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THE INFLUENCE OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN HEALTHCARE ORGANIZATIONS OF KARACHI, PAKISTAN

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| KEYWORDS | ABSTRACT |
|---|--|
| <p>Transformational Leadership, Transactional Leadership, Autocratic Leadership, Laissez Faire Leadership, Employee Performance</p> | <p>This study seeks to understand how leadership practices impact worker performance in Pakistan healthcare institutions. The research is conducted through primary data. The data is collected through questionnaires from healthcare workers including doctors, dentists, pharmacist & paramedical staff working in different healthcare organizations. The total number of responses that were used to get the result in this study are 253. The non-probability convenient sampling is the sampling method employed in this investigation. The results demonstrate that employee performance in the healthcare businesses is positively and significantly impacted by leadership philosophies: transformational leadership, transactional leadership & laissez-faire leadership. The work efficiency of the staff in healthcare businesses is negatively and insignificantly impacted by authoritarian leadership styles. Leaders must encourage resiliency and creativity in their workforce if they want innovation to flourish within business. To interact with their team and show their trust in them, the leaders should reach beyond their own interest. As a consequence, subordinate's work quality will undoubtedly improve. Employees are recommended to exercise greater inventiveness at work, provided that management does so. For managers & supervisors, HCOs should design specialized training programs that will help them to become effective leaders.</p> |
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INTRODUCTION

The establishment of businesses or organizations is carried out with the intention of achieving established objectives. These objectives could be anything from increasing the profit margin to improving customer satisfaction to improving the environment or the economy, the list goes on and on (Ali & Niaz, 2024). The human element is very important if the goals and objectives

are to be achieved. The employees might be persuaded to support efforts that work toward both ambitions and predetermined goals by a leader (Khan, Bukhari & Channar, 2016). Thus, the capacity to influence others to execute tasks over time through motivational techniques is basis of leadership (Kotter, 1996). Leadership is vital to effective performance as it organizes organization use of its all resources (NawoseIng, 2017). Great supervisors can encourage their subordinates, and motivated subordinates go above and beyond the call of duty to increase appearance and profitability of business and work performance and responsibility inside the organization.

The employee commitment is a crucial requirement if organizations are to grow and alleviate this pressure (Udovita, 2020). Numerous individuals are appointed to take on leadership roles or are given authority to do so in the today's modern society. Numerous businesses are in a position where they are coping for survival in midst of fierce competition due to challenges of coping with unstable business environment (Choi & Choi, 2019). These tactical modifications to stay competitive are motivated by managers' leadership, which is supposed to persuade people to realize corporate goals and boost staff productivity. According to multiple earlier research, key determinants of an organization's success or failure include employee dedication and leadership styles. Babatundi (2015), accomplish hierarchical goals and objectives, a strong relationship between the administration and employees is necessary. Employees, who are a company's most valuable resource since they drive company, give it life, and help it achieve its goals, benefit greatly from leadership in business (Shafie, Baghersalimi and Barghi (2013) According to Noah (2008), employee involvement in decision-making fosters belonging and a friendly workplace wherein management and employees are free to contribute to good labor relations.

LITERATURE REVIEW

The leaders and leadership philosophies are amid topics that have received most investigation in recent years. The leadership style refers to actions and methods used by leaders to provide direction and a road map for achieving their goals, and to create and implement their plans and objectives. (Nicholds, 2021). According to Mitonga and Coetzee (2012), leader's style is the culmination of some characteristics, actions, and behaviors that they employ when interacting with team. To blend organizational or personal interests and impacts to accomplish certain goals, leadership is type of managerial behavior. Individuals have diverse leadership attitudes and it also relies upon the demands of circumstance. There are various theories of leadership, and each of these ideas explains the leadership process in unique way (Samantha & Lamprids, 2018).

