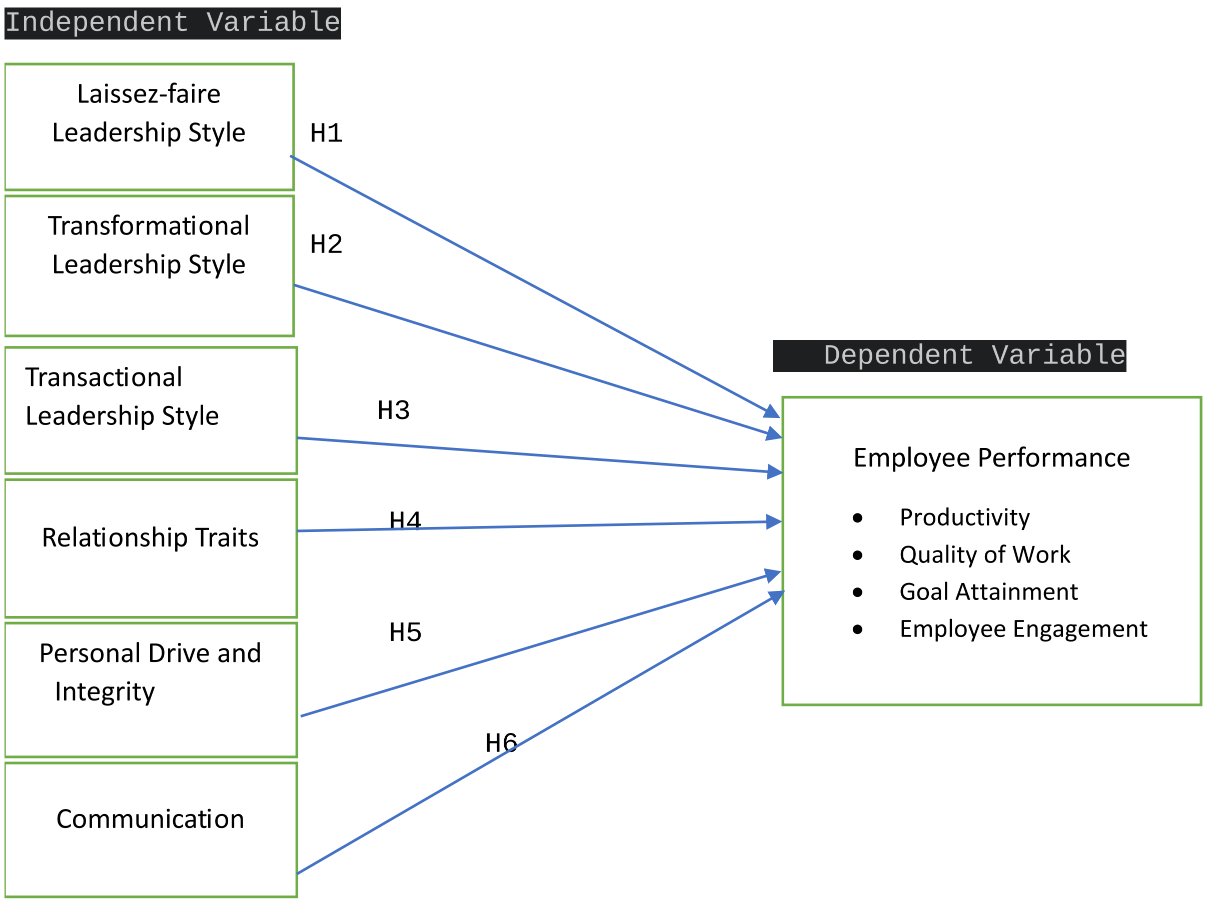
In conclusion, the results shown above are centered on the research questions and hypotheses generated for this research to achieve the research objectives. These findings will be thoroughly examined in the preceding sections.

4.6. Evaluation of Findings

In evaluating the research findings based on the conceptual framework developed for this study in Chapter Two, the diagram below illustrates the two variables (independent and dependent variables) used by the researcher to address the research question and obtain additional understanding of the research issue.

Figure 21

The Conceptual Framework



Note. The Conceptual Framework of the Research was developed by the researcher in answering the research questions and meeting the research objectives of this study.

Leadership Styles and Employee Performance in the Leasing Industry (Nigeria) - Qualitative Analysis.

Research Questions 1-3:

Q1: How does the laissez-faire leadership style affect employee performance in the leasing industry in Nigeria?

Q2: To what extent does the transformational leadership style influence employee performance in the leasing industry in Nigeria?

Q3: What is the effect of the transactional leadership style on employee performance in the leasing industry in Nigeria?

Analysis of the Qualitative Interview: The interview and focus group data provides valuable insights into the perceived effects of different leadership styles on employee performance in the Nigerian leasing industry. However, the findings of the research questions are as follows:

Laissez-Faire Leadership:

Negative Effects: Stifles innovation: Employees reported feeling their focus narrowed to just meeting organizational goals, hindering creativity (Extract-C&I-2).

Lack of support: Some respondents felt leaders didn't provide adequate follow-up or support to help them achieve performance goals (Extract-ATIAT-7).

Transformational Leadership:

Positive Effects: Drives excellence: Leaders were described as pushing employees to achieve their best (Extract-AVIS-13).

Encouragement and Support: Employees reported feeling generally encouraged and given the tools they needed to perform well (Extract-ATIAT-4).

Transactional Leadership:

Mixed Effects: Rewards and Punishments: The system of rewards and punishments for performance was seen as inconsistent and not always applied fairly (Extract- C&I -21, AVIS-14).

Limited Motivation: The focus on rewards and punishments was perceived by some as lacking in long-term motivation compared to transformational styles (Extract-AVIS-14).

Overall Observations: The interviews highlight the importance of supportive leadership for employee performance. Leaders who provide encouragement, tools, and follow-up were seen as more positive influences. Lack of transparency in rewards and punishments emerged as a potential demotivator. While laissez-faire leadership was not directly linked to high performance, it was associated with stifling innovation and lacking support.

Also, the findings of the research hypotheses are detailed below:

H1o: There is no statistically significant difference in mean performance between the laissez-faire leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

H1a: There is a statistically significant difference in mean performance between the laissez-faire leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

H2o: There is no statistically significant difference in mean performance between the transformational leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

H2a: There is a statistically significant difference in mean performance between the transformational leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

H3o: There is no statistically significant difference in mean performance between the transactional leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

H3a: There is a statistically significant difference in mean performance between the transactional leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

Accepted Hypothesis:

H2 (Transformational Leadership): The rejection of the null hypothesis (H2o) suggests a statistically significant difference in employee performance between transformational leadership and other styles (transactional and laissez-faire). This implies that employees under transformational leaders outperform those under transactional or laissez-faire leaders.

Rejected Hypotheses:

H1 (Laissez-Faire Leadership): The rejection of H1o doesn't necessarily mean laissez-faire leadership has a significant impact on performance compared to transactional leadership. It only indicates that transformational leadership has a stronger influence than both. Further analysis is needed to understand the specific relationship between transactional and laissez-faire styles.

H3 (Transactional Leadership): The partial rejection of H3o suggests a nuanced relationship. Transactional leadership does differ significantly from transformational leadership, but not from laissez-faire. This means transactional leadership might have some impact on performance, but not as strong as transformational and possibly similar to laissez-faire.

Based on the research findings, the quantitative analysis supports the following key points:

Transformational Leadership Boost: Employees under transformational leaders have statistically significantly higher performance compared to transactional or laissez-faire leadership. This suggests that leaders who inspire, motivate, and challenge their teams can significantly improve employee performance in the Nigerian leasing industry.

Transactional and Laissez-Faire Comparison: There's no statistically significant difference in employee performance between transactional and laissez-faire styles. This implies that both styles might have a similar level of influence on performance, which could be positive, negative, or neutral depending on specific implementation.

Also, the findings of this study shed light on the relationship between leadership styles and employee performance in the Nigerian leasing industry, offering valuable insights that both confirm and challenge established leadership theories.

Transformational Leadership and Motivation Confirmed: The positive perceptions and statistically significant impact of transformational leadership on employee performance align perfectly with the core principle of this style. As highlighted by Bass & Avolio (1994), transformational leaders elevate followers to higher levels of motivation. This study supports the conceptual framework that leadership styles can significantly influence employee performance. Employees under transformational leaders reported feeling encouraged, supported, and driven to achieve excellence (Extract-AVIS-13, Extract-ATIAT-4).

Transactional Leadership: A Mixed Findings:

The findings on transactional leadership are more nuanced. While the quantitative analysis suggests a difference compared to transformational leadership, the qualitative data reveals mixed effects. The focus on rewards and punishments (Bass, 1985; House & Shamir, 1993) was perceived as inconsistent and lacking in long-term motivation by some (Extract- C&I -21, AVIS-14). However, others mentioned encouragement and receiving necessary tools (Extract-ATIAT-4). This suggests that the effectiveness of transactional leadership might depend on factors like fairness and transparency in reward systems.

Laissez-Faire and the Need for Support: The negative effects of laissez-faire leadership, characterized by a hands-off approach (Avolio & Bass, 2004), align with the conceptual framework. The lack of direction and support stifled innovation and employee motivation (Extract-C&I-2, Extract-ATIAT-7). While the quantitative data didn't directly link laissez-faire leadership to lower performance, the qualitative findings suggest it might hinder employee potential.

Overall, the study emphasizes the importance of leader behaviors that go beyond transactional exchanges. Effective leadership in the Nigerian leasing industry seems to require a focus on encouragement, support, and clear vision, characteristics often associated with transformational leadership.

A Discrepancy Between Quantitative and Qualitative Data

There's an interesting discrepancy between the quantitative and qualitative data regarding transactional leadership. The quantitative analysis suggests a difference between transactional and transformational leadership but no significant difference between transactional and laissez-faire leadership in terms of employee performance. However, the qualitative data suggests more dissatisfaction with transactional leadership compared to laissez-faire. Further research is needed to explore this discrepancy and understand the specific factors that influence the effectiveness of transactional leadership in the Nigerian leasing industry context. Additional factors that may contribute to the dissatisfaction with transactional leadership could include cultural differences, communication styles, and employee expectations within the Nigerian leasing industry. It is important for future studies to delve deeper into these aspects to provide a more comprehensive understanding of leadership effectiveness in this context. By gaining a better insight into the nuances of transactional leadership within the Nigerian leasing industry, organizations can improve their leadership practices and ultimately enhance employee performance and satisfaction.

The fourth question is: How do a leader's relationship traits influence employee performance in the leasing industry in Nigeria? While this study focused on leadership styles, the qualitative data offers some insights into the influence of leader relationship traits on employee performance in the Nigerian leasing industry. These insights resonate with trait theories of leadership (Northouse, 2015) that emphasize characteristics like integrity, honesty, and interpersonal skills as key differentiators for leaders.

Positive Impact of Trust and Relationships: The study identified trust, willingness, sense of belonging, and passion as positive leadership traits. Employees who felt their leaders were trustworthy and fostered a sense of belonging reported higher performance and a willingness to stay with the company (Extract- C&I -64). This aligns with the concept of power-follower relationships influencing performance (Northouse, 2013). When leaders build trust and positive relationships with employees, it fosters loyalty, engagement, and a desire to contribute to the organization's success.

Negative Impact of Poor Relationships and Micromanagement: The study also found that poor leadership-subordinate relationships and micromanagement could hinder creativity and employee performance (Extract- AVIS-18). This aligns with research by Ghani et al. (2016) and Solaja et al. (2016) that highlights the connection between leader personality traits and employee performance. Leaders who exhibit bossy behavior and stifle creativity can demotivate employees and hinder their potential.

Employee Traits as a Coping Mechanism: Interestingly, the study also revealed employee traits like passion, self-motivation, and a career focus as factors that helped them cope with negative leadership behaviors (Extract- ATIAT -27, C&I -18). This suggests that employees with strong intrinsic motivation can potentially overcome some limitations imposed by leadership style or relationship dynamics.

Overall, the findings highlight the importance of a multifaceted approach to leadership. While leadership styles significantly influence performance, leader relationship traits also play a crucial role. Leaders who build trust, foster a sense of belonging, and avoid micromanagement can create a positive work environment that empowers employees to perform at their best. However, the study also suggests that strong employee traits can mitigate some of the negative effects of poor leadership.

The fifth question is: How does a leader's personal drive and integrity affect employee performance in the leasing industry in Nigeria? The study investigated the effect of a leader's personal drive and integrity on employee performance in the Nigerian leasing industry. The findings align with ethical leadership theories, highlighting the importance of leading by example.

Integrity as a Foundation for Trust and Motivation: The research revealed that leader integrity fosters employee dedication and a willingness to achieve goals. Employees value leaders who act with integrity and are held accountable for their actions. This aligns with ethical leadership theory, where leaders gain trust and respect by demonstrating moral principles (Trevio et al., 2000; Brown & Trevio, 2006). Employees who trust their leaders are more likely to be engaged, motivated, and dedicated to achieving goals.

Personal Drive- Setting the Pace for Performance: The study also found that a leader's personal drive positively impacts employee performance. Employees emphasized the importance of leaders being forward-thinking and open-minded. This aligns with transformational leadership theory, where leaders inspire and motivate their followers (Northouse, 2013). Leaders who demonstrate a positive and proactive attitude set the pace for the team and encourage employees to strive for excellence.

Unexpected Finding - The Double-Edged Sword of Power: The study revealed an unexpected finding regarding the use of power and authority. While overpowering employees negatively impacts performance, appropriate use of power, presumably for guidance and direction, can have a positive effect. This result requires further exploration. Perhaps, the key lies in striking a balance between utilizing power effectively and fostering an environment where employees feel empowered to make decisions and contribute their ideas.

In conclusion, the study highlights the importance of leader integrity and personal drive in the Nigerian leasing industry. By prioritizing ethical leadership and fostering a positive and motivating work environment, leasing organizations can empower their employees and achieve greater success.

The sixth research question is: What is the effect of a leader's communication aspects on employee performance in the leasing industry in Nigeria?

Communication: The Engine of Performance in the Leasing Industry: The study on leader communication aspects and employee performance in the Nigerian leasing industry revealed the critical role of communication, aligning with established theories. However, the findings also highlight shortcomings in current communication practices.

