LEADERSHIP STRATEGY AND PERFORMANCE IMPROVEMENT: A LITERATURE REVIEW

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ABSTRACT

In the current economic climate, the circumstances and the environment for companies constantly change and organizations which in the future want to be competitive have to adapt to these new conditions and market requirement else they are forced to be out of business. These conditions require new ways of managing people. A leadership style, which might help to acclimatize to all these changes, is necessary in such conditions. Leadership style is a key determinant of the success or failure of any organization. Leader is a person who starts the work by communicating the policies and plans to the subordinates from where the work actually starts. Leaders are a key human resource in any organisation. Leadership in general has been shown to play a major role in improving the bottom line for organizations. This present study was designed to shed a light on the different types of leadership styles with their definitions as well as the brief concept of leadership. In this present study, it was defined as goal obtainment in the human resource measurements, attrition and absenteeism. This study focuses on employee performance more specifically on how leadership styles impact upon it. This present study also answers the question; how leaders emerge during challenging times. It is very beneficial of the management who wanted to know how leadership styles can turn the employees into hardworking people and engage them with the work that later it connects to the company high performance. The findings of this study states that job satisfaction, leadership styles and manager’s attitude towards employees all have an impact on employee performance. Deeper investigation revealed that advancement opportunities are the most influential factor on job satisfaction, followed by reward and remuneration, working environment, training and mentorship and the least influential factor being worked itself.

KEYWORDS: Competitive, Leadership Style, Goal, leaders, Employees Performance, Influential Factor, Work Accomplishment

1. INTRODUCTION

In the current situation of complex and rapidly varying life of business, the circumstances and the atmosphere for companies continuously change and organizations which in the future want to be competitive have to acclimatize to these new conditions. Those who don't perhaps get loose and eventually disappear from the market against their rivals. Current customer requirements have changed rapidly and it is expected that companies will respond to these changing needs by producing innovative products and solutions to maintain their competitiveness (Delbecq & Mills, 1985). The rapid
technological advancement that has allowed this information age often affects the world’s pace of change. The pace of change is growing rapidly and they need to keep up with this pace in order for companies to thrive (Schwarz & Brock, 1998). Leadership style is a key driver of any organization’s success or failure. A leader is an individual who control, guides and motivates others to perform specific tasks, and also encourages his subordinates to achieve the company goals. Leadership style is the way and strategy to provide guidance, project execution, and people encouragement.

This research focuses more explicitly on the effect of leadership styles on employee performance. An extensive review of literature found that leadership styles have an effect on employee performance. It was also a factor in determining job satisfaction. According to Ngambi et al. (2010) and Ngambi (2011), quoted in Mitonga et al. (2012), leadership is a mechanism which affects the engagement of others to achieve their full potential in achieving a value-added, shared vision with enthusiasm and honesty. The essence of this power is such that the members of the team cooperate with each other on a mutual basis in order to accomplish the goals that the leader has set for each member as well as for the group. The leadership style adopted by the leader greatly affects the interactions between the leader and the employee, and the reliability of the performance of employees (Mitonga et al. 2012). According to Michael (2010) leadership has a direct cause and effect relationship upon organizations and their success. Leaders determine values, culture, change tolerance and employee motivation. They shape institutional strategies, including their effectiveness and execution. Leaders may appear at any institutional level and are not exclusive to management. Nevertheless, successful leaders have one thing in common. To order to get maximum benefit from the resources of the company, including its most important and costly, they control those around them.

In the world today, managers must channel all their subordinates’ efforts and activities to reach the company’s organization’s goals. Leadership facilitates this mechanism because effective leadership can assess success or failure. Management at all levels in an organization should recognize that management derives directly from the organization’s success. Therefore, their relationships with and the treatment of their employees ultimately influences their employees’ performance. Cranwell Ward et al. (2002) discuss a study carried out by Katzenbach (2000) which entailed the study of 25 North American companies, each of which being successful more many years either financially or in the market place. The study showed that such success was enjoyed by the managers/leaders of such organizations because they believed their people made performance differences.

Recently, several organizations in Pakistan have recorded cases of immoral and unethical organizational activities, gratifications, high turnover of staff, failure to fulfill basic obligations, and incessant syndrome of financial distress. This could be due to an inefficient leadership.