Transactional Leadership

Transactional leadership is characterized by systems of praise, punishment, and corrective action taken by boss in response to how the team members carry out their duties. Employees often work alone; there is no collaboration among those who exhibit short-term devotion to the organization. Supervisors who think benefits and advantages should be exchanged after effectively accomplishing the duties and obligations were known as transactional leaders. As

a result, transactional leadership describes how management and employees share goals and benefits. The transactional leadership style improves organizational performance, according to [Lunge \(2014\)](#). employees typically encounter physical and intangible benefits, proving the success of transactional leadership in establishing and maintaining the conditions essential for the full realization of organizational and individual potential ([Riaz, Qadir & Nawab, 2023](#)). This leadership approach promotes the development of a performance-friendly environment and articulates an inspiring vision that improves the overall organizational performance. The performance of organization was not directly impacted by transactional leadership, according research by [Sofi and Devender \(2015\)](#). Due to the lack of support for employee creativity and innovation from this leadership style, employee performance falls short of organizational goals.

Transformational Leadership

Transformational leaders make use of idealized influence, inspiration and motivation, mental stimulation, and personalized consideration to get better outcomes. They inspire people to go above and beyond what they initially planned, frequently what they believed was possible ([Eisenbeiss, Knippenberg & Boerner, 2019](#)). The literature revealed that there is a significant correlation between transformative style and firm's performance, that is the most extensively researched kind of leadership. The main focuses are the growth of the followers and attending to their needs. The entire value systems, morality, talents, and motivation of team members are closely monitored by managers who place strong emphasis on transformational leadership ([Kane & Cruthirds, 2020](#)). With the help of transformational leadership, followers and leaders may have a clear grasp of one another's motivational levels, values, and interests. Thus, these leaders express a compelling vision to their followers, motivating them for high achievements ([Cacioppo, 1997](#)). Integrity and honesty are traits of transformational leaders. They share their vision with their followers and establish clear goals that they express to them ([Bass & Bass, 2009](#)).

Autocratic Leadership

Bossy and conventional characteristics define autocratic leaders. The authoritarian rulers want their subjects to obey their commands. Typically, authoritarian styles still hold the last word in all decisions ([Obiwuru, Okwu, Akpa & Nwankwere, 2011](#)). The coercive leadership is the practice of imposing one's leadership upon organization. Autocratic executives make choices; nevertheless, they may solicit employee feedback along the way, although it is seldom taken into consideration ([Arshad, Iqbal & Maqsood, 2024](#)). This is due to the fact that they are kind autocrats. Autocratic leaders force their subordinates to partially carry out their agendas and goals. This style is also called authoritarian style. These leaders lack imagination and merely foster divisive discourse. The motivation and degree of satisfaction of staff are significantly impacted by this ([Muhammad, Wibisono, Afrizal, Asep, Indrayani, & Husen, 2022](#)). However, it is generally agreed that autocratic form of governance may be successful in the short term. This style will be a problem for the friendly workplace contact and communication that are essential for active organizational performance ([Iqbal, Anwar, and Haider, 2015](#)). Performance

is negatively impacted by conflicts inside organization that are brought on by authoritarian leadership.

Laissez-Faire Leadership Style

The Laissez-faire is a French term for the strategy of little government interference in societal and individual economic issues. It is mostly employed in the political science and economics. According to Bass's research, this style is the lacking in supervision, or even the disinterest in the necessity of engaging in such activities. Davis, (2018) stated that in lass's faire leadership, designated supervisors donot consider either their own responsibilities, those given to them (Pawirosumarto, Sarjana & Gunawan, 2017). The authorities attempt to create system centered on link between effort and reward. Leaders who frequently provide something in exchange are referred to be transactional leaders. A promotion, income rise, performance reviews, more responsibility. might all be part of this (Purnomo, Eliyana, & Pramesti, 2020). Expectations are main issue with leadership approach. This management is described as "zero-management," or no management at all. The leaders offer subordinates ability to act freely and make critical decisions while subordinates are fully free to make own decisions (Robert & Vandenberghe, 2021).