Communication: A Double-Edged Sword: The research confirms that communication positively impacts employee performance. Employees who receive clear and well-defined communication regarding objectives, responsibilities, and expectations are more likely to perform well. This aligns with management theories that emphasize the importance of communication for employee engagement and goal achievement (Goris, 2007; Kramer, 1999).

The Challenge of Ineffective Communication: However, the study also identified significant concerns regarding current communication practices in the leasing industry. Employees reported issues with communication being unclear, lacking in implementation, and failing to provide necessary tools or resources. Additionally, unrealistic expectations and sanctions were identified as demotivating factors.

This suggests that communication is not being utilized effectively, potentially hindering employee performance.

The Importance of SMART Communication and Supportive Leadership: The findings highlight the need for leaders to adopt SMART communication practices. This means ensuring communication is Specific, Measurable, Achievable, Relevant, and Time-bound. Leaders should also clearly explain company objectives and individual responsibilities, providing employees with the necessary tools and resources to succeed.

Aligning with Established Theories: The study's findings regarding the importance of communication are consistent with established theories on leadership and management. Effective communication is crucial for employee engagement, motivation, and performance. By addressing identified communication gaps, leasing organizations can create a more positive and productive work environment, leading to improved employee performance and organizational success.

Also, as per the reliability and validity analysis of this study, it has been found that the reliability is more than 70% and the validity is 100%. Therefore, the accuracy of the study method is also extremely high. According to the analysis of the employees' background, it has been found that lower and middle management employees make up the majority of the survey's respondents. As a result, rather than a top-down method, this paper's findings are more of a bottom-up approach. The bottom-up strategy can help produce a more valuable implication because the purpose of this research is to comprehend the leadership approach from the perspective of the employee. It has been found from the results that most of the participants are graduates (i.e., they possess the necessary tertiary degrees). Therefore, most of the participants have sufficient knowledge of leadership, practical applications, and theoretical ideas. The participants' knowledge allowed them to correctly understand the questions and provide appropriate answers. A higher percentage of the organizations have extremely high operating experience. It implies that the organizations have grown enough to be considered a major part of the leasing industry in Nigeria. The longer the personnel are associated with the organization, the more experience they must have. Greater exposure to various organizational structures and functionalities is ensured by longer association tenure. As a result, they were able to give more accurate, credible, and dependable information regarding the leadership approaches and styles used by the leaders due to their increased exposure to organizational functionalities.

4.7. Summary of the Section

This study investigated the relationship between leadership styles and employee performance in the Nigerian leasing industry, employing a mixed-methods approach (quantitative and qualitative data). The research findings demonstrate strong reliability and validity, with trustworthiness ensured through techniques like reflexivity and triangulation. The survey targeted lower and middle management with relevant leadership knowledge, resulting in accurate and credible data.

Leadership Styles and Performance

Transformational Leadership: Regression analysis and interview quotes suggest transformational leadership, characterized by inspiring and motivating employees, has the strongest positive impact on employee performance.

Recommendation: Leaders should be trained and encouraged to develop transformational leadership skills to enhance employee motivation, innovation, and performance.

Further Research: Develop and utilize more refined measurement tools for both leadership styles and employee performance. This could involve behavioral observation, 360-degree feedback, and objective performance metrics beyond self-reported data.

Transactional Leadership: The findings on transactional leadership (focused on rewards and punishments) are mixed. Quantitative data showed no significant difference between transactional and laissez-faire leadership, while interview quotes suggest potential limitations of transactional leadership (e.g., focus on performance appraisal systems lacking transparency).

> Recommendation: Further research is needed to understand the specific conditions under which transactional leadership can be effective in the Nigerian leasing industry. Research should explore how to design and implement performance appraisal systems that are transparent, motivating, and contribute to employee development, potentially leading to better performance outcomes.

Laissez-faire Leadership: The quantitative data showed no significant difference between laissez-faire leadership and transactional leadership. Interview quotes suggest potential drawbacks like reduced innovation.

> Recommendation: Clarify the nuanced effects of laissez-faire leadership. While the current study suggests negative effects, there might be situations where it allows for some level of autonomy and goal attainment, particularly for experienced employees. Explore potential benefits and drawbacks in different contexts. More research is needed to fully understand the effect of laissez-faire leadership on employee performance in the Nigerian leasing industry.

Leadership Traits and Performance:

Limited Significance of Relationship Traits (Quantitative): Regression analysis showed a weak association between leadership traits and employee performance. Only "Team Building Collectiveness" had a statistically significant impact.

Contrasting Qualitative Views: Interview quotes highlighted various positive traits (trust, sense of belonging, passion, interpersonal relationships) and negative traits (hindered creativity, poor leader-subordinate relationships) affecting performance.

Recommendation: While "Team Building Collectiveness" showed a positive association with performance, future research with larger samples and more refined measures could offer a clearer picture of the relationship between specific leadership traits and employee performance.

Further Research: Investigate how leadership traits interact with leadership styles and other contextual factors (e.g., company culture, industry dynamics) to influence performance.

Leader's Personal Drive and Integrity:

Partial Support for Significance: Regression analysis showed a moderate association between leader drive and integrity and employee performance. Not all aspects were significant.

Support and Encouragement: Leaders who provide support and encouragement have a statistically significant positive impact on employee performance.

Forward-thinking Approach: Leaders with a forward-thinking and open-minded approach can statistically significantly improve employee performance.

Power and Authority Nuance: While leaders should avoid misusing power and authority, appropriate use can have a positive but statistically significant impact on performance (when combined with support and a forward-thinking approach).

Recommendation: Leadership development programs should emphasize the importance of providing support, encouragement, and adopting a forward-thinking approach while utilizing power and authority responsibly.

Leader Communication:

Importance of Effective Communication: Effective leadership communication has a positive and statistically significant impact on employee performance. Leaders who carefully select communication methods and content tailored to the industry's needs can significantly improve performance.

Focus on Clarity: Providing clear and concise explanations to employees regarding organizational goals and tasks is crucial.

Recommendation: Leaders should be trained on effective communication skills, including selecting the right communication methods and ensuring clear and concise messages tailored to the needs of the leasing industry.

Further Research: Investigate how leaders tailor communication methods and content to different audiences and situations within the leasing industry and link these communication practices to measurable performance metrics.

Chapter 5 Implications, Recommendations, and Conclusion

5.1. Introduction

In this section, the researcher investigated the "effect of leadership styles on employee's performance in the Nigerian leasing industry. The Nigerian leasing industry, despite its significant contributions to the economy, experiences inconsistencies in performance across companies. While leadership styles are acknowledged as a potential factor influencing performance, existing research within the leasing sector is limited. This study aims to bridge this gap by examining the relationship between leadership styles and employee performance in the Nigerian leasing context. The Nigerian leasing market faces a dynamic environment with factors like government interventions, globalization, and intense competition. These complexities can significantly influence performance, as evidenced by companies like AVIS Rental and Sixt Nigeria struggling to optimize profits. Understanding leadership's role in addressing these challenges becomes crucial. Drawing on transformational leadership theory, this research explores employee perceptions of leadership styles (transactional, transformational, laissez-faire) and attributes (relationship traits, personal drive, communication) and how these perceptions influence performance.

Also, this research offers valuable insights and contributions: Understanding leadership effectiveness in the leasing industry; Examining employee perceptions of leadership styles and their effects; Informing leadership development programs in the leasing sector; Enhancing employee engagement and performance through effective leadership; Contributing to a deeper understanding of leadership and performance in a specific industry context.

A mixed-methods approach was adopted for this study to explore the research topic and address the problem statement. The mixed-method approach employed surveys, interviews, and focus groups to collect and analyze data from employees in four prominent leasing companies. This approach allows for a comprehensive understanding of the topic from various perspectives.

The researcher adopted quantitative and qualitative (mixed method) methodologies Bentahar and Cameron (2015) describe mixed methods as the technique in which the researcher combines the two main research approaches to have a holistic and diverse perspective on a particular study and make decisions on the outcomes. The survey-based primary data has been collected in this study from the employees of four selected leasing companies. To understand the perceived perceptions of leadership styles, the survey used Google forms, semi-structured interviews, and case studies. Also, the use of primary as well as secondary resources was adopted for the research questions and data analysis. The independent variables are "leadership styles, leaders' relationship traits, leaders' personal drive and integrity, and leaders' communication." The dependent variable is reflective "employee performance and sub variables." Subsequently, the survey response has been analyzed using descriptive statistics as well as inferential statistics. The SPSS application has been used for descriptive analysis, one-way ANOVA, post-hoc and regression tests. The study was done in an ethical, unbiased, and valid way while ensuring the willingness, anonymity of the participants and confidentiality of the information. Incorporating the two research approaches was quite advantageous in achieving better quality of the results for this study. However, there were limitations encountered during the data collection and analysis phases as a lot of time and effort were spent during the process. Also, there was a bit of a challenge in paradigm mixing and translating the differing results of the two methods.

In addition, this segment introduces the implications, recommendations, and conclusion of this research.

5.2. Implications

As per the results and evaluation of the findings in this study, it can be said that the study discovered the effect of “leadership styles" on “employee performance” in the leasing industry.

Firstly, the research problem was to investigate the relationship between leadership styles and employee performance in the Nigerian leasing industry. The results of the data collected provided valuable insights on the prevalence of leadership styles and their perceived effects on performance:

Transformational Leadership: it is important to note that the regression analysis suggests it has the strongest positive influence on performance, whereby a high proportion of participants (48%) reported experiencing transformational leadership based on Figure 20. Also, the in-depth interviews identified it as a commonly used style, although some variations exist.

Transactional Leadership: The regression analysis suggests a positive but less impactful influence on performance compared to transformational leadership. Around 26.7% of participants reported transactional leadership based on Figure 20. However, interviews identified it as a common style, but some suggest it's combined with other approaches, while a minority reported it as the predominant style.

Laissez-faire Leadership: The regression analysis showed no significant difference in performance compared to transactional leadership. Around 25% of participants reported laissez-faire leadership based on Figure 20. However, interviews identified it as less common than transformational or transactional styles, while a minority reported it as the predominant style.

The findings generally aligned with the conceptual framework, which emphasized the effectiveness of transformational leadership. The prevalence of transformational leadership and its positive influence on performance support this notion. According to Bass (1985) stated that transformational leadership is characterized by the leader's ability to inspire and motivate followers, intellectually stimulate them, and provide individualized consideration. Research in other sectors has demonstrated that transformational leadership can positively impact employee performance, organizational commitment, and innovative behavior (Aryee et al., 2012; Jyoti & Bhau, 2016).

Significantly, the findings provide quantitative and qualitative data from the understudied Nigerian leasing industry. Also, the research findings offered a clearer picture of how different leadership styles are used and their perceived influence. Furthermore, the findings highlighted the possibility that leaders might use a combination of styles, with transformational elements playing a key role.

This research builds on the existing literature by adding context-specific evidence from Nigeria. The research demonstrated the prevalence of transformational leadership in the leasing industry. Similarly, the research findings suggested the potential benefits of combining leadership styles strategically.

The research addressed conflicting findings as regards the research designs. While the survey suggests transformational leadership is most common, interviews mention a mix of styles. This might be due to:

- Social Desirability Bias: Participants might have reported the "ideal" leadership style in surveys.
- Company Variation: Leadership styles might differ across companies within the industry.

Overall, the research offers valuable insights into leadership practices in the Nigerian leasing industry. While limitations exist, the findings support the effectiveness of transformational leadership and highlight the potential benefits of a nuanced approach that combines different styles.

Interpreting the Findings with Statistical Analysis

The provided data offers a more definitive analysis using ANOVA and post-hoc tests, addressing the limitations of the qualitative data.

H1o: There is no statistically significant difference in mean performance between the laissez-faire leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

H1a: There is a statistically significant difference in mean performance between the laissez-faire leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

Findings:

- There's no significant difference in employee performance between transactional and laissez-faire styles.
- Further research might explore specific contexts where laissez-faire leadership could be effective.

H2o: There is no statistically significant difference in mean performance between the transformational leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

H2a: There is a statistically significant difference in mean performance between the transformational leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

Findings: The findings strongly support transformational leadership having a positive and statistically significant effect on employee performance compared to transactional and laissez-faire styles.

H3o: There is no statistically significant difference in mean performance between the transactional leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

H3a: There is a statistically significant difference in mean performance between the transactional leadership style and other leadership styles on employee performance in the leasing industry in Nigeria.

Findings:

- Transactional leadership doesn't show a statistically significant difference in employee performance compared to laissez-faire leadership.
- More research is needed to understand the specific conditions under which transactional leadership might be effective.

Q1: How does the laissez-faire leadership style affect employee performance in the leasing industry in Nigeria? The findings on laissez-faire leadership are limited, but suggest potential drawbacks:

- Reduced Innovation: A quote (Extract-C&I-2) suggests it might stifle creativity by focusing solely on set goals.

Q2: To what extent does the transformational leadership style influence employee performance in the leasing industry in Nigeria?

The data does not directly address transformational leadership, but the provided quotes on positive leadership styles align with its characteristics:

- Employee Development: Quotes (Extract-AVIS-22) mention leadership influencing performance through perceived interest in employee growth and productivity.

- Encouragement and Support: Quotes (Extract-ATIAT-4) mention encouragement and providing tools for good performance.
- Excellence: Quotes (Extract-AVIS-13) mention leadership driving excellence, potentially through inspiration.

Q3: What is the effect of the transactional leadership style on employee performance in the leasing industry in Nigeria?

The findings on transactional leadership are mixed:

- Performance Focus: Quotes (Extract-ATIAT-4) suggest a focus on performance appraisal and reward.
- Punishment for Poor Performance: Quotes (Extract- C&I -21) mention punishment for poor performance.
- Limited Visibility: Quotes (Extract- C&I -21) suggest a lack of transparency in rewards.
- Limited Room for Change: Quotes (Extract-AVIS-14) mention a focus on "reward and punishment" with limited room for employee-driven improvement.