The management of every organization operation in industry need to acknowledge that leadership does influence the performance of their employees because employees are said to be the assets of the organizations and organizations do grow on the basis of them. Workers are the real brand of any company. If employee gets motivated and be engage in work, then this reflect in the work and role performance which ultimately enhance the work level and company productivity. Similarly, disengaged employee lower the company profits and lost productivity which resulting in higher turnover rates. In understanding the needs of employees and fulfilling them, organizations’ can strive for higher levels of excellence. We would like to study why philosophy of leadership is useful in improvement of performance and how seriousness is required in the study of such worthy topic.

The objective of this study is to determine the importance of the philosophy of the topic leadership for the performance improvement. The significance of this study contains both theoretical as well as practical contributions. This study will enrich the existing literature; since it is going to tackle a largely ignored area of research in Pakistan. The success of any business stems directly from the performance of its employees and this also can treat as a way of gaining competitive advantage. This study proves its worth in gold when organizations are looking for leadership skills so to increase the performance of their employees as well as to gauge what organization really need.

This paper is related to researchers who want to know about the topic of leadership. It is very beneficial of the management who wanted to know how leadership styles can turn the employees into hardworking people and engage them with the work that later it connects to the company high performance. This is very important for the Human Resource departments who are looking for some solutions which can help employees to get motivated and be the part of the organizations with their heart and soul. This study is not bound to any region or country while it can be implemented according to the environment of other countries. Although, this paper has been written on the smaller scale but researchers can take it to the large scale after doing further research.
2. LITERATURE REVIEW

2.1 Introduction

In modern world, managers have to channel all the struggles, hard work and deeds of their assistants contribute to attain goals of organization and company objectives. This is empowered through leadership. As efficient leadership can determine success or failure of company. In the management of organization, at all stages, it is the organizational need to know the performance that is the result of direct leadership. Consequently, their affairs and their dealing with employees eventually influences employees’ performance. Cranwell Ward et al. (2002) discuss a study carried out by Katzenbach (2000) which entailed the study of 25 North American companies, each of which being successful more many years either financially or in the market place.

2.2 Leadership Definition

All scholars have a diverse description of leadership that depends on their individual opinion and experience. In other words, leadership is referred to directing folks, perusing them to enthusiastically follow and making them optimistic and content about their subsequent and trend, they guided. House et al (1999, cited in Yukl, 2012, p. 21) defines leadership as “the capability of an individual to influence, inspire, and facilitate others to participate toward the efficiency and success of the organization”. Leadership is in fact multifaceted. Some people argue that leaders are native resulting in trait theories. Katz and Kahn (1978, cited in Clegg, et al., 2012, p. 130) views leadership “as the peculiarity of a position, as the quality of a person, and as a nature of behaviour. Furthermore, leadership is a relational model expressing two terms: The influencing factor and the persons influenced. Leadership is attained of ability is a tricky concept, as it depends too much on the properties of the state of affairs and of the people to be directed”.

Grint (2005) examines the work of Hughes et al. (1999), Northouse (1997), Wright (1996) and Yukl (1998) in desire of defining leadership. For this, Grint gathers shared that leadership is not a position rather a process (from Hughes et al.), leadership is the process in which common goal is achieved by the team in that one person directed many other peoples. (from Northouse), leadership is defined by Clarity but still eluding Grint, he then proposed four approaches that describe leadership, according to his opinion, namely:

2.2.1 Person-based leadership

The stalk from the trait theory in which personality of a leader identifying his permissibility at prominent and being successful. Result-based leadership: Effectiveness of leadership is merely evaluated by outcomes based on their product and profit they produce independently.

2.2.2 Process-based leadership

In this case leader’s success base on the management and effectiveness of the processes he/she follow to resolve the loopholes of an organization.

2.2.3 Position-based leadership

It permit only the official leaders to acknowledged i.e. persons having authorities, farther up, vertical organizational hierarchy is accounted to be leaders, as a result they allowed to guide the submissive who exhibit leadership potentials and behave as informal leaders are discouraged.