Employee Performance

Employee performance may be summed up as capacity to perform all of their responsibilities in a manner that advances the objectives of the company. A worker who is more committed to and satisfied with job performs better at work (Walumbwa & Hartnell, 2011). Every company major objective is to improve the employee performance to thrive in this intensely cutthroat marketplace. In order to demonstrate the connection between the leadership style and work performance, several models and ideas have been put forth. No matter how effective or ineffective a leader is, it is possible to gauge it by looking at how well their team performs and how their organization grows. The way a worker acts while at work, which is simple to watch and evaluate, can have an impact on how well they perform overall. As Pattanayak puts it, "the individual's contribution towards attainment of company goals and objectives" is what makes employee perform well. One may use metrics like profit margins, productivity, return on investment, final project quality, market share, etc. to objectively evaluate an employee's performance. The ability to grasp new skills and make development, as well as the employee's level of devotion, can all be used to subjectively evaluate an employee's performance (Erkutlu, 2008).

Table 1

Summary of Literature Review

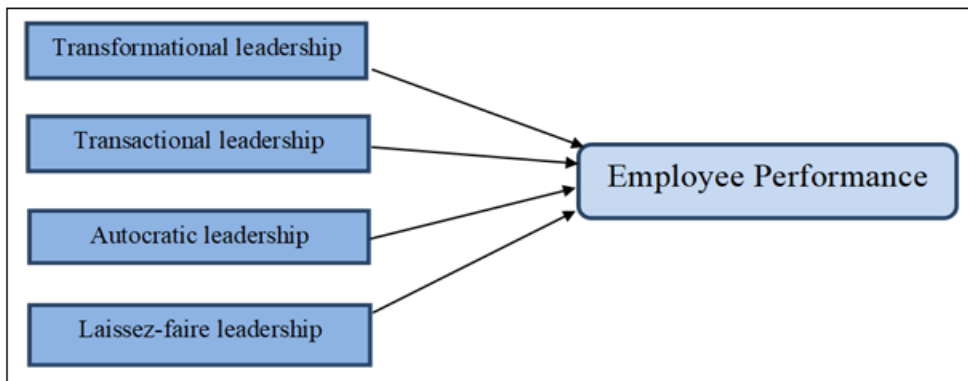
| Construct | Definition | Source |
|-----------------------------|---|---------------------|
| Transformational leadership | The growth and continual development of the morals and values of employees, as well as of their skills, are the only emphasis of transformational leadership. | Ismail et al (2009) |
| Transactional leadership | Leaders are described as transactional if they constantly provide something in exchange. | Uchenwamgbe (2013) |
| Autocratic | The authoritarian rulers want their subjects to obey their | Obiwuru, et al., |

| | | |
|--------------------------|---|-----------------------------|
| leadership | commands. Usually, authoritarian styles still have last say in everything. | 2011 |
| Laissez faire leadership | This can be described as a lack of leadership in general or even a disinterest in the need for such endeavors. | Bass and Avolio (1990) |
| Employee performance | EP may be characterized as their ability to carry out all of the tasks assigned to them in line with the objectives of the company. | (Walumbwa & Hartnell, 2011) |

Research Hypothesis

- H01: Transformative leadership shows no effect on employee performance among healthcare organizations
- Ha1: Transformative leadership shows positive & significant effect on employee performance among healthcare organizations.
- H02: Transactional leadership shows no effect upon employee performance among healthcare organizations.
- Ha2: Transactional leadership shows positive & significant effect on employee performance among healthcare organizations.
- H03: Autocratic leadership shows no effect on the employee performance among healthcare organizations.
- Ha3: Autocratic leadership shows positive and significant effect on employee performance among healthcare organizations.
- H04: Laissez faire leadership shows no effect on employee performance among healthcare organizations.
- Ha4: Laissez faire leadership shows positive and significant effect on employee performance among healthcare organizations.

Figure 1
Conceptual Framework



RESEARCH METHODOLOGY

Quantitative research methods were employed for this research. Data was gathered from a diverse group of individuals working in healthcare industry of Karachi Pakistan via electronic

survey. To ascertain how leader approach affects subordinate performance among healthcare employees, a cross-sectional study was carried out. The target population was the healthcare workers of different hospitals including doctors, dentists, pharmacists and paramedics. My research population include healthcare professionals working in healthcare organizations of Karachi, Pakistan including doctors, dentists, pharmacists & paramedical staff. In this study, a non-probability convenient sampling approach was employed. According to Uma sekaran the sample size should include 384 participants, and circulated questionnaire to 1000 healthcare workers but got responses from 285 individuals only. Some of responses were not properly filled, therefore considered 253 responses that were valid. The information was gathered in two sections using a verified Google Forms questionnaire. The participant demographics were covered in the first section, and the assessment of how leadership styles among healthcare professionals affected employee performance was included in second section. The response was evaluated on a 5-point Likert scale with the range being 5 (strongly agree) to 1 (strongly disagree). Similarly, the collected data was analysed by using SMART PLS software to reach conclusion.