Overall Findings:

- The ANOVA test shows a statistically significant difference (p-value = 0.000) in employee performance based on leadership style.
- Post-hoc tests reveal significant differences between:

    - Transformational vs. Transactional Leadership (Transformational has higher performance)
    - Transformational vs. Laissez-faire Leadership (Transformational has higher performance)
- No significant difference exists between Transactional and Laissez-faire Leadership in terms of employee performance.
- Transformational Leadership Wins: The study found that transformational leadership, characterized by inspiring and motivating employees, has the strongest positive impact on employee performance. This is supported by both statistical analysis and interview quotes highlighting practices like employee development and encouragement.
- Transactional Leadership: A Mixed Result: While the quantitative data showed no significant difference between transactional leadership (focused on rewards and punishments) and laissez-faire leadership (hands-off approach), interview quotes suggest potential limitations of transactional leadership. These limitations include a focus on performance appraisal systems that might lack transparency and limited room for employee-driven improvement.
- Laissez-faire Leadership: Uncertain Impact: The quantitative data showed no significant difference between laissez-faire leadership and transactional leadership. Interview quotes suggest potential drawbacks like reduced innovation, but more research is needed to understand its full impact.

As per the literature review in chapter 2 of this study, various leadership styles can have a significant effect on how well employees perform in the organization. Islam et al. (2018) assert that leadership approaches have a considerable influence on the worker's performance in attaining business objectives. Likewise, Akparep et al. (2019) affirmed that an organization should adopt the right leadership styles that encompass other variables in its business operations, as this will aid in accomplishing the organization's goals. However, the findings of the paper quantitatively claim that transformational leadership demonstrates the most successful employee performance, whereas laissez-faire and transactional leadership cannot demonstrate a meaningful improvement in employee performance. According to Lucas (1994), a transformational leader typically establishes a shared goal, motivates a team by communicating the organization's objectives at all stages, inspires people to be imaginative and creative to guarantee their best performance, is compassionate toward team members, and creates a supportive environment that fosters a sense of belonging and helps achieve the established goals. The findings of the paper support the fact that an increase in guidance from leaders without pressure can increase employee performance. The findings also suggest that involvement of employees in the policy-making activity in the organization can significantly increase their employee performance. This is in accordance with McCleskey (2014) theory that transformational leadership supports both collective decision-making and supportive guidance to employees.

Furthermore, the findings from the qualitative interview show that the respondents understand leadership and the leadership styles predominant in the organizations, and as such, they identified several leadership approaches such as transactional, authoritarian, autocratic, laissez-faire, transformational, and democratic, with each of these styles having negative and positive effects on employees' performance. All these leadership approaches were duly discussed in chapter 2 of this research. The positive effects on employees' performance identified were improving leadership traits in employees, improving employees' encouragement, and providing support to employees. The negative aspects identified by the respondents were the elimination of employees' innovation, a lack of transparency and inadequate provision of necessary support. The findings also show that there was a mixed correlation between leadership approaches and e mployee performance. Hence, it is crucial for leaders to make use of their leadership abilities to ensure a positive influence on employees' performance, though employees also have the capacity to influence these effects through commitment and follow-up. This is backed up by the findings of Wongyanon et al. (2015) and Al-Mahayreh et al. (2016) who both claimed that "transformational, transactional, and laissez-faire leadership styles" have an advantageous effect on an organization's performance and its effect is dependent on people's perception. And the findings gathered show that the respondents perceived leadership as the tendency to act and behave in an organization or toward their subordinates relative to what they think is true about how best they could achieve organizational goals, which affects their performances both positively and negatively. Equally, Al Khajeh (2018) further reinforces that a transformational leadership approach will have a favourable effect, whereas a transactional approach will have an unfavorable effect on business performance. Similarly, Thu et al. (2017) also demonstrated in their study that "transformational and transactional leadership" are the most preferred styles of leadership in achieving leaders' and organizations' performance, both in the close mean percentile, but it is not advisable for leaders to assume a laissez-faire leadership approach, as this kind of style can be detrimental in achieving business objectives. Hence, the findings of this paper highlight the importance of transformational leadership in the Nigerian leasing industry in terms of increasing employee performance.

Limitations and Contextualization

While the research provides valuable insights, some limitations affect the interpretation of the results:

Sample and Generalizability: The representativeness of the sample companies (size, location) in the Nigerian leasing industry could influence generalizability.

Self-reported data: Employee perceptions of leadership styles might not always reflect reality.

Performance measurement: The specific methods used to measure employee performance might influence the findings. This could have affected the accuracy of the link between leadership and performance.

Focus on Positive Aspects: Quotes highlight mainly positive leadership aspects, potentially missing the full picture.

Social Desirability Bias: Survey participants might report the "ideal" leadership style rather than their actual experiences.

Unclear Context: It's unclear if the quotes represent specific leadership styles or general perceptions.

Company Variation: Leadership styles might differ across companies within the industry.

This research investigated the relationship between a leader's relationship traits and employee performance in the Nigerian leasing industry. It employed both quantitative (regression analysis) and qualitative (interviews) approaches.

H4o: There is no statistically significant association between a leader's relationship traits and employee performance in the leasing industry in Nigeria.

H4a: There is a statistically significant association between a leader's relationship traits and employee performance in the leasing industry in Nigeria.

Q4: How do a leader's relationship traits influence employee performance in the leasing industry in Nigeria?

Key Findings:

- Limited Significance of Relationship Traits (Quantitative): Regression analysis showed a weak association (R-square = 0.04) between leadership traits and employee performance. No individual trait except "Team Building Collectiveness" had a statistically significant impact.
- Contrasting Qualitative Views: Interview quotes highlighted various traits affecting performance:
    - Positive: Trust, sense of belonging, passion, interpersonal relationships.
    - Negative: Hindered creativity, poor leader-subordinate relationships.

Limitations and Interpretation:

- Sample Size: A small sample size could make the quantitative findings less generalizable.
- Measurement Challenges: Measuring both leadership traits and employee performance can be complex.
- Social Desirability Bias: Interview participants might have reported idealized leadership styles.

These limitations could explain the discrepancy between quantitative and qualitative findings. While the quantitative analysis found a limited overall effect of relationship traits, the qualitative data suggests specific traits do matter to employees.

Context and Contribution:

- Partial Alignment with Theory: The quantitative findings partially contradict trait theory (Northouse, 2015), which suggests several leadership traits influence performance.
- Unique Industry Insights: This study offers valuable insights into the Nigerian leasing industry.
- Need for Further Research: Future research with larger samples and more refined measures could offer a clearer picture.

Significance:

- Highlights Importance of Team Building: The study identifies team building as a potentially significant leadership trait for employee performance.
- Need for Balanced Leadership: Leaders might need to balance various relationship traits to optimize employee performance.

Overall, the research offers valuable insights despite limitations. The findings reveal a complex relationship between leader-employee relationships and performance in the Nigerian leasing industry. Future research can build on these findings by addressing the limitations to provide a more comprehensive understanding.

Furthermore, based the literature in chapter 2 as per the trait theory presented by Northouse (2015), there are certain employee relationship traits of the leader that differentiate a leader from others, and they include: “integrity, honesty, drive, confidence, business knowledge, and cognitive capability”. This study makes a significant contribution by arguing the perception of the trait theory of leadership in the setting of the Nigerian leasing business. Only a single factor among the other factors of a leader’s relationship traits has a considerable effect on “employee performance.” The results imply that an increase in team-building-based relationships from the leaders and collective execution of activities can increase employee performance. All other factors in the leader's relationship traits, such as discouragement, creativity, power-follower relationship, inspiration, and motivation, are not discovered to have a noteworthy level of influence on the employee's performance. The argument that is presented by this study is completely different than the knowledge developed from the literature review. Northouse (2013) highlights that power-follower relationships are a major aspect of leadership traits that influence the employee's performance in different directions.

Additionally, Ghani et al. (2016) showed that motivation, inspiration, and encouragement have a strong positive influence on the betterment of employee performance. Furthermore, in order to match the findings of the quantitative approach with those of the qualitative approach, The findings significantly show the effect of "leadership traits" on business performance as both positive and negative within the leasing industry in Nigeria. Ghani et al. (2016) supports this as their practical research depicts that a "leader's personality traits" are interconnected with a worker's job performance, which was further buttressed by Solaja et al. (2016) that leadership personae influence an employee's job performance. Furthermore, the result indicated trust, willingness, sense of belonging, passion, and interpersonal relationships were the identified leadership traits within the leasing industry in Nigeria, which has both favorable effects on employees' performance. To buttress these points, Kirkpatrick and Locke (1991) identified some of the traits as "trustworthiness, uprightness, and self-assurance, all relating to emotional immovability, reasoning competence, and understanding business dynamics". Respondents pointed out these traits in the area of leadership motivation, whereby leaders focus more on leading and concentration without the desire to control. However, the negative aspect of the leadership trait within the industry as expressed by the respondents was the hinderance to employees' creativity and poor leadership-subordinate relationship, and this aspect correlates with the quantitative findings. Nevertheless, despite these inequities within the industry, employees' passion, self-motivation, career progression, and willingness to stay within the industry were also identified as traits needed to cope and overcome the complex interaction of traits within the industry, which were perceived as positive and negative by employees within the industry. Also, Kirkpatrick and Locke (1991) identified the following traits, which include: achievement, ambition, energy, initiative, motivation, and tenacity. This can be seen in these findings as part of the traits that have made respondents remain in the industry. However, the findings of the quantitative study rejected all these aspects, and the findings prioritized that only team-building traits within the leaders can significantly improve the employee performance. The reverse is the case for the qualitative research, whereby respondents identified some critical traits that affect their performance negatively and positively, and some of the identified traits are listed in the table below by scholars in the field.

This research investigated how a leader's personal drive and integrity influence employee performance in the Nigerian leasing industry. It employed a mixed-methods approach, using both regression analysis (quantitative) and interviews (qualitative).

H5o: There is no statistically significant relationship between a leader's personal drive and integrity and employee performance in the leasing industry in Nigeria.

H5a: There is a statistically significant relationship between a leader's personal drive and integrity and employee performance in the leasing industry in Nigeria. Q5: How does a leader's personal drive and integrity affect employee performance in the leasing industry in Nigeria?

Key Findings:

Partial Support for Significance: The regression analysis showed a moderate association (R-square = 0.134) between leader drive and integrity and employee performance. However, not all aspects were significant.

Support and Encouragement: Leaders who provide support and encouragement have a statistically significant positive impact on employee performance.

Forward-thinking Approach: Leaders with a forward-thinking and open-minded approach can statistically significantly improve employee performance.

Power and Authority Nuance: While leaders should avoid misusing power and authority, appropriate use can have a positive but statistically significant impact on performance (when combined with support and a forward-thinking approach).

Qualitative Discrepancy: Interview quotes revealed mixed views on leader drive and integrity, with some dissatisfied and others satisfied.

Limitations and Interpretation:

Sample Size: A small sample size could limit the generalizability of the quantitative findings.

Measurement Challenges: Accurately measuring both leader characteristics and employee performance can be difficult.

Social Desirability Bias: Interview participants might have reported idealized leadership styles.

These limitations could explain the discrepancy between quantitative and qualitative results. While the quantitative analysis found specific aspects of leader drive and integrity significantly influence performance, the qualitative data suggests a more complex and nuanced picture.

Context and Contribution:

Partial Alignment with Theory: The findings partially support existing literature (Engelbrecht et al., 2017) on the positive effects of leader drive and integrity on employee trust and engagement.

Power and Authority Nuance: This study contributes a new perspective by suggesting appropriate power and authority use can be beneficial, especially when coupled with other positive leader traits.

Need for Further Research: Future research with larger samples and more refined measures could offer a more conclusive understanding.

Significance:

Highlights Key Leadership Traits: The study identifies support, encouragement, and a forward-thinking approach as crucial leadership traits for employee performance.

Importance of Balanced Leadership: Leaders might need to exhibit multiple positive traits to optimize employee performance.

Furthermore, based on the literature review in chapter 2 It has been found that the most essential factors that are found effective for employee performance are: support and encouragement, a forward-minded approach, and the use of power and authority. According to Engelbrecht et al. (2017) a leader's personal drive and integrity have a positive outcome on an employee's trust and improve work engagement. The findings of this study supported this aspect of the literature. The quantitative analysis identified support and encouragement, a forward-thinking approach, and the appropriate use of power and authority as crucial leadership traits for employee performance in the leasing industry. Notably, the study suggests that power and authority, when used appropriately and combined with encouragement and a forward-looking approach, can have a positive impact on performance. This finding adds nuance to the understanding of leader behavior presented in Yohe (2003), who highlights the detrimental effects of autocratic leadership styles that centralize power. Also, the findings from the qualitative analysis revealed contradicting views about the personal drive and integrity of leaders in the leasing industry, though these views could be tagged as either favorable or unfavorable. The first view expressed by participants was that they were not satisfied with leaders in the industry in relation to their leader’s personal drives and integrity. Additionally, research by Northouse (2015) and Kirkpatrick and Locke (1991) have demonstrated that certain attributes may not guarantee success in a certain role. This finding is accepted as part of the literature.

The second view was that some participants were pleased with their leaders regarding their personal drive. This second opinion is corroborated by the quantitative results, and the research has helped the researcher to understand the effect of a leader’s integrity and drive on performance. This finding aligns with the established view (Kirkpatrick & Locke, 1991) that specific leadership traits can empower leaders to acquire essential knowledge, build a clear vision, and develop a concrete plan to achieve their goals. Sani et al. (2016) made similar findings in their study, which concluded that all other characteristics, including integrity, are extremely important for job effectiveness. Likewise, Choi et al. (2020) confirmed that an employee will be a highflier if their leader acts with integrity. However, there was contradiction between the two approaches because most of the respondents in the qualitative approach were unsatisfied (a high percentage of the participants were more in support of the unfavorable as opposed to the favorable categories) with the personal drive and integrity of their industrial leaders. There was also evidence that some respondents were unable to take sides in the debate (indecisive). In the leasing sector in Nigeria, it was thought that the lack of personal fervor and integrity among executives would have a detrimental effect on workers' performance, perhaps manifesting in disinterested performance metrics.

Despite limitations, this research offers valuable insights. While leader drive and integrity demonstrably influence employee performance in the Nigerian leasing industry, the specific impact hinges on leader behavior and the contextual environment. Future research can build upon these findings by addressing the limitations of sample size and measurement tools. This will lead to a more comprehensive grasp of the multifaceted relationship between leader drive, integrity, and employee performance within the Nigerian leasing industry.