2.3 What do leaders do?

Basically leadership means to accomplish best organizational performance. Now a day’s managers need to teach human angel for actual leadership as well as technical knowledge. Mangers should be leader that make sure to people in his supervision grow, comfortable because these people have tractability and control for their career so it can achieve collective goal in an organization. Leaders fascinating to affecting part of employees; they encourage them and are recognizing contribution to employee’s contentment (Mullins, 2013).

Trevin’o et al. (2003) cited in Hassan, et al., 2013) state that moral leaders converse moral principles, model right manners and embrace assistants responsible for the moral actions. This effort is delivered in renovate assistants. The article goes on to state that ethical leaders are benefactor, sincere, honourable, and righteous and be concerned for their followers and society.
Rao (2013) outlines the module from flourishing leaders. From this model the significance of leaders can be seen which are;

- A leader influences his follower to get the job done greatly and fruitfully.
- A leader is not arrogant and sensitive to authority.
- A leader can merge difficult and soft skills. They can persuade individuals, shape efficient groups, encourage people and acquire organizational goals.
- Leaders generate and coherent their vision efficiently.
- Leaders inaugurate the new channel for growth of employees as well as for organization.
- Leaders supervise ambiguity and capable to handle all situations. They remain soothe and solve problems.
- The best leader is one who creates more leaders.
- Leaders ought to struggle to create a distinction in the life of others.

3. LEADERSHIP STYLES

This fragment of the literature review helps to look into styles of leadership. Two different actions are formed by leadership style, one being task-based and the other being personal oriented. According to Wong and Lee (2012) leadership style could be elaborated as an individual’s approach and consistent performance toward task. Styles of leadership are behavioural trend of leaders toward the employee to lead and inspire other people (Stoner, et al., 2001). There are a variety of leadership styles. It seems to start on with the Ohio State University studies (1940s) proposed on the efficacy of leaders commencing structure (task orientated) and deliberation (employees-oriented). Consequently, leaders having the high rank in consideration have maximum employee satisfaction rates. On the other hand, leaders who are graded elevated in commencing structure qualified low employee contentment rates (Northouse, 2012).

Two views implied by theory X and theory Y by Douglas McGregor, 1969, (Burton, et al., 2011) that leaders sight their employees. Managers suppose employees are inefficient of performance this is under Theory X; require guiding and propelling into work. However, under Theory Y, managers regard their employees proficient, experienced, and entrusted and that they take pleasure in their work. Good team association and thought-provoking jobs could raise employee’s job inspiration and desire for achievement, proposed by McGregor’s proposals of participative decision making. Nevertheless, Theory X and Theory Y cannot be conventional but they offer an opportunity for further research, as there is no empirical support for both of them. In 1977, Weber’s theory of charismatic leadership was developed by House. In nutshell, specified that leader motivate their assistants and subordinates based on the qualities, characteristics and perception made about them (The Sage Handbook, 2008).

3.1 Situational Leadership Theory

This theory was elaborated by Paul Hersey and Ken Blanchard (Robbins, et al., 2010). This is a contingency theory. Vera and Crossan (2004 cited in Sarti, 2014) explain that someone should be an ideal leader when a critical situation is arising and under precise state of affairs, he is able to recognise and implement particular leadership behaviour according to that meticulous condition.

3.2 Laissez-faire Leadership

Pure escaping of leadership responsibilities or quite non-leadership is demonstrated as Laissez-faire Leadership. Leaders are unable to tender support when addressed as well as unable to convey their opinions on chief issues, in this sort of leadership (Bass 1990, cited in Lam and O’Higgins, 2012). Besides Laissez-faire leadership as an accommodating style, Frooman, et al. (2012) suggested that these leaders ignore their subordinates and won’t supervise their activities. They also agree with the previous description.

3.3 Charismatic leadership

Charismatic leadership is a trait of having charisma by which a leader has influence over his followers to achieve desired goals by following vision of their leader. That is one of the reason why charismatic leadership is a most valued leadership style nowadays. Charismatic leadership generally provides a fertile ground to his followers through where he can achieve creativity and innovative ways to getting the job done because of the charisma which makes his followers motivated and people love his leader and want to follow. It looks like a best situation is an organization. Charismatic leadership rarely develops and it’s hard to find any replacement of a charismatic leader because that type of leadership based upon the
personality strengths. As a result, charismatic leaders may challenge many other influencing personalities and has a potential to eliminate them as leaders, it often makes happy to his followers but it may be weeding out few future leaders (Michael, 2010).