Table 2
Summary of Research Instrument

| Variable | Authors / Source | Items | Scale |
|------------------------|--|-------|----------------|
| Transformational Style | Amussah, 2020 (Adopted from Bass & Avolio, 1992) | 9 | 5 Point Likert |
| Transactional Style | Amussah, 2020 (Adopted from Bass & Avolio, 1992) | 4 | 5 Point Likert |
| Autocratic Style | Amussah, 2020 (Adopted from Bass & Avolio, 1992) | 3 | 5 Point Likert |
| Laissez-Faire Style | Amussah, 2020 (Adopted from Bass & Avolio, 1992) | 3 | 5 Point Likert |
| Employee Performance | Amussah, 2020 (Adopted from Yousef, 2000) | 4 | 5 Point Likert |

RESULTS OF STUDY

The scale instruments used to collect and analyze the demographic data from the participants, which was then assembled. In this connection, demographic elements include age, gender and education.

Table 3
Frequencies Tabulation

| | | Frequency | Percent |
|-----------|--------------|-----------|---------|
| Valid | Female | 140 | 55.4% |
| | Male | 113 | 44.6% |
| | Total | 253 | 100% |
| Age | Below 25 | 20 | 7.90% |
| | 25-30 | 155 | 61.26% |
| | 31-35 | 63 | 24.90% |
| | 36-40 | 10 | 3.95% |
| | 41-45 | 5 | 1.97% |
| | Total | 253 | 100% |
| Education | Graduate | 240 | 94.86% |
| | Postgraduate | 13 | 5.1% |
| | Total | 253 | 100% |

According to the demographic information majority of the respondent were female with a total of 140 (55.4%) out of total 253. The remaining 113(44.6%) were male. The vast majority of responders are to age group 25-30 with total of 155(61.26%) out of 253, followed by age group 31-35 i.e. 63 (24.90%) respondents ,then below 25 group that include 20 (7.90%) respondents and the two remaining age groups 36-40 and 41-45 with 10(3.95%) and 5(1.97%) respondents. according to the education level 240 respondents were graduates while the remaining 13 were postgraduates.

Figure 2
The Research Model

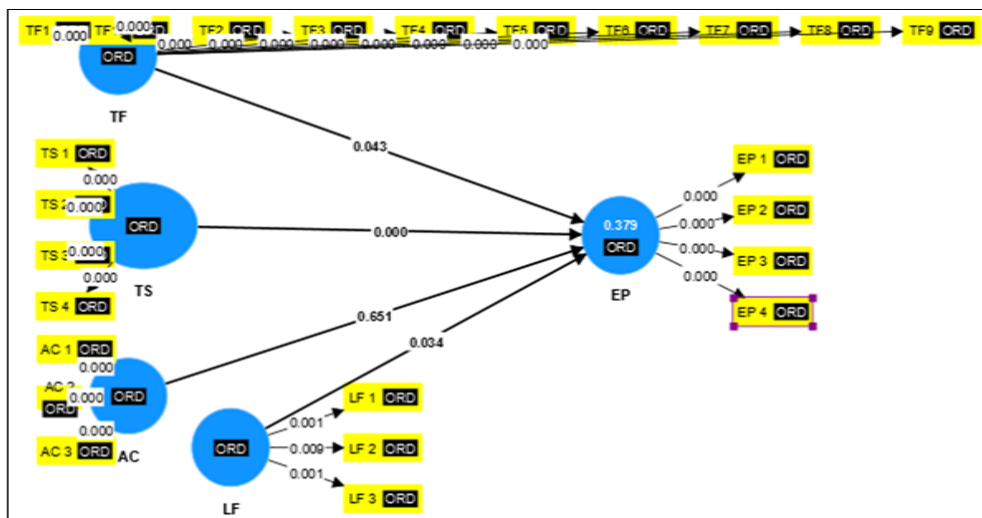


Table 4
Summary of Reliability Analysis

| Contract/Variable | Cronbach's Alpha | No. of Items |
|-----------------------------|------------------|--------------|
| Transformational Leadership | 0.937 | 9 |
| Transactional Leadership | 0.916 | 4 |
| Autocratic Leadership | 0.768 | 3 |
| Laissez faire Leadership | 0.867 | 3 |
| Employee Performance | 0.852 | 4 |