This study investigated the effect of leader communication on employee performance in the Nigerian leasing industry.

H6o: There is no statistically significant effect of a leader’s communication aspects on employee performance in the leasing industry in Nigeria.

H6a: There is a statistically significant effect of a leader’s communication aspects on employee performance in the leasing industry in Nigeria.

Q6: What is the effect of a leader's communication aspects on employee performance in in the leasing industry in Nigeria?

The findings, based on a regression analysis, provide some support for the hypothesis that leader communication has a statistically significant effect on employee performance (R-square = 0.109, $p < 0.000$). However, the results need to be interpreted within the limitations of the study and considering the unique characteristics of the Nigerian leasing sector.

Key Findings:

Importance of Effective Communication: The analysis revealed that effective leadership communication (coefficient = 0.520, $p < 0.000$) has a positive and statistically significant impact on employee performance. Leaders who carefully select communication methods and content tailored to the industry's needs can significantly improve performance.

Focus on Clarity: Providing clear and concise explanations to employees regarding organizational goals and tasks (coefficient = 0.301, $p < 0.002$) is crucial. This is particularly important in a fast-paced industry like leasing, where employees need to understand complex financial products and regulations effectively.

Not All Communication is Equal: While some aspects of communication are crucial, others are not statistically significant. This suggests that leaders in the leasing industry should prioritize effective communication and clear explanations for the most significant impact.

These findings aligned with previous research by Uzohue et al. (2016) and Mayer et al. (2012) which highlighted communication as a major aspect of any leadership approach that can help to formulate people’s ideas into cognizance, which can further result in better organizational performance. It is also a key leadership skill across industries. Additionally, this paper highlighted a fact that was found from the regression output that effective selection of the leader’s communication method and content can positively influence the employee's performance. It is a new concept in the area of leadership communication that also contributes to the theoretical aspect of communication as a part of the leadership approach. It was also discovered that if leaders ensure clear and concise explanations to their employees about everything from organizational goals to specific tasks, it can statistically significantly increase employee performance. According to Mayer et al. (2012) transparent communication is essential for instructing the team members and guiding them to effective strategic execution, which can result in better individual and organizational performance.

The outcomes of the in-depth interviews confirmed the findings from the quantitative research by showing that communication is vital for the leasing industry in Nigeria and that it also affects the complex leadership attributes and job performance in the sector. However, the results derived are in line with Goris (2007) description of effective communication as a tool that boosts workers' performance, efficiency, and devotion. Likewise, Rakowska et al. (2015) found that effective communication can encourage people in an organization by showing them the appropriate way to go about completing a task. Even though there were indications that communication within the industry was not smart enough, not implemented, lacked the required tools in carrying out information communication and unrealistic expectations and sanctions. This is further reinforced by Kramer's (1999) statement that ineffective or non-existent communication causes employees' disinterest in the company and leads to poor performance and low morale.

Furthermore, this study contributes to the conversation by:

Contextualization: It emphasizes the importance of effective communication within the specific context of the Nigerian leasing industry, with its unique challenges and opportunities.

Focus on Content Selection: The finding about selecting appropriate communication content adds a new dimension to the existing literature on leadership communication by highlighting the importance of tailoring communication to the specific industry and its employees.

Future research with a larger sample size, more refined measurement tools, and a mixed-methods design could provide a more comprehensive picture. This could involve analysing communication practices within specific leasing organizations and their effect on performance metrics.

This study's findings have practical implications for leaders in the Nigerian leasing industry. By focusing on:

Effective communication methods: Leaders should choose communication methods (e.g., face-to-face meetings, online platforms) that are most suitable for the specific message and audience.

Clear explanations: Leaders should ensure all employees, regardless of their level, understand complex financial concepts and leasing procedures through clear and concise explanations.

Tailored communication: Leaders should tailor their communication content to the specific needs and challenges of the leasing industry, considering factors like regulations and market dynamics.

By implementing these strategies, leaders in the Nigerian leasing industry can leverage effective communication to improve employee performance and achieve organizational goals.

Analysis of Findings Based on Four Main Performance Indicators (Including Qualitative Insights and Additional Information)

The study's findings, incorporating both quantitative data and qualitative interview insights, provide a comprehensive analysis of employee performance under different leadership styles in the Nigerian leasing industry. Here's an updated analysis incorporating additional information on the limited significance of certain relationship traits, the importance of effective communication, and other nuanced impacts on performance.

1. Productivity

Quantitative Findings:

Overall Employee Performance: The mean employee performance across all leadership styles is 2.35, indicating a performance level between moderate and proficient.

Leadership Styles: Transformational leadership shows the highest mean performance (2.69), significantly higher than transactional (2.29) and laissez-faire (2.21).

Additional Quantitative Insights:

Regression Analysis: Weak association (R-square = 0.04) between leadership traits and employee performance, with "Team Building Collectiveness" being the only statistically significant trait.

Effective Communication: Significant impact on productivity (coefficient = 0.520, $p < 0.000$), emphasizing the importance of clear and tailored communication methods.

Qualitative Findings:

Transactional Leadership: Inconsistent and unfair application of rewards and punishments impacts productivity negatively (Extract- C&I -21, AVIS-14).

Transformational Leadership: Described as pushing employees to achieve their best, directly enhancing productivity (Extract-AVIS-13).

Effective Communication: Leaders who provide clear explanations and support significantly boost productivity (Extract-ATIAT-4).

Interpretation:

Transformational leadership significantly boosts productivity by motivating employees and ensuring effective communication. The inconsistency in transactional leadership's reward system can hinder productivity, while laissez-faire leadership fails to provide necessary support for high productivity.

2. Quality of Work

Quantitative Findings:

Descriptive Analysis: Higher mean performance scores for transformational leadership (2.69) indicate better perceived quality of work compared to transactional and laissez-faire styles.

Additional Quantitative Insights:

Regression Analysis: Moderate association (R-square = 0.134) between leader drive and integrity and employee performance, highlighting the importance of these traits for quality of work.

Qualitative Findings:

Transformational Leadership: Employees feel encouraged and provided with tools needed to perform well, enhancing the quality of work (Extract-ATIAT-4).

Laissez-Faire Leadership: Lack of support and follow-up hinders employees' ability to achieve performance goals, negatively affecting quality of work (Extract-ATIAT-7).

Effective Communication: Clear explanations of organizational goals and tasks improve the quality of work (coefficient = 0.301, $p < 0.002$).

Interpretation:

Transformational leadership and effective communication positively impact the quality of work by ensuring employees are well-supported and clear on their tasks. Laissez-faire leadership's lack of engagement and support detracts from the quality of work.

3. Goal Attainment

Quantitative Findings:

ANOVA and Post-hoc Tests: Significant p-value (0.000) indicates leadership style significantly affects employee performance, with transformational leadership resulting in higher goal attainment.

Additional Quantitative Insights:

Forward-thinking Approach: Leaders with a forward-thinking and open-minded approach can statistically significantly improve goal attainment.

Qualitative Findings:

Transformational Leadership: Employees under transformational leaders have significantly higher performance in achieving their goals (Extract-AVIS-13, Extract-ATIAT-4).

Laissez-Faire Leadership: Employees felt their focus narrowed to just meeting organizational goals, stifling innovation but indicating some level of goal attainment (Extract-C&I-2).

Interpretation:

Transformational leadership enhances goal attainment significantly by motivating employees and providing clear direction. Laissez-faire leadership might allow some basic goal attainment but hampers innovation and comprehensive achievement.

4. Employee Engagement

Quantitative Findings:

Standard Deviation and Confidence Intervals: Higher standard deviation in employee performance scores suggests variability in engagement levels, particularly under transactional and laissez-faire leadership styles.

Descriptive Analysis: Higher mean performance score for transformational leadership (2.69) suggests higher engagement compared to transactional (2.29) and laissez-faire (2.21).

Additional Quantitative Insights:

Effective Communication: Significant positive impact on engagement (R-square = 0.109, $p < 0.000$), highlighting the importance of tailored communication methods.

Support and Encouragement: Statistically significant positive impact on engagement.

Qualitative Findings:

Transformational Leadership: Employees feel encouraged and supported, leading to higher engagement (Extract-AVIS-13, Extract-ATIAT-4).

Laissez-Faire Leadership: Hands-off approach and lack of support led to lower engagement and stifled creativity (Extract-C&I-2, Extract-ATIAT-7).

Interpretation:

Engagement is highest under transformational leadership, where employees feel more encouraged and supported. Effective communication also plays a crucial role in boosting engagement. The variability in scores under transactional and laissez-faire leadership indicates inconsistent engagement, likely due to the lack of motivation and clear direction.

Analysis of Performance Indicators:

Productivity: Transformational leadership with clear communication methods leads to higher productivity. Transactional leadership's inconsistency can hinder it, while laissez-faire leadership lacks the necessary support for optimal productivity.

Quality of Work: Transformational leadership and effective communication enhance quality by ensuring employees are well-supported and understand their tasks. Laissez-faire leadership's lack of engagement has a negative impact.

Goal Attainment: Transformational leadership with its motivational approach and clear direction significantly improves goal attainment. Laissez-faire leadership might achieve some basic goals but stifles innovation and comprehensive achievement.

Employee Engagement: Transformational leadership fosters engagement through encouragement and support. Effective communication also plays a key role. Transactional and laissez-faire leadership styles show inconsistencies in engagement, likely due to a lack of motivation and clear direction.

Overall, the study highlights that transformational leadership is the most effective in enhancing employee performance across all four main indicators: productivity, quality of work, goal attainment, and employee engagement. This leadership style's focus on inspiring and supporting employees leads to significantly better outcomes compared to transactional and laissez-faire leadership styles. The additional findings emphasize the importance of effective communication, support, and a forward-thinking approach in leadership to achieve higher performance levels in the Nigerian leasing industry.

Implications for Leaders:

- Develop transformational leadership skills to motivate and inspire employees.
- Prioritize clear and effective communication tailored to the industry's needs.
- Provide ongoing support and encouragement to employees.
- Foster a forward-thinking and open-minded approach.

By focusing on these aspects, leaders in the Nigerian leasing industry can leverage effective leadership to improve employee performance and achieve organizational goals.

Implications for Practice (Applied Degree)

This study provides insightful information for programs aimed at developing leadership in the Nigerian leasing sector. The importance of transformative leadership is emphasized. Characteristics that promote encouraging development (growth), fostering excellence, and providing support align with transformational leadership. Training programs can emphasize these qualities in leaders. Overall, this research suggests that implementing training programs that focus on transformative leadership qualities can greatly benefit the Nigerian leasing sector. By emphasizing characteristics that promote growth, excellence, and support, organizations can cultivate strong leaders who are able to drive positive change and innovation within the industry. Additionally, incorporating these leadership attributes into training programs can help to create a more collaborative and supportive work environment, ultimately leading to increased success and competitiveness in the market.

Balancing Transactional components: Effective leadership likely combines transformational elements with clear performance management systems (including rewards and consequences). This equilibrium can be addressed by training. By implementing training programs that focus on both transformational and transactional leadership qualities, leaders in the Nigerian leasing sector can develop a well-rounded skill set that emphasizes growth, excellence, and support while also maintaining clear performance goals and accountability. By striking a balance between these two approaches, leaders can effectively drive their teams towards success while also ensuring that expectations are clearly communicated and met. Ultimately, this holistic approach to leadership development can help to strengthen the leasing sector in Nigeria and drive innovation and growth within the industry.

Transparency and Communication: As the study points out, leaders should work to ensure transparency in their performance reviews and awards. Transparent communication can increase drive, trust, and motivation. By fostering open and honest communication, leaders can build stronger relationships with their team members and inspire them to strive for excellence. Additionally, providing regular feedback and recognition can help employees feel valued and motivated to perform at their best. Overall, training programs that focus on developing both transformational and transactional leadership skills, as well as promoting transparent communication, can help cultivate a positive and productive work environment.

Employee Autonomy: In order to boost innovation, which is reportedly hindered by laissez-faire leadership, leaders should take this into account when creating goals and giving staff some autonomy (stifled by laissez-faire leadership, according to the study). By allowing employees some autonomy in decision-making processes, leaders can empower their team members to take ownership of their work and feel more invested in the success of the organization. This can lead to increased job satisfaction and overall productivity. Leaders should strive to find a balance between providing guidance and allowing room for creativity and independence, ultimately fostering a culture of innovation and collaboration within the workplace. Employee autonomy can also lead to a sense of accountability and responsibility, as individuals are given the freedom to make decisions and contribute to the overall goals of the team.

Building on Existing Research (Doctoral Degree)

This study provides a springboard for further research in your doctoral program:

Quantitative Investigation: This study relied on qualitative data. A quantitative approach with surveys or experiments could measure the impact of specific leadership styles on performance in the Nigerian leasing industry. By utilizing quantitative methods, researchers could gather numerical data to analyze the correlation between different leadership styles and performance outcomes. Surveys could be distributed to employees in the Nigerian leasing industry to gather data on their perceptions of leadership effectiveness. Experiments could also be conducted to test the impact of specific leadership styles on key performance indicators within the industry. This expansion of the current study could provide valuable insights for improving leadership practices in the Nigerian leasing industry.

Comparative Analysis: This study focused on the Nigerian leasing industry. A broader study could compare leadership styles' effects across different industries or countries. This comparative analysis would allow for a deeper understanding of how leadership styles impact performance in various contexts. By examining a wider range of industries or countries, researchers could identify universal principles of effective leadership that transcend specific cultural or organizational differences. This broader scope of research could lead to more comprehensive recommendations for leadership development programs across different sectors.

Mediating Variables: Future research could explore mediating variables that explain the relationship between leadership styles and performance. For example, employee engagement might mediate the effect of transformational leadership. Other potential mediating variables could include organizational culture, employee motivation, or communication effectiveness. Understanding these mediating variables could provide valuable insights into how and why certain leadership styles are more effective in different situations. By exploring these factors, researchers can offer more nuanced recommendations for leadership development and help organizations tailor their approaches to maximize performance and success.