3.4 Transformational leadership

Transformational leadership mainly focus on the transforming the behaviours of his followers from the old state of mind to new state of mind and influence them to accept change in an organization for getting their job done in newly ways and it may influence his followers to accept the new vision and goal of the organization. It may influence by development their skills by identifying the needs of his followers and motivate them by training and development (Ismail et al., 2009). Transformational leader may work as a bridge between followers and a leader to understand values interest and motivational level. It motivates followers to achieve their goals while working in a same setting and encourage followers to be adaptive and new technologies and practices and be expressive in the environment (Bass, 1990).

3.5 Autocratic leadership

Autocratic leadership is a type of leaders who want to use his authority and want people work for him as he asks them, this type of leaders is not allowed their follower to give their input and participate in any type of decision making. He always wants from his followers to make his decision right instead of involving his subordinates or followers into decision making. This type of leader can destroy a brand name of an organization by forcing their followers to execute his strategies into action and bring results that leader wants. Mainly this type of leader can’t stay as leader for the long period of time by using authority because followers become annoyed from leader. Normally, people from the lower management when they are being assigned a new task as a leader they want to show off their authority on their subordinates and followers.

3.6 Bureaucratic leadership

Bureaucratic leadership mostly relay on the predefined policies and procedures to meet the organizational goals. In one aspect they may be are in a comfortable zone because of these procedures and policies already defined by the government authorities. They influence their followers by directing through government or organizational predefined procedures and policies set by the higher management in an organization. But keeping employees or followers of bureaucratic leaders are very difficult because they have to get same predefined benefits from the organization either they will remain motivated or not. Danger of bureaucratic leadership is motivating and developing people because of ignorance by the leaders (Michael, 2010).

3.7 Democratic leadership

Democratic leadership is mostly valued in all other style of leadership because of shared decision making and decentralization of power toward the subordinates or followers. The bad thing is delaying in decision making because of people who wants to have their own say in every decision making. It mainly based on the assumption that everyone has equal right and stake by the outcome of every decision which is being made by the leadership but it slows down the whole process of decision making as well as the execution of the decision.

4. FACTORS AFFECTING PERFORMANCE

4.1 Definition of employee performance

Performance is defined as target is achieved in well-mannered and in a given time (job/project). In industry each company has its own efficiencies which depend on the benchmarks established on time spent to achieve task, used means, budget, efficacy, rapidity and capability. These benchmarks are drifting from industry as well as previous experience of organization in similar project. To derive the benchmarks employee’s performance is measured. Ispas (2012) suggested that employee’s performance is measured by his/her responsibility, proficiency and quality that acquired from their job satisfaction by way of organizational assurance.

4.2 Job satisfaction

This section of the review is aimed at determining what factors influence individual performance in industry. Harrison et al. (2006) concluded that job satisfaction is based on the employee’s performance this is the reason that individual’s performance is directly determined from their job contentment (Woods & West, 2010). Job contentment is defined as a perspective related to job i.e. an optimistic behaviour contributes a superior level of job contentment; conversely a negative
attitude signifies a worse level of job satisfaction (Hitt, et al., 2009). According to study conducted by Spector (1997 cited in May-Chuin and Ramayah, 2011) job contentment is defined as how much an individual appreciate (satisfaction) or disappointed (dissatisfaction) from their job. It can also be defined as how much an individual has devotedness, passionate and has a positive effective response to their job.

4.3 Work itself

For the purpose of this study work itself is the actual engineering design, calculations and drawings that a consultant technician or engineer or technologist needs to produce. It also includes site supervision and project management. There is an encouraging association between work itself and job satisfaction (May-Chuin&Ramayah, 2011).

4.4 Training and Mentorship

In the situation of mentorship and training, goal setting theory is frequently used to reset target. Organizations which are committed to useful skills and awareness transfer through a suitable mentorship model to promote the employee’s career development that were led to relish the results of better employee contentment and organizational strength (Anon., 2010). An affirmative association survives between mentorship and job contentment (May-Chuin and Ramayah, 2011).