Table 5
Regression Analysis

| | R-square | R-square adjusted |
|----------------------|----------|-------------------|
| Employee Performance | 0.379 | 0.369 |

Hypothesis Testing

Using the statistical regression approach, the effect of independent variables on the dependent variable is investigated. Regression method is generally acceptable for detecting relationship

between independent variables on the dependent variable. R-square specifies that how much independent variable are able to describe dependent variable. If the R-square is 0.67 or above, it indicates that independent variable has a significant impact on dependent variable, a score of 0.33 or above indicates moderate effect and if the value is 0.19 than it means weak influence (chin, waynne,1998). The findings show that the R-square value is 0.379, or 37%, that means in this model the relationship between independent and dependent variables is moderate. For hypothesis testing path coefficient is calculated. The hypothesis accepted, rejected is confirmed through p-value. If the p-value is less than 0.05, the alternative hypothesis is considered to be valid and it is rejected if the p-value is more than 0.05 and null hypothesis is considered to be acceptable.

Table 6
Path Coefficient

| Hypothesis | O | M | SD | TS | PV |
|------------|--------|--------|-------|-------|-------|
| AC -> EP | 0.040 | 0.038 | 0.089 | 0.452 | 0.651 |
| LF -> EP | -0.239 | -0.206 | 0.113 | 2.116 | 0.034 |
| TF -> EP | 0.209 | 0.214 | 0.103 | 2.027 | 0.043 |
| TS -> EP | 0.380 | 0.371 | 0.104 | 3.648 | 0.000 |

The alternative hypothesis is accepted for the hypothesis 1, which deals with the influence of transformational leadership style on employee performance, because the p-value is 0.043. The alternative hypothesis is accepted for hypothesis 2, or the effect of transactional leadership style on employee performance, as p-value is 0.000. The alternative hypothesis is rejected by the p-value of 0.651 for hypothesis 3, which examines effect of authoritarian leadership style on employee performance. Alternative hypothesis is accepted for hypothesis 4, that examines the effect of a laissez-faire leadership style on employee performance, because the p-value is 0.034.

Table 7
Summary of Hypotheses Testing

| Hypothesis | Result |
|--|----------|
| H1: TF has positive and significant effect on EP | Accepted |
| H2: TS has positive and significant effect on EP | Accepted |
| H3: AC has positive and significant effect EP | Rejected |
| H4: LF has positive and significant effect on EP | Accepted |

DISCUSSION

The goal of current study is to determine how various leadership philosophies affect workers' performance in Pakistan's health industry and use those results to propose recommendations that can help to improve overall system thus improving the quality of care. Results indicated that transformational leadership style has favorable and significant effect on staff performance that means more positive work outcomes and quality that can ultimately enhance the quality of care for patients. Many studies give us same results as by Dilator et al. (2017) research, the

transformational leadership style significantly improved performance. According to research by [Longkang et al. \(2018\)](#), transformational leadership affects employee performance. The ability of transformational leadership to support as well as alter individual's knowledge that will also improve his/her motivational efforts, resulting in excellent performance. In some literature researchers find no effect of transformational leadership on employee performance that means the need of leadership style differs according to the nature of work environment and need of employees.