Leadership Development Interventions: Doctoral research could design and evaluate leadership development programs tailored to the specific needs of the Nigerian leasing industry. These programs could test the effectiveness of different approaches to enhancing “leadership skills and employee performance". The research could also analyze the impact of cultural differences on leadership styles within the Nigerian leasing industry and suggest strategies for bridging any potential gaps. By focusing on the unique challenges and opportunities present in this specific context, the doctoral research could provide valuable insights for both leaders and organizations looking to enhance their leadership capabilities. Ultimately, the goal would be to create a more dynamic and adaptable leadership development framework that can drive sustainable growth and success in the Nigerian leasing industry.

By building on this initial research and addressing its limitations, my doctoral work can contribute significantly to the understanding of leadership practices in the Nigerian leasing industry and advance knowledge in the field of leadership and organizational behavior.

5.2.1. The Study's Contributions to the Body of Knowledge

The research underlines the significance of leadership styles on employee performance to the leasing business in Nigeria and how critical they are in change management, creativity, performance, and achieving business goals based on the current economic climate changes in the business world. This is in accordance with Atkinson and Mackenzie (2015), who stated that for an organization, having an effective leadership style and attributes is crucial as it can inspire employees and chart a clear direction for the business' subsistence and longevity. This will assist firms in managing the changes present in the contemporary and complicated business environment and guard against them losing stakeholder investments, going bankrupt, and downsizing.

Contribution to Business

The research's conclusions have provided the researcher with in-depth evidence of the significance of leadership traits and styles to corporate performance. This study has helped in understanding the perception of employees in the industry, and the leaders can utilize the data acquired from this study to utilize specific suggestions and make key decisions that will aid in the organization's achieving its set objectives. The research will contribute significantly to business based on the following:

Training and development programs for leaders: organizations can build centered administration advancement projects to further develop representative execution and increase authority adequacy by concentrating on workers' impression of leadership styles (Avolio et al., 2004).

Based on employees' perceptions feedback, organizations can develop and adopt leadership training programs that support the organization's goals and foster a positive work environment (Bass & Riggio, 2006).

Motivation and engagement amongst employees: organizations might support efficiency by establishing an engaging, inspiring, and conducive workplace that ignites employees' creativity and encourages them to go all out in achieving their goals. This can be achieved by understanding the effect of leadership styles and attributes on workers' perception and performance (Eisenbeiss and Knippenberg, 2015).

Effective leadership, aligned with employee needs, fosters higher performance, lower turnover, and greater satisfaction (Podsakoff et al., 1996).

Organizations can gain a better understanding of how leadership influences organizational culture and climate and creates productive workplaces by examining how employees perceive various leadership philosophies (Yukl, 1999).

Organizations can coordinate their favored hierarchical culture with their favored leadership styles thereby guaranteeing a coherent and reliable way to deal with leadership styles that improves employee's performance (Eisenbeiss et al., 2008).

Succession planning and talent management: organizations might distinguish and nurture future leaders by adopting talent management strategies that are informed by the leadership styles and attributes and are linked with high performance (Judge & Piccolo, 2004).

By recognizing leaders who have constructive effect on their staff and have a record of inspiring and empowering outstanding performance, research on how employees see the diverse leadership styles can aid succession planning efforts (Zhang & Bartol, 2010). The results will also significantly impact business, strategic leadership, strategic management, and human resources administration in the leasing industry and other organizations. However, the findings will allow the leaders to make important decisions about the leadership traits and styles that will boost their performance, growth, and productivity (Atkinson & Mackenzie, 2015; Hao & Yazdanifard, 2015).

Contribution to Methodology

The mixed-method method applied in this research combines quantitative and qualitative case study research techniques. The method enables data complementarity and fusion at the right time during the research procedure (Shorten & Smith, 2017). These methods aid the researcher to have an overview of both worlds and give deeper insight into how employees perceive the leadership styles and attributes to performance in the leasing industry. The results revealed how critical leadership styles and attributes are in influencing employees' perspectives, conduct, and dedication towards achieving the organization's goals (Mulugeta & Hailemariam, 2018).

Performance measurements: Using unbiased performance measurements, it is possible to evaluate how leadership styles and attributes affect worker’s productivity. This might contain numerical metrics like sales numbers, data on productivity, or performance evaluations. The research can investigate the relationship between perceived leadership and actual performance results by connecting workers' perceptions of leadership to certain performance measurements.

Moderation Evaluation: These approaches may be used to comprehend the processes through which leadership attributes and styles have an impact on output. A mediation or moderation analysis looks at whether specific factors, including job fulfillment, may mediate the link amongst observed leadership and performance (Hayes, 2017). The link involving perceived leadership and performance is investigated using a moderating analysis, which looks at several aspects (such as employee's tenure). These investigations offer more thorough understandings of the underlying mechanisms (Preacher et al., 2007).

Surveys or Questionnaires: Surveys or questionnaires are frequently used to gather information on how employees perceive the qualities and styles of leadership. To evaluate various leadership styles and behaviors, one can use validated instruments like "the Multifactor Leadership Questionnaire (MLQ)" (Bass & Avolio, 2004). These tools offer accurate ways to gauge workers' attitudes and enable quantitative analysis.

Focus groups or interviews: Employee opinions of leadership styles and qualities may be deeply analyzed using qualitative techniques like focus groups and interviews. Participants can expound on their experiences and offer in-depth, contextual information using these methods. It is possible to use thematic analysis to find themes and patterns in participant replies (Braun & Clarke, 2006).

These methodological advancements will aid researchers in developing a thorough strategy to examine the relationship between employees' perceptions of leadership styles and traits and their performance results. It is crucial for researchers to choose techniques and metrics that fit the study's setting and research goals.

i. Contribution to Research Method

The term "research method" describes the methods, processes, or tools that researchers employ to gather and examine data for a research project. It includes the operational components of research, such as choosing a sample, gathering data, and using statistical or qualitative analysis methods. Surveys, experiments, interviews, observations, case studies, and archival research are a few examples of different research methodologies (Neuman, 2013).

Research can contribute to the research method based on the research objectives, and the nature of the variables under investigation will determine the research method that is used to examine how employees perceive leadership styles and attributes and how they affect performance. The following tools can be used by researchers in carrying out research:

Questionnaires and survey: These standardized tools can be used to measure how employees perceive different leadership philosophies, such as the Multifactor Leadership Questionnaire (MLQ) (Avolio & Bass, 2004). Researchers can create unique questionnaires to record how employees view leadership qualities and how they affect performance outcomes (Eisenbeiss et al., 2008). This tool can aid in evaluating employee performance based on self-report questionnaires or performance evaluations that adhere to predetermined standards (Podsakoff et al., 1996).

Focus groups and interviews: This tool allows researchers to hold semi-structured interviews with staff members to get in-depth information about how they evaluate leadership styles and how those styles affect performance (Shamir et al., 1993). Leading focus groups can promote candid conversations and investigate how a team's or organization's members perceive various leadership philosophies (Yukl, 1999).

Experimental Designs: It will allow researchers to apply controlled experiments to modify and investigate the impacts of various leadership philosophies on the results of employee performance (Judge & Piccolo, 2004). Also, employing randomized controlled trials (RCTs) will aid researchers in examining the causal link between employees' opinions of a leader's style and their productivity (Eisenbeiss & Knippenberg, 2015).

Longitudinal research: When researchers adopt this tool, it aids in carrying out longitudinal research to monitor how employees' perceptions of leadership styles evolve over time and how this affects performance (Bass & Riggio, 2006). Likewise, using panel data analysis to look at how perceived leadership styles and performance outcomes interact dynamically (Zhang & Bartol, 2010).

Based on the above, the researcher combined different techniques, such as “questionnaires, focus groups, and semi-structured interviews”, for this research to assess the research topic. It is crucial to know that employees’ opinions of leadership styles and qualities can be deeply analyzed using qualitative techniques like “focus groups and interviews”. This will allow participants to expound on their experiences and offer in-depth, contextual information using these methods. This tool also makes it possible to use thematic analysis to find themes and patterns in participant retorts, which will provide research implications and conclusions (Braun & Clarke, 2006).

Thus, combining different research techniques by researchers can help them acquire thorough information on their research topics, which will enable them to have a deeper comprehension of the subject. It is crucial that researchers choose the most appropriate research method(s) based on the study's goals, relevant factors, and the practical viability of collecting data within the given organizational setting.

Contributions to Literature and Theories

With the introduction of innovative technology, growing globalization, and strong rivalry, companies are vying for survival in the twenty-first century. Leadership styles are key factors in enhancing performance. Although there has been little, or no research done as regards the leasing industry. Therefore, the findings will aid in the restructuring of organizations and encourage leaders to think about the fundamentals of successful leadership styles and traits that can be implemented to ensure employees and the organization's performance. By addressing issues relating to how employees perceive “leadership styles and their effects on performance,” the research will also considerably advance and contribute to the body of knowledge.

By enhancing our knowledge of the connection between leadership and organizational results, research on workers' views of leadership styles and their effects on performance can contribute to current theories and the literature. It can offer insightful information about how workers react to various leadership philosophies, the variables that affect their reactions, and how these reactions affect the worker’s performance. Here are some prospective contributions and related academic sources to back up the literature review:

Theoretical contributions: Examining the cognitive mechanisms and social dynamics that underline how employees see different leadership philosophies (Eisenbeiss et al., 2008).

Applying social exchange theory to comprehend the relationship between employee performance and perceived leadership styles (Eisenbeiss & Knippenberg, 2015).

Employee Perceptions of Leadership Styles: examining how workers view transformational leadership and how it affects performance (Bass & Riggio, 2006). Analyzing the effects of transactional leadership behaviors on performance on the perceptions of workers (Podsakoff et al., 1996). Examining the connection between workers' opinions of a leader's lax approach and the results of their performance (Lam et al., 2021).

Results of Employee Performance: analyzing how perceived leadership philosophies affect loyalty to the organization and work satisfaction among employees (Avolio et al., 2004). Analyzing the connection between workers' views of leadership behaviors and their creative work practices (Zhang & Bartol, 2010). Examining how perceived leadership behaviors affect how well employees execute on tasks and behave civically in the workplace. (Judge & Piccolo, 2004). It will make stakeholders more aware of how to direct organizational leaders by helping to change leadership styles and traits that may improve the working environment, employee motivation, and encourage innovation and productivity (Hao & Yazdanifard, 2015; Mulugeta & Hailemariam, 2018).

Furthermore, researchers can advance their understanding of leadership styles and employee performance outcomes by conducting a thorough literature review that takes these contributions into account.

In conclusion, this work is one of the few in the area that concentrates more on the research questions and objectives.

5.3. Recommendations for Application

The Nigerian leasing industry can unlock significant performance gains by shifting its leadership style and implementing robust performance management practices. Research suggests that transactional and laissez-faire leadership styles, characterized by short-term rewards and minimal guidance, hinder employee engagement and productivity (e.g., Obiwuru et al., 2011).

Leadership Style

Emphasis on Transformational Leadership: The research suggests that transformational leadership has a statistically significant positive impact on employee performance compared to transactional and laissez-faire styles. Leadership training programs should be implemented to develop transformational leadership skills in executives. This aligns with Abasilim (2014) findings that transformational leadership styles are crucial for organizational success. Also, leadership training programs focused on this style can encourage innovation, teamwork, and shared vision (Burns, 1978; Lakshmi, 2015; Newman, 2012). In addition, transformational leadership fosters a collaborative environment (Shagholi & Hussin, 2009) and encourages adaptation to change, which is essential in the dynamic leasing industry (Garcia-Morales et al., 2012). This leadership style can address the identified issues of low morale, lack of enthusiasm, and dissatisfaction among employees by fostering a sense of purpose and shared goals (Sadeghi & Pihie, 2012; Lucas, 1994; Bass, 1985). The Nigerian leasing industry should move away from "transactional and laissez-faire leadership styles", which the research suggests are detrimental to employee performance. By adopting a transformational leadership approach and implementing fair performance metrics, organizations can create a more engaged and productive workforce, ultimately leading to improved business performance and sustainability.

Shift from Autocratic Style: The findings indicate that autocratic leadership, characterized by unilateral decision-making and harsh treatment of employees, hinders performance. Leaders should avoid this style and promote collaborative decision-making (Chukwusa, 2018; Val & Kemp, 2015). By promoting collaboration, leaders can tap into the diverse perspectives and ideas of their team members, leading to more innovative solutions and improved performance. Additionally, this approach can help build trust and enhance communication within the organization, ultimately driving overall success.

Communication Strategies

Effective and Clear Communication: The research highlights the importance of clear and concise communication of organizational goals and tasks to employees. Effective communication is the cornerstone of any successful organization. Creating a communication-rich environment where goals, expectations, and feedback are clearly communicated empowers employees and fosters a sense of collaboration. Leaders should ensure everyone understands expectations using straightforward language (Goris, 2007; Rakowska et al., 2015). Implementing communication skills training programs for both leaders and employees can ensure everyone is on the same page and foster a more productive environment (Ekvall & Arvonen, 1991).

SMART Goal Setting: Setting goals that are Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) promotes employee motivation and performance. Leaders should communicate goals in this framework to avoid confusion and ensure achievability (Vlaicu, 2015).

Multi-Channel Communication: Utilizing various communication channels, including digital media, phone calls, and face-to-face interactions, can enhance information dissemination and employee understanding (Karatepe et al., 2006). Also, the chosen medium should align with the message's clarity and urgency.

Performance Management (Develop Fair and Transparent Performance Metrics)

Unbiased Performance Metrics: Unbiased and clear performance metrics are essential for motivating employees and improving performance (Vlaicu, 2015). Developing fair and objective performance metrics that are consistently applied across the organization is crucial. Eliminating bias fosters trust and motivates employees (Karatepe et al., 2006). Organizations should develop SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) performance metrics that are free from bias and consistently applied across the organization. This aligns with Karatepe et al.'s (2006) research on the importance of objective performance management for employee motivation and innovation. This eliminates the negativity associated with unclear expectations and potential favoritism. Fair and transparent performance metrics provide employees with a clear understanding of expectations and goals, fostering accountability and ownership (Karatepe et al., 2006). Eliminating bias ensures that recognition and rewards are distributed equitably, preventing a toxic work environment.

Strength-Based Feedback: Implementing a performance feedback system that focuses on employee strengths can motivate improvement and guide future development (Sani et al., 2016).

Actionable Feedback and Follow-Through: Leaders should provide constructive feedback and demonstrate a commitment to employee growth by acting on received feedback (Sani et al., 2016).