4.5 Advancement Opportunities

Alderfer (1972 cited in Anitha 2014) recommended that the requisite of organization should be priorities the guidance that lead to the supportive career pathway. Growth opportunities could be enhanced with proper training and mentorship. This will boost the level of job contentment, experience of employee and hence increase profit.

4.6 Reward and Remuneration

This impacts a worker’s agreement to the association. Three types of agreement or commitment are as: first, affective commitment in which worker lives the brand since qualities and assignments or missions are shared, second, continuance commitment in which a worker remains by the association as far as a superior offer not appears and third type is normative commitment in which a worker show faithful and remains with the association nonetheless the worker doesn’t concur with the decisions of association. (Woods & West, 2010).

4.7 Working Environment

For higher levels of achievement there is need to give healthy, safe and clean environment to the workers with respectful and friendly connections among the collaborators. Any organizations that provide friendly and supportive environment to their workers get high achievement from workers (Anitha, 2014). This can be done through showing interest of workers, their needs and excitement, encouraging workers to show their interests, give assessments and furthermore by creating abilities to clear up business related issues. Kahn (1990 cited in Anitha, 2014) clarified that relational connections between workers that are helpful and believable likewise cultivate commitment of workers and subsequently improves the performance of workers.

4.8 Other factors that influence employee performance

Employee engagement has a collision on worker achievement (Anitha, 2014). Worker commitment is the level of responsibility a worker has towards the association and their involvement in the organization and its values. A learning organization is an organization that can modify its behaviour through acquiring, creating and transferring knowledge (Garvin, 1993 cited in Franco and Almeida, 2011). Association learning could also be defined as an organization that continuously and successfully adapts to external and internal environment changes in order maintain sustainability and development.

4.9 The influence of administration styles on worker performance

This part of the past study shows that what type of study on the influence of administration styles and workers performance has been already studied and written. A research paper, from May 2008, unveiled gaps in existing literature pertaining to the connections between administration and association performance. Jing and Avery’s (2008) explore uncovered a prevalent view exists that administration can be affect the performance of association. They proceed to demonstrate another conviction that the style of administration takes in play important role in the achievement of association goals as well as for stimulate the performance of subordinates. Analyst explore that some subsistence workplace surroundings in which works are prepared, adequate and ready to able to perform better performance; this can be get through transformational administration (Anon., 2013). In the inquiry of achieving competitive benefits from better performance the speed of key basic administration ought to be inspect. An examination in the China presumed that change administration
influence more on team manners assimilation and key basic speed of conclusion is more than the change administration (Gu, et al., 2012).

Analyst from Pakistan presumed that worker who come across satisfactory salary, professional stability, development in the association, a well-disposed workplace and there are significant promoting opportunities have a higher level of work fulfilments (Danish & Usman, 2010). An analysis that completed in the development division of the Arabian Country United Arab Emirates presumed that administration highly impact job fulfilment and that method of leadership or administration contrived the commitments of organization in the firm (Randeree & Chaundhry, 2012). In the Iranian automobile industry research proves that transformational leadership results in employees that are fairly convinced for their jobs. The research also shows that distant styles of leadership generate different outcomes with respect to employee satisfaction (Yaghoubipoor, et al., 2013).

A previous study between organizational sectors private and public, in India, comprising of a sample of 43 middle managers and 156 subordinates proved that administration or leadership does pursue worker’s performance nonetheless the level that achievement of performance attain is reliant on some types of administration or administration style that utilized (Pradeep & Prabhu, 2011). Furthermore, it proves that excellent level of achievement is attain at that time when the study goes forward to show that an excellent level of achievement is attain at that time when the employer of the organization is capable to inspire and intimidate co-workers to achieve a prearranged achievement. These leadership qualities are best exhibited through the transformational leadership which as the study shows yields higher performance levels than the use of transactional and Laissez Faire leadership styles.