[Hamida et al. \(2016\)](#) stated this style has a negative and insignificant effect on subordinate's work. According to outcome that I got, healthcare leaders can improve employee performance level by adopting the traits of transformational leaders thus improving overall organizations image. According to the results of study, for hypothesis 2 reflect positive and significant effect of transactional leaders on the employee performance in health care organizations of Pakistan. That means performance is enhance when supervisors show traits of transactional leadership in their way of guidance and management. Old literature also has similar findings at many places. Transactional leadership has positive and considerable impact on work performance, claim [Purwanto et al. \(2019\)](#). The same results are found by [Sabari et al. \(2019\)](#), who claim that transactional leadership has a good and significant influence on job performance. Although findings can differ in diverse scenarios and according to work environment and culture of the organizations and it be possible that leadership style could fail in some circumstances as [Rao et al. \(2005\)](#) stated in study that effectiveness of teams is significantly harmed by transactional leadership.

But as per findings of our study employees are more satisfied and showed high performance under such leadership traits. Based on outcomes autocratic leader has negative insignificant impact on employee performance in healthcare organizations that means employees whose leaders show autocratic traits in leadership, are dissatisfied. As it is stated in other literature as well. According to [Azul \(2015\)](#) a pleased employee exhibits good work attitude, as opposed to unsatisfied employee brought by adoption of authoritarian leadership style unnecessarily contributes to problems facing his or her firm. Egwenyenga in his study argued that although authoritarian leaders place a high priority on production, this typically results in conflicting elements that reduce production. It typically results in the hostile behavior, suppression of dissent, guarded and distorted communication, high absenteeism and labor turnover, low productivity, poor job quality. The employees who are unwilling to take on responsibility and who rely on superiors frequently lack imagination & dependability ([Egwenyenga, 2010; Long, 2008](#)).

In some circumstances, autocratic style may be best approach. Moreover, some circumstances in which you should apply it include having all the necessary knowledge to fix the issue, being short on time, and having highly motivated employees. However, autocratic leadership style should not be utilized when employees feel uncomfortable, scared, or resentful; demand to have their voices heard; there is low staff morale, high turnover, absenteeism, and work stoppages, according to [Leadership Styles \(2015\)](#). According to [Cherry \(2018\)](#), style might be

applied in scenarios with new, inexperienced workers are unsure about effective supervision and right tasks to complete and procedures to follow can only be communicated via thorough explanations. This leadership is probably going to have bigger effect on and a stronger impact on staff with a strong skillset and will because it may threaten their objectives, needs, and identity-defining connection (Wise & Selebi's, 2016). In many cases this style cause employee disappointment. Lack of options and connections with leader may contradict their expectation that they will take care of their relationship needs and work-related problems (Lord & Brown, 2001).

CONCLUSION

The focus in this study has only been on four styles in the setting of healthcare organizations, the value and applicability of the original leadership styles have not been questioned. This information is useful in how effective a leadership style is, much like personality traits. This study emphasis value and impact of transformative, transactional, authoritative, and laissez-faire styles on employee performance in healthcare businesses. I extended study to healthcare professionals working in diverse fields as findings show that three leadership philosophies—transformational, transactional, and laissez-faire—have significantly beneficial association with employee performance, but autocratic leadership has detrimental effect. Employees and their company might change paradigms thanks to a leader's leadership styles and personality qualities. But we can say that leaders do not always show a single leadership style trait solely but leaders show combination of traits of all leadership style that they implement according to the situation and employee they are dealing and supervising. Thus, the future studies must be conducted to ascertain how to best apply these results to our healthcare system. Our goal is to improve the quality of care via fresh research that focuses on staff performance and leadership styles.

Recommendations

1. Supervisors must be cautious, be attentive to factors that affect employee performance, and use this knowledge to further organisational or departmental goals. The leaders must also encourage resiliency and creativity in their team if they want innovation to occur within the business.
2. In order to connect with their team and express their confidence in them, they should reach beyond their own self-interest. Because of this, the employee performance will undoubtedly improve.
3. The study's findings indicate that using an authoritative approach has a negative effect on workers' performance; managers who want to get the best out of their personnel should avoid doing it.
4. Supervisors must explain organizational norms and goals to the staff and to address issues before they emerge.
5. Because they expect to be rewarded for their efforts, employees typically just exert the effort needed to fulfil minimal target or quota. Instead, it is encouraged that employees use greater creativity at work, provided that management does so.

6. The HCO's must provide specialized management and supervision training courses to assist managers and supervisors in becoming stronger leaders, since this would surely raise staff output and performance standards.

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