360-Degree Feedback System: Organizations can leverage the power of the 360-degree feedback system to promote individual and organizational development. This system gathers feedback from various stakeholders, including peers, superiors, subordinates, and clients, providing a comprehensive picture of an employee's strengths, weaknesses, and areas for improvement (Atwater & Brett, 2005). Implementing a 360-

degree feedback system can promote collaboration, teamwork, and employee performance.

Performance appraisals offer a multitude of benefits for both employees and organizations. These evaluations provide a thorough assessment of individual and organizational performance (London & Smither, 2002). This comprehensive analysis allows employees to gain improved self-awareness, identifying their strengths and areas for development (Atwater & Brett, 2005). Furthermore, performance appraisals can help reduce bias and ensure fairness in the evaluation process (London & Smither, 2002; Bracken et al., 2001). By pinpointing specific areas for improvement, these evaluations pave the way for targeted training and skill-building initiatives (London & Smither, 2002). Finally, performance appraisals can foster improved relationships and teamwork within the organization. Through constructive feedback and open communication, employees can gain a better understanding of expectations and work collaboratively towards shared goals (Dulewicz & Higgs, 2005).

To maximize the effectiveness of a 360-degree feedback system, several key elements need to be addressed. First, it's crucial to clearly communicate the purpose and benefits of the system to all participants (Atwater & Brett, 2005). This transparency fosters buy-in and encourages employees to actively engage in the process. Second, ensuring confidentiality of feedback while maintaining transparency in the overall process is essential (Atwater & Brett, 2005). Employees need to feel comfortable providing honest feedback without fear of retribution.

Selecting the right raters is also critical. Raters should possess in-depth knowledge of the employee's performance and the ability to provide insightful feedback (London & Smither, 2002). Investing in training for raters on the system's goals, evaluation standards, and rating scales further enhances the quality and consistency of the feedback provided (London & Smither, 2002).

Facilitating feedback conversations with skilled professionals is another important success factor (London & Smither, 2002). Trained facilitators can help employees effectively interpret the feedback, identify their key development priorities, and create actionable plans to address them.

Finally, a successful 360-degree feedback system requires continuous evaluation and improvement. Regularly assessing the system's effectiveness allows for addressing any shortcomings and ensuring its ongoing validity and reliability (Atwater & Brett, 2005). By incorporating these success factors, organizations can leverage the power of 360-degree feedback to drive individual and organizational development.

Leadership Character

Personal Drive and Integrity: The research suggests that a leader's personal drive and integrity significantly impact employee performance. Leaders who demonstrate a forward-thinking, open-minded approach, and hold themselves accountable inspire trust and confidence in their teams (Sani et al., 2016).

Focus and Appreciation: Leaders who demonstrate focus and appreciation for employee efforts create a positive work environment that motivates performance (Sani et al., 2016).

By adopting these research-driven recommendations, leadership in the Nigerian leasing industry can cultivate a high-performing and engaged workforce. This, in turn, will contribute to improved organizational performance, sustainability, and overall industry growth.

5.4. Recommendations for Future Study

This study investigated the relationship between leadership styles and employee performance in the Nigerian leasing industry, utilizing a mixed-methods approach. Based on the research findings, below are highlights of the key findings and recommendations for further research:

Leadership Styles and Performance

Transformational Leadership: Regression analysis and interview quotes suggest transformational leadership, characterized by inspiring and motivating employees, has the strongest positive impact on employee performance.

> Recommendation: Although transformational leadership emerged as the most effective style, further research could evaluate the effectiveness of leadership development programs in improving employee perceptions of leadership styles and their effect on performance within the Nigerian leasing industry context. Leaders should be trained and encouraged to develop transformational leadership skills to enhance employee motivation, innovation, and performance. Develop and utilize more refined measurement tools for both leadership styles and employee performance. This could involve behavioural observation, 360-degree feedback, and objective performance metrics beyond self-reported data.

Transactional Leadership: The findings on transactional leadership (focused on rewards and punishments) are mixed. Quantitative data showed no significant difference between transactional and laissez-faire leadership, while interview quotes suggest potential limitations of transactional leadership (e.g., focus on performance appraisal systems lacking transparency).

> Recommendation: Further research is needed to understand the specific conditions under which transactional leadership can be effective in the Nigerian leasing industry. Research should explore how to design and implement performance appraisal systems that are transparent, motivating, and contribute to employee development, potentially leading to better performance outcomes.

Laissez-faire Leadership: The quantitative data showed no significant difference between laissez-faire leadership and transactional leadership. Interview quotes suggest potential drawbacks like reduced innovation.

> Recommendation: Clarify the nuanced effects of laissez-faire leadership. While the current study suggests negative effects, there might be situations where it allows for some level of autonomy and goal attainment, particularly for experienced employees. Explore potential benefits and drawbacks in different contexts. More research is needed to fully understand the effect of laissez-faire leadership on employee performance in the Nigerian leasing industry.

Leadership Traits and Performance

Limited Significance of Relationship Traits (Quantitative): Regression analysis showed a weak association between leadership traits and employee performance. Only "Team Building Collectiveness" had a statistically significant impact.

Contrasting Qualitative Views: Interview quotes highlighted various positive traits (trust, sense of belonging, passion, interpersonal relationships) and negative traits (hindered creativity, poor leader-subordinate relationships) affecting performance.

> Recommendation: While "Team Building Collectiveness" showed a positive association with performance, future research with larger samples and more refined measures could offer a clearer picture of the relationship between specific leadership traits and employee performance.
>
> Future research to investigate how leadership traits interact with leadership styles and other contextual factors (e.g., company culture, industry dynamics) to influence performance.

Leader’s Personal Drive and Integrity

Partial Support for Significance: Regression analysis showed a moderate association between leader drive and integrity and employee performance. Not all aspects were significant.

Support and Encouragement: Leaders who provide support and encouragement have a statistically significant positive impact on employee performance.

Forward-thinking Approach: Leaders with a forward-thinking and open-minded approach can statistically significantly improve employee performance.

Power and Authority Nuance: While leaders should avoid misusing power and authority, appropriate use can have a positive but statistically significant impact on performance (when combined with support and a forward-thinking approach).

Recommendation: Leadership development programs should emphasize the importance of providing support, encouragement, and adopting a forward-thinking approach while utilizing power and authority responsibly.

Leader’s Communication

Importance of Effective Communication: Effective leadership communication has a positive and statistically significant impact on employee performance. Leaders who carefully select communication methods and content tailored to the industry's needs can significantly improve performance.

Focus on Clarity: Providing clear and concise explanations to employees regarding organizational goals and tasks is crucial.

Recommendation: Leaders should be trained on effective communication skills, including selecting the right communication methods and ensuring clear and concise messages tailored to the needs of the leasing industry.

Future research to investigate how leaders tailor communication methods and content to different audiences and situations within the leasing industry and link these communication practices to measurable performance metrics.

Unidentified Leadership Variables: The study only explains 26% of the variance in employee performance through the leadership measures employed. Future research should investigate other leadership variables suggested by the respondents' feedback, such as:

Culture, Structure, and Discipline: How leaders establish and maintain organizational culture, structure, and discipline might influence employee performance. This could be linked to the personal drive of leaders identified in the feedback.

Employee and Team Factors: future research can incorporate employee-related variables like attitudes, loyalty, and team dynamics to understand their interaction with leadership styles and their combined effect on performance.

Management Support: Future research can explore how access to resources and management support from superiors influences leadership effectiveness and employee performance.

Company Variation: The current findings do not account for company variation. Future research should explore how factors like company size, organizational structure, and industry niche influence the effectiveness of different leadership styles.

Longitudinal Studies: Future research can conduct longitudinal studies to track how leadership styles and employee performance evolve over time. This could provide insights into the long-term effect of leadership on “employee development” and organizational success.

Adapting Leadership Styles to Various Situations: Future study might examine how certain leadership styles may be more effective in organizational or cultural situations, considering the importance of contextual factors in influencing employees' perceptions. This can assist firms in tailoring their leadership strategies to various contexts, enhancing leadership effectiveness and worker performance.

Recognizing Arbitrating and Regulating Variables; more research may reveal other factors that arbitrate or regulate the association between leadership philosophies and worker productivity or achievements. For instance, studies might look at the function of team dynamics, organizational environment, or individual traits as potential arbitrators or regulators. This may offer profound insights into the relationship's fundamental procedure and boundary circumstances.

Leadership Styles and Cultural Context: How corporate culture influences the connection between leadership styles and employee performance is an under-explored area. Studies could examine how leadership styles interact with a company's cultural setting within the Nigerian context.

Mediating Mechanisms: Investigating the mediating mechanisms through which leadership styles affect employee performance is crucial. Research could examine the role

Qualitative and Quantitative Deeper Integration: Future investigations may delve into more intricate mixed-methods designs that surpass the mere collection and examination of quantitative and qualitative data independently. A more nuanced integration of findings might be made possible by techniques like sequential explanatory designs or convergent parallel designs, which would result in a deeper comprehension of the relationship between performance and leadership.

Limitations

While the study provided valuable insights, some areas warrant further investigation, specifically to address the limitations identified: By addressing these areas, future research can provide a more comprehensive picture of leadership effectiveness in the Nigerian leasing industry, leading to improved leadership development programs and ultimately, higher employee performance and organizational success.

Sample Size and Generalizability: The study might not have included a large enough or diverse enough sample of employees and leasing companies to be generalized to the entire Nigerian leasing industry. This could limit the applicability of the findings.

Self-Reported Data: Employee perceptions of leadership style and performance were based on self-reported data, which can be subjective and prone to bias. Employees might not always be objective in their evaluations, and their perceptions may not always reflect reality.

Social Desirability Bias: Employees might be hesitant to criticize their leaders, leading to an overrepresentation of positive responses towards leadership styles. However, employing strategies such as anonymous surveys or third-party performance evaluations can mitigate social desirability bias in future research.

Limited Control Variables: The study may not have controlled for all relevant variables that could influence employee performance, such as individual work ethic, experience, or skill level. This could make it difficult to isolate the true impact of leadership style.

Perceptual Data and Performance Measurement: The study relied on employee perceptions of leadership styles and did not specify how employee performance was measured. These factors could affect the accuracy of the link between leadership and performance. Future research could incorporate objective performance measures alongside employee perceptions to provide a more robust understanding of this relationship.

Building on these findings, future research can delve deeper into the intricate relationship between leadership styles, particularly aspects like leader behavior and team dynamics, and employee performance in the Nigerian leasing industry. By focusing on the areas identified in the limitations section, such as exploring the influence of organizational culture and management support, researchers can gain a more comprehensive understanding of this complex dynamic. This deeper understanding will lead to practical insights that can guide leadership development programs and methods within the Nigerian leasing industry. By incorporating these findings with existing theories and empirical data, researchers can contribute to improved organizational performance, ultimately strengthening the competitive edge of Nigerian leasing companies.

5.5. Conclusions

This study investigated the relationship between leadership styles and employee performance in the Nigerian leasing industry. The research reveals that effective leadership acts as a powerful driver of employee performance, ultimately propelling organizational success.

Key Findings:

Importance of Leadership: The findings emphasize that leadership is pivotal for both employee and business performance. Ineffective leadership can adversely impact employee morale, retention, and overall productivity, hindering organizational objectives. The study aligns with existing literature, noting that leadership is crucial for navigating the challenges of globalization, technological advancement, and competitive pressures.

Transformational leadership emerged as the most effective style for enhancing employee performance. Leaders who demonstrate inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence positively impact employee performance. Also, transformational leadership significantly improves employee performance by fostering a supportive, visionary, and creative work environment. Leaders with these qualities inspire their teams, challenge the status quo, and emphasize the significance of their employees' roles, leading to higher productivity and job satisfaction. Likewise, "transformational leadership style" emerges as the most valuable style, boosting performance across all four performance indicators. It motivates employees, fosters clear communication, and supports goal achievement.

Transactional leadership, characterized by a reward and punishment system, such as bonuses for exceeding quotas or reprimands for missed deadlines, can ensure short-term compliance and efficiency. However, it fails to foster long-term innovation and motivation, as employees may become focused solely on achieving the minimum required to receive rewards or avoid punishment.

Laissez-faire leadership, with its lack of supervision and guidance, is the least effective style. This hands-off approach often leads to a domino effect of negative consequences. Employees may feel lost, unmotivated, and unsure of expectations, ultimately hindering productivity, quality of work, and overall employee engagement.

Effective Communication: Communication emerged as a crucial factor across all leadership styles. The study highlights that clear, concise communication of goals, expectations, and feedback from leaders significantly influences and improves employee performance. Effective leaders utilize various methods like active listening, regular meetings, or open-door policies to ensure their messages are understood. This two-way communication ensures that employees understand organizational goals and their roles, which enhances productivity, reduces misunderstandings and conflicts, and fosters a more engaged workforce. Effective communication plays a crucial role across all performance indicators. Leaders who tailor communication methods and ensure clarity see significant improvements in employee performance.

Leadership Traits: The relationship between specific leadership traits and performance is not entirely clear. While "Team Building Collectiveness" shows a positive association, further study is required to comprehend the effect of other traits.

Team Building: Building strong teams' relationships and fostering a collaborative environment were identified as essential elements for leadership effectiveness and crucial for improving organizational performance. Team-building activities enhance communication, trust, and collaboration among employees, leading to a more productive and harmonious work environment.

Leader Drive and Integrity: Certain aspects like a forward-thinking approach and providing support and encouragement positively influence performance, particularly goal attainment and engagement.

Analysis of Performance Indicators:

While Figure 22 illustrates the potential for various combinations of independent variables to influence the dependent variable, the accompanying text delves deeper by explaining how each individual independent variable affects the dependent variable.

Productivity: Transformational leadership with clear communication methods leads to higher productivity. Transactional leadership's inconsistency can hinder it, while laissez-faire leadership lacks the necessary support for optimal productivity.

Quality of Work: Transformational leadership and effective communication enhance quality by ensuring employees are well-supported and understand their tasks. Laissez-faire leadership's lack of engagement has a negative impact.

Goal Attainment: Transformational leadership with its motivational approach and clear direction significantly improves goal attainment. Laissez-faire leadership might achieve some basic goals but stifles innovation and comprehensive achievement.

Employee Engagement: Transformational leadership fosters engagement through encouragement and support. Effective communication also plays a key role. Transactional and laissez-faire leadership styles show inconsistencies in engagement, likely due to a lack of motivation and clear direction.

Alignment with the Conceptual Framework

Leveraging established leadership theories on the influence of leadership styles on employee performance, this study, guided by the framework in Figure 22, investigated the relationship between leadership styles and employee performance in Nigeria's leasing industry. The results confirm the importance of transformational leadership, as it emerged as the most effective style for enhancing employee performance. This finding aligns with existing theories emphasizing the role of transformational leadership in motivating and driving employee performance.

Significance and Contribution to Existing Literature

This research sheds light on leadership effectiveness within the Nigerian leasing industry. By pinpointing transformational leadership as the most impactful style, it offers valuable insights for organizations seeking to boost employee performance and achieve long-term success. Furthermore, the study enriches the "existing body of knowledge on leadership styles and employee performance" in several key ways:

Context Specificity: It provides insights into leadership effectiveness within the Nigerian leasing industry, a context not widely explored in previous research.

Focus on Transformational Leadership: It strengthens the existing evidence for the positive impact of transformational leadership on employee performance.

Nuance in Transactional Leadership: highlighting the need for complementary practices such as fair and transparent reward systems to maximize employee performance.

Importance of Effective Communication: It emphasizes the critical role of clear and tailored communication in boosting employee performance.

Leader Relationship Traits: It sheds light on the significance of leader integrity and a forward-thinking approach for employee performance.

Implications and Future Research:

The findings suggest that organizations, particularly in Nigeria's leasing industry, should adopt transformational leadership to sustain high employee performance. Additionally, responsible leadership, which considers stakeholders' interests and ethical decision-making, can further enhance organizational performance and sustainability.

The findings emphasize the importance of leadership development programs within Nigerian leasing companies to develop transformational leadership qualities, effective communication skills, and team-building strategies are recommended. These programs should equip leaders with the skills and knowledge to adopt transformational leadership, focusing on employee motivation, intellectual stimulation, and fostering a positive work environment. Additionally, training in effective communication and team-building strategies would further enhance leadership effectiveness, improved employee performance, increased innovation, and higher organizational success.

Future research could explore leadership factors and employee performance across different industries and cultural contexts. Investigating the role of responsible leadership in promoting ethical decision-making and stakeholder engagement would also be valuable. Observational studies on the impact of various leadership styles on employee performance in diverse settings could provide deeper insights into effective leadership practices.

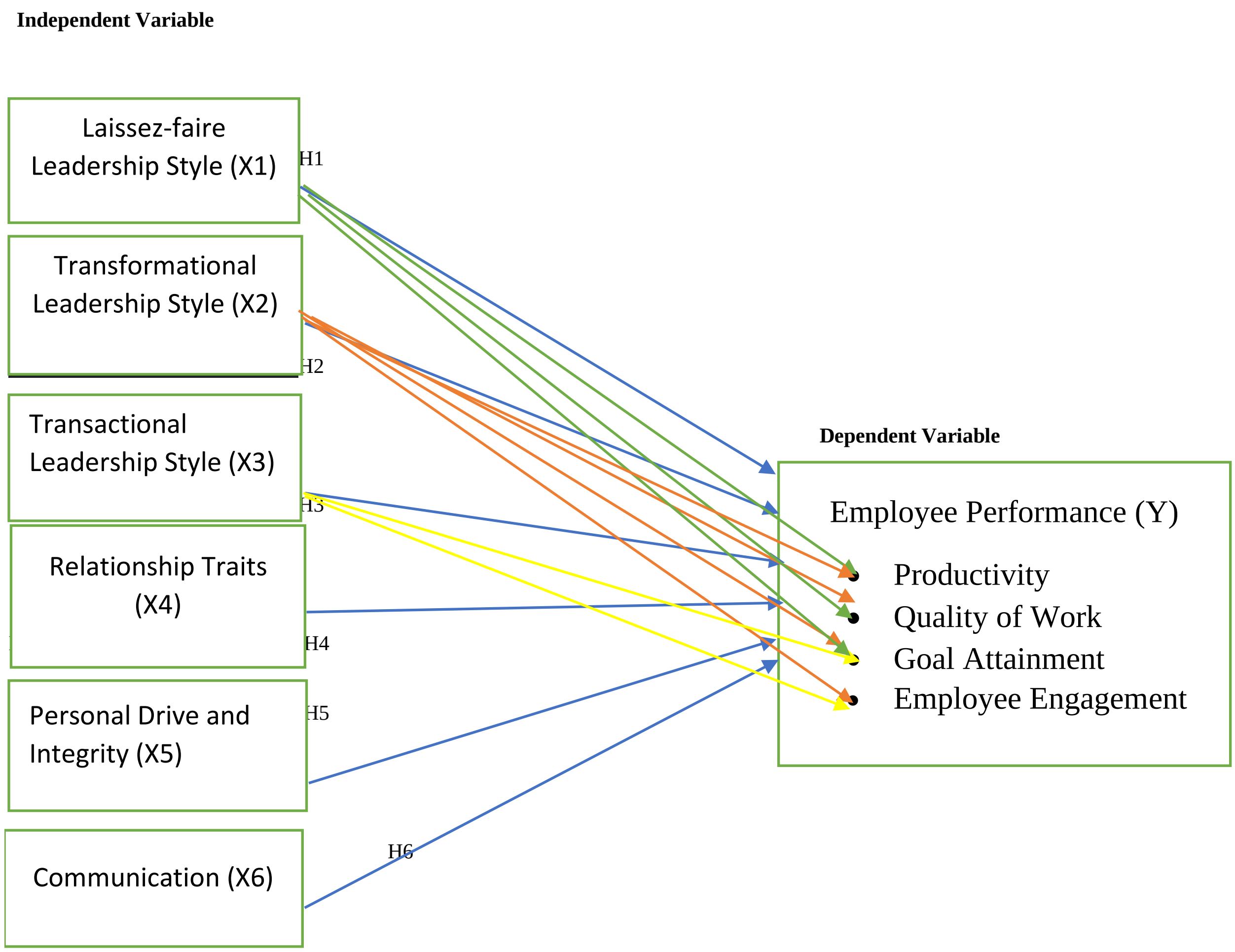
The study highlights the need for further research to explore the influence of leadership on employee performance in more detail. Future studies could investigate:

> The effect of specific leadership behaviors within each leadership style. The moderating effects of organizational factors like company culture and industry context. The relationship between responsible leadership and employee performance.

In conclusion, this study underscores the importance of transformational leaders' characteristics, effective communication, and team building in enhancing employee performance and achieving organizational goals. Adopting these practices can lead to sustained business success and a positive work environment. By offering these insights, the study can inform leadership practices and training programs within the Nigerian leasing industry and contribute to a more comprehensive understanding of leadership effectiveness, particularly within the Nigerian leasing industry.

Figure 22

The Conceptual Framework of the Research



Note. The above shows the research model depicting the "effect of leadership styles on employee's performance of the Nigerian Leasing Industry."

6.0. References

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7.0. APPENDICES

Appendix 7.1: UREC's Decision

UNICAF UNIVERSITY

UREC's Decision

Student's Name: Eyiwumi Atinuke Kolade

Student's ID #: R1703D2548224

Supervisor's Name: Dr. Guyo Wario Wako

Program of Study: UUM: PhD Doctorate of Philosophy - Business Administration

Offer ID /Group ID: O16056G15295

Dissertation Stage: 1

Research Project Title: Employees' Perception of Leadership Styles and Attributes on Performance of the Leasing Industry in Nigeria

Comments:

Decision: A. Approved without revision or comments

Date: 15-Apr-2020

Appendix 7.1.1: UREC's Decision

UREC Decision, Version 2.0

Unicaf University Research Ethics Committee Decision

Student's Name: Eyiwumi A. Kolade

Student's ID #: R1703D2548224

Supervisor's Name: Dr Ioannis P. Gkliatis

Program of Study: UU-PhD-BA-900-3

Offer ID /Group ID: O23955G24333

Dissertation Stage: DS 3

Research Project Title: Employees' Perception of Leadership Styles and Attributes on Performance of the Leasing Industry in Nigeria

Comments: 5c - Clearly describe which group of participants is completing/participating in the material(s)/ tool(s) described in 5b above. For each tool (Face to Face Interviews, Phone Interviews, Face to Face Focus Groups, Face to Face Questionnaires, Online Questionnaires) provide information on who is going to complete each tool.
b.ii. R Tick No as per the description the research will not involve minors or people who can not provide the informed consent for themselves.

Decision*: B. Approved with comments for minor revision

Date: 08-Jul-2021

*Provisional approval provided at the Dissertation Stage 1, whereas the final approval is provided at the Dissertation stage 3. The student is allowed to proceed to data collection following the final approval.

Appendix 7.2: Gatekeeper Letter to Organizations

7.2.1. Gatekeeper Letter to SIXT Nigeria

UNICAF UNIVERSITY

UU_GL - Version 2.0

Gatekeeper letter

Address: SIXT Nigeria, Victoria Island, Lagos.

Date: 07-Jul-2021

Subject: Permission to Enroll Participants

Dear Sir/Madam,

I am a doctoral student at Unicaf University Malawi. As part of my degree I am carrying out a study on Employees' Perception of Leadership Styles and Attributes on Performance of the Leasing Industry in Nigeria.
I am writing to request permission to enroll and conduct a research study at your Organization.

Subject to approval by Unicaf Research Ethics Committee (UREC) this study will be using online and face to face questionaires, test, face to face focus groups and phone interviews, to allow for an extensive range of data collection. The importance of this research is to assess employee's perception of the leadership styles and attributes as it affects the performance of the organization. The findings will help to revamp the organizations and make the leaders to consider the fundamental and effective leadership styles and attributes that can be put in place to ensure employees and organization's performance. Dr. Guyo Wario wako is my Dissertation Supervisor for this research work.

I will appreciate if the HR unit can provide me with Participants contact details such as; name, phone numbers and email addresses in order to perform and collect data for the research. Please note I will be making use of both face to face and electronics method (email) for this exercise. Also, in ensuring research ethics is fully adhered to, I will be providing informed consent to the participants as this will give them time to consider and decide their participation in the study, it will be my sole responsibility to debrief the participants, ensure there is no harm or risk in any way to the participants or the researcher, protect participants anonymity, ensure data confidentiality, avoid deceptive practices and give the participants right to withdraw at anytime during the process.

Thank you in advance for your time and consideration of this project. Please let me know if you require any further information or clarifications based on the subject matter.

Yours Sincerely,

Eyiwumi Kolade

Student's Name: Eyiwumi Atinuke Kolade
Student's E-mail: eyiwumikolade@yahoo.com
Student's Address and Telephone: 20 Godwin Okigbo Street, Surulere, Lagos, Nigeria / +2348036465192
Supervisor's Title and Name: Dr. Guyo Wario Wako
Supervisor's Position: Faculty Member
Supervisor's E-mail: g.wako@unicaf.org

7.2.2. Gatekeeper Letter to C & I Leasing Plc

UNICAF UNIVERSITY

UU_GL - Version 2.0

Gatekeeper letter

Address: C & I Leasing Plc, Lekki Phase 1, Lagos.

Date: 26-Feb-2021

Subject: Letter to Participants

Dear Sir/Madam,

I am a doctoral student at Unicaf University Malawi. As part of my degree I am carrying out a study on Employees' Perception of Leadership Styles and Attributes on Performance of the Leasing Industry in Nigeria.

I am writing to enquire whether you would be interested in/willing to participate in the above titled research.

Subject to approval by Unicaf Research Ethics Committee (UREC) this study will be using online and face to face questionaires, test, face to face focus groups and phone interviews, to allow for an extensive range of data collection. The importance of this research is to assess employee's perception of the leadership styles and attributes as it affects the performance of the organization. The findings will help to revamp the organizations and make the leaders to consider the fundamental and effective leadership styles and attributes that can be put in place to ensure employees and organization's performance. Dr. Guyo Wario wako is my Dissertation Supervisor for this research work.

The researcher will make contact with the organizations Human Resources Unit in obtaining the email addresses of the participants. The researcher will use both face to face and electronics method (email). To ensure research ethics is fully adhered to, the researcher will provide informed consent to the participants, give them time to consider and decide their participation in the study, debrief the participants, ensure there is no harm or risk in any way to the participants or the researcher, protect participants anonymity, ensure data confidentiality, avoid deceptive practices and give the participants right to withdraw anytime during the process.

Thank you in advance for your time and for your consideration of this project. Kindly please let me know if you require any further information or need any further clarifications.

Yours Sincerely,

Eyiwumi Kolade

Student's Name: Eyiwumi Atinuke Kolade
Student's E-mail: eyiwumikolade@yahoo.com
Student's Address and Telephone: 20 Godwin Okigbo Street, Surulere, Lagos, Nigeria / +2348036465192
Supervisor's Title and Name: Dr. Guyo Wario Wako
Supervisor's Position: Faculty Member
Supervisor's E-mail: g.wako@unicaf.org

7.2.3. Gatekeeper Letter to Atiat Leasing

UNICAF UNIVERSITY

UU_GL - Version 2.0

Gatekeeper letter

Address: Atiat Leasing, Lekki Phase 1, Lagos.

Date: 07-Jul-2021

Subject: Permission to Enroll Participants

Dear Sir/Madam,

I am a doctoral student at Unicaf University Malawi. As part of my degree I am carrying out a study on Employees' Perception of Leadership Styles and Attributes on Performance of the Leasing Industry in Nigeria.
I am writing to request permission to enroll and conduct a research study at your Organization.

Subject to approval by Unicaf Research Ethics Committee (UREC) this study will be using online and face to face questionaires, test, face to face focus groups and phone interviews, to allow for an extensive range of data collection. The importance of this research is to assess employee's perception of the leadership styles and attributes as it affects the performance of the organization. The findings will help to revamp the organizations and make the leaders to consider the fundamental and effective leadership styles and attributes that can be put in place to ensure employees and organization's performance. Dr. Guyo Wario wako is my Dissertation Supervisor for this research work.

I will appreciate if the HR unit can provide me with Participants contact details such as; name, phone numbers and email addresses in order to perform and collect data for the research. Please note I will be making use of both face to face and electronics method (email) for this exercise. Also, in ensuring research ethics is fully adhered to, I will be providing informed consent to the participants as this will give them time to consider and decide their participation in the study, it will be my sole responsibility to debrief the participants, ensure there is no harm or risk in any way to the participants or the researcher, protect participants anonymity, ensure data confidentiality, avoid deceptive practices and give the participants right to withdraw at anytime during the process.

Thank you in advance for your time and consideration of this project. Please let me know if you require any further information or clarifications based on the subject matter.

Yours Sincerely,

Eyiwumi Kolade

Student's Name: Eyiwumi Atinuke Kolade
Student's E-mail: eyiwumikolade@yahoo.com
Student's Address and Telephone: 20 Godwin Okigbo Street, Surulere, Lagos, Nigeria / +23480364651[illegible]
Supervisor's Title and Name: Dr. Guyo Wario Wako
Supervisor's Position: Faculty Member
Supervisor's E-mail: g.wako@unicaf.org

7.2.4. Gatekeeper Letter to AVIS Nigeria

UNICAF UNIVERSITY

UU_GL - Version 2.0

Gatekeeper letter

Address: AVIS Nigeria, Apapa, Lagos, Nigeria.

Date: 07-Jul-2021

Subject: Permission to Enroll Participants

Dear Sir/Madam,

I am a doctoral student at Unicaf University Malawi. As part of my degree I am carrying out a study on Employees' Perception of Leadership Styles and Attributes on Performance of the Leasing Industry in Nigeria.
I am writing to request permission to enroll and conduct a research study at your Organization.

Subject to approval by Unicaf Research Ethics Committee (UREC) this study will be using online and face to face questionaires, test, face to face focus groups and phone interviews, to allow for an extensive range of data collection.The importance of this research is to assess employee's perception of the leadership styles and attributes as it affects the performance of the organization. The findings will help to revamp the organizations and make the leaders to consider the fundamental and effective leadership styles and attributes that can be put in place to ensure employees and organization's performance. Dr. Guyo Wario wako is my Dissertation Supervisor for this research work.

I will appreciate if the HR unit can provide me with Participants contact details such as; name, phone numbers and email addresses in order to perform and collect data for the research. Please note, I will be making use of both face to face and electronics method (email) for this exercise. Also, in ensuring research ethics is fully adhered to, I will be providing informed consent to the participants as this will give them time to consider and decide their participation in the study, it will be my sole responsibility to debrief the participants, ensure there is no harm or risk in any way to the participants or the researcher, protect participants anonymity, ensure data confidentiality, avoid deceptive practices and give the participants right to withdraw at anytime during the process.

Thank you in advance for your time and consideration of this project. Please let me know if you require any further information or clarifications based on the subject matter.

Yours Sincerely,

Eyiwumi Kolade

Student's Name: Eyiwumi Atinuke Kolade
Student's E-mail: eyiwumikolade@yahoo.com
Student's Address and Telephone: 20 Godwin Okigbo Street, Surulere, Lagos, Nigeria / +23480364651[illegible]
Supervisor's Title and Name: Dr. Guyo Wario Wako
Supervisor's Position: Faculty Member
Supervisor's E-mail: g.wako@unicaf.org

Appendix 7.3: Sample of Informed Consent Form for Doctor of Philosophy Dissertation

7.3.1. Debriefing of Participants

UNICAF UNIVERSITY

UU_IC - Version 2.1

Informed Consent Form

Part 1: Debriefing of Participants

Student's Name: Eyiwumi Atinuke Kolade

Student's E-mail Address: eyiwumikolade@yahoo.com

Student ID #: R1703D2548224

Supervisor's Name: Dr. Guyo Wario Wako

University Campus: Unicaf University Malawi (UUM)

Program of Study: Dr. Guyo Wario Wako

Research Project Title: Employees' Perception of Leadership Styles and Attributes on Performance of the Leasing Industry in Nigeria

Date: 15-Jul-2021

Provide a short description (purpose, aim and significance) of the research project, and explain why and how you have chosen this person to participate in this research (maximum 150 words).

The purpose of this research is to explore the employee perception on leadership styles and attributes on performance of the leasing industry in Nigeria. The underlying issue prompting this research is despite the boom in the leasing industry in Nigeria, some companies are performing high while others are performing dismally. Based on the research purpose the following objectives were derived for the research and they are as follow: Examine the impact of leadership style on employee Performance. Analyze the effects of leader's relationships traits on employee performance. Examine the impact of leader's personal drive and integrity on employee performance. Assess the impact of leader's communication aspects on employee performance.

The above named Student is committed in ensuring participant's voluntarily participation in the research project and guaranteeing there are no potential risks and/or harms to the participants.

Participants have the right to withdraw at any stage (prior or post the completion) of the research without any consequences and without providing any explanation. In these cases, data collected will be deleted.

All data and information collected will be coded and will not be accessible to anyone outside this research. Data described and included in dissemination activities will only refer to coded information ensuring beyond the bounds of possibility participant identification.

I, Eyiwumi Atinuke Kolade **, ensure that all information stated above is true and that all conditions have been met.**

Student's Signature: E.K.

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7.3.2. Sample of Certificate of Consent Form by Participant

UNICAF UNIVERSITY

UU_IC - Version 2.1

Informed Consent Form

Part 2: Certificate of Consent

This section is mandatory and should to be signed by the participant(s)

Student's Name: Eyiwumi Atinuke Kolade

Student's E-mail Address: eyiwumikolade@yahoo.com

Student ID #: R1703D2548224

Supervisor's Name: Dr. Guyo Wario Wako

University Campus: Unicaf University Malawi (UUM)

Program of Study: Dr. Guyo Wario Wako

Research Project Title: Employees' Perception of Leadership Styles and Attributes on Performance of the Leasing Industry in Nigeria

I have read the foregoing information about this study, or it has been read to me. I have had the opportunity to ask questions and discuss about it. I have received satisfactory answers to all my questions and I have received enough information about this study. I understand that I am free to withdraw from this study at any time without giving a reason for withdrawing and without negative consequences. I consent to the use of multimedia (e.g. audio recordings, video recordings) for the purposes of my participation to this study. I understand that my data will remain anonymous and confidential, unless stated otherwise. I consent voluntarily to be a participant in this study.

Participant's Print name:

Participant's Signature:

Date:

If the Participant is illiterate:

I have witnessed the accurate reading of the consent form to the potential participant, and the individual has had an opportunity to ask questions. I confirm that the aforementioned individual has given consent freely.

Witness's Print name:

Witness's Signature:

Date:

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Appendix 7.4: Data Collections Tools adopted for this Research.

7.4.1. Questionnaire (Online)

Dear Participants, I am a student of PhD at UNICAF University. I am conducting research on "*THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN THE NIGERIAN LEASING INDUSTRY*".

Kindly fill in this information and return. Any information obtained for this purpose will be kept strictly confidential and will only be used for academic purposes. Your cooperation will be highly appreciated in this regard.

Thank You!

Informed consent by Participant

Do you consent voluntarily to be a participant in this study?

Yes ☐

No ☐

Part 1: Background Information

1. Please mention your position within the Organization?

Top management employee ☐

Middle management employee ☐

Lower management employee ☐

2. Please mention your age ☐

3. Please state your years of experience ☐

4. How long has the Organization being in operation? ☐

5. Please state your Qualifications

Diploma ☐

Bachelors Degree ☐

Masters Degree ☐

Ph.D. ☐

Others ☐

Part I: Aspects of Leaderships Style

6. To find out how leadership styles influence the performance of the leasing industry, the statements on leadership styles are presented in the table below. Please use the scale below and indicate appropriately.

The response scale for the questions is as below:

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4 = Agree, 5 = Strongly Disagree

Please circle or tick your answers from the scale 1 – 5.

Vignette Number One: Statement on Aspects of Leaderships Styles

	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Employees should be managed closely, or they are not likely to carry out their task (transactional)	1	2	3	4	5

2	Employees should be part of decision-making process to improve business performance (Transformational)	1	2	3	4	5
3	Leadership style has no impact on the employee's performances (performance)	1	2	3	4	5
4	As a rule, employees must be given recompenses or reprimands in order to motivate them to achieve organizational aims. (transactional)	1	2	3	4	5
5	Managers/Supervisors should let subordinates carry out their task without any form of guidance (laissez faire)	1	2	3	4	5
6	It is the leader's responsibility to help team members find their passion (transformational)	1	2	3	4	5
7	Leader should provide guidance to a subordinate without pressure as it is critical to being a good leader and increase employee performance (transformational)	1	2	3	4	5

Part II: Aspects of Leader's Relationships Traits

7. To find out how the Leader's Relationships Traits influence the performance of the leasing industry, statements on aspects of Leader's Relationships Traits are presented. Please use the scale below and indicate appropriately.

The response scale for the questions is as below:

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4 = Agree, 5 = Strongly Disagree

Please circle or tick your answers from the scale 1 – 5.

Vignette Number Two: Aspects of Leader's Relationships Traits

	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Leader's Power/follower relationships have an impact on employee performance	1	2	3	4	5
2	Leaders must have courage to discourage creativity.	1	2	3	4	5
3	Leader's team building is essential to leading a diverse and unique group of people with distinct personalities, motivations and skills	1	2	3	4	5

4	Compelling leaders do less than just inspire others to follow them; they know how to motivate their employees.	1	2	3	4	5
5	Compelling leaders do more than just inspire others to follow them; they know how to motivate their employees.	1	2	3	4	5

Part III: Aspects of Leader's personal drive and integrity

8. To find out how Leader's personal drive and integrity influence performance of leasing industry, statements on aspect of Leader's personal drive and integrity are presented. Please use the scale below and indicate appropriately.

The response scale for the questions is as below:

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4 = Agree, 5 = Strongly Disagree

Please circle or tick your answers from the scale 1 – 5.

Vignette Number Three: Aspect of Leader's personal drive and integrity

	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Leaders should be forward-thinking and have an open-minded approach.	1	2	3	4	5
2	Leaders must not know how to use power and authority appropriately without	1	2	3	4	5

	overwhelming or overpowering employees					
3	Leaders should hold themselves accountable and take responsibility for their own mistakes and they expect others to do the same.	1	2	3	4	5
4	Leaders should not appreciate the importance of supporting and encouraging individuality.	1	2	3	4	5
5	Leaders should not set clear goals and be determined and purposeful in achieving them.	1	2	3	4	5

Part IV: Aspects of Leader's communication

9. To find out how Leader's communication influences performance of leasing industry, statements on aspects of leader's communication are presented. Please use the scale below and indicate appropriately.

The response scale for the questions is as below:

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4 = Agree, 5 = Strongly Disagree

Please circle or tick your answers from the scale 1 – 5.

Vignette Number Four: Aspects of leader's communication aspects

	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Adequate leader communication has less impact on employee performance.					
2	Effective communication has a critical impact on employee's overall performance	1	2	3	4	5
3	Leaders should communicate business objectives and job expectations to employees via email, meeting, and on a one-on-one basis.	1	2	3	4	5
4	Leaders should clearly and succinctly explain to their employees everything from organizational goals to specific tasks	1	2	3	4	5
5	Leaders should work in an unapproachable manner and should not involve employees from different levels.	1	2	3	4	5

Part V: Aspects of Employee's Performance

10. To find out how Leadership styles and attributes influences Employee Performance of the leasing industry, statements on aspects of employee performance are presented. Please use the scale below and indicate appropriately.

The response scale for the questions is as below:

1= Not Much, 2= Quite Much, 3= Very Much

Please circle or tick your answers from the scale 1 – 3.

Vignette Number Five: Aspects of Employee Performance

	Statement	Not Much	Quite Much	Very Much
1	What Leadership Style have you seen implemented?	1	2	3
2	How much employee performance have you experienced?	1	2	3

7.4.2. Interview Questions (Phone/Online Interview)

Semi – Structured Interview Question Framework

THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN THE NIGERIAN LEASING INDUSTRY. Suggested Main Questions and Follow-ups

The aim of this interview is to explore how employees perceive the leadership styles and attributes and its effect on employee performance in the Leasing Industry of Nigeria. In carrying out this research all participants are anonymous, and information gathered during this interview will be treated with utmost confidentiality.

Primary questions:

- Job Rank
- Year of experiences
- Qualification
- Company name
- Location
- How long has the Organization being in operation?

Can you please tell me about the nature of your work in this establishment?

Main Questions

1) What is your perception about the leadership styles as regards employee's performance in your organization?

a) What type of leadership styles (e.g., transactional, transformational or laissez-faire) are predominant in your organization?
b) Does the leadership styles and attributes of your organization foster employee's performance?

2) Are you pleased with the personal drive and integrity of your leaders in the organization?

3) What is your perception of the leader's personal drive and integrity towards employee performance?

4) How does the leader's relationship traits affect your performance on the job?

5) Does the leader effectively communicate the set expectations in order to achieve the desired results?

Follow up

1) Is there anything you would like to add that you have not had a chance to say?

2) Can I please call you back if I have further questions?

7.4.3. Interview Questions (face to face Interview)

Semi – Structured Interview Question Framework

THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN THE NIGERIAN LEASING INDUSTRY.

Suggested Main Questions and Follow-ups

The aim of this interview is to explore how employees perceive the leadership styles and attributes and its effect on employee performance in the Leasing Industry of Nigeria. In carrying out this research all participants are anonymous, and information gathered during this interview will be treated with utmost confidentiality.

Primary questions:

- Job Rank
- Year of experiences
- Qualification
- Company name
- Location
- How long has the Organization being in operation?

Can you please tell me about the nature of your work in this establishment?

Main Questions

2) What is your perception about the leadership styles as regards employee's performance in your organization?

c) What type of leadership styles (e.g., transactional, transformational or laissez-faire) are predominant in your organization?

d) Does the leadership styles and attributes of your organization foster employee's performance?

2) Are you pleased with the personal drive and integrity of your leaders in the organization?

3) What's your perception of the leader's personal drive and integrity towards employee performance?

4) How does the leader's relationship traits affect your performance on the job?

5) Does the leader effectively communicate the set expectations in order to achieve the desired results?

Follow up

1) Is there anything you would like to add that you have not had a chance to say?

2) Can I please call you back if I have further questions?