A balance between performance and development in organizations needs to be achieved (Wallo, et al., 2013). This is achieved when leaders create opportunities for developmental learning and are supportive. In terms of relating that study to this one, it can be said that when leaders are supportive of training and mentorship and provide these opportunities subordinates are likely to experience job satisfaction thus increasing employee performance. A study from Australia based on religious non-profit organizations divulged that transformational leadership was responsible influencing workgroup performance (in this study workgroup performance equates to employee performance) whilst transactional leadership was mainly responsible for influencing workgroup climate (in this study climate is equated to working environment). McMurray, et al. (2012) went on to state that a working climate had a large positive effect on workgroup performance.

4.10 Leadership style and organizational performance

Connections between administration style and association achievement has been talk normally. Many analysts proved that the style of administration has a sufficient link among organizational achievements and diverse the style of administration may be having a conclusive connection or refusal link in the association of organizational achievements, rely on the variables used by analysts. McGrath and MacMillan (2000) proved in their study a sufficient link in the middle of administration method and association performance. Suitable style of administration seen as a strong source of management growth and achieve competitive benefits, style of administration helps organization to achieve their immediate objectives many efficiently by linking performance of work to admire prizes and by ensuring the delegates have the benefits expected to do what needs to done. Sun (2002) analyse the method of administration with the performance of administration in schools and companies, and conclude the method administration had a sufficient impressive connection escorted by the association performance in both schools and companies. Fu-Jin et al. (2010) find that when employer put to utilize their administration method to be visible concern, care and regard for workers, it would improve interest of workers for work and capable all worker to make up improved crucifixion, subsequently affecting worker’s work fulfilments positively.

5. CASE STUDIES

Few case studies are going to be present in this paper which will reveal the influence of administration on improvement of work performance. Extraordinary employer doesn’t arrive at the stature of progress unescorted by any little difficulties and more of problem. Indeed, many extraordinary employers would speak out that difficulties make them a better leader. A truthfully extraordinary leader will achieve success after passing through difficult time, working through challenges make them stunningly better leaders. That grips anybody escorted by an unmistakable aims and persistent grit an employer to take lead any association with its most noticeably awful instance, anyway in which they add up financial issues, product disheartened. The partner circumstantial analyses exhibit how three ridiculous employers conquered correct problem.
5.1 Case Study 1: Southwest Airlines

Bisk (2017) clarifies that in what capacity can an aeroplane endure a management appeal for to ground its all of armada and closure for a substantial time period? After 9/11 attacks in United States of America, all USA aeroplane were faced some type of emergencies. One of that achieved success with the problem was Southwest Airlines, surely familiar for its best customer service. Southwest's travelers, pilots, airline attendants, and ground group was inconceivable all over the nation after the fear monger assaults. However, in comparison with their opponents, Southwest authorization skillful object beyond remain and wait. They forced employees to utilize their brand to improve business and to help out specific clients have a ball at the motion pictures or the neighborhood bowling alley. What's more, although the consequences to restrict of the shutdown will reduce workers in different airlines, Southwest CEO, James Parker, declared after only three days of 9/11 attacks that the association would not cut off their staff, the staff will remain on their positions, honorable giving an advantage of split part payment. Initiative attributes like emergency the executives, resourceful analytical thinking and a strong faith in the associations aims only seen in Southwest by that incomprehensible coincidence. The CEO of the association save his staff as well as improve their carrier.

5.2 Case Study 2: Starbucks

Bisk (2017) clarifies that Starbucks is re-established for behave toward its workers, otherwise called as participants, will. The coffee mammoth provides protection advantage, investment opportunities and better plan of retirement. In any case, in 1997, Starbucks confronted an emergency when adversity bang and other three workers were murdered at the time of a robbery in Washington, D.C. The exceptional administration of CEO Howard Schultz was exhibited during he flew directly to D.C. moreover, went in only seven days with his collaborators and three workers group. While a few chiefs may have remained as far as conceivable from that unfortunate circumstance, Shultz's natural administration attributes successes.

5.3 Case Study 3: Toro

Bisk (2017) explains that Toro, the grass tools maker, is acclimated to claim, due to the built-in problem connection by utilizing machinery. At the time of late 1980s, the organization was confronting major financial issues and set up Ken Melrose as CEO. One of his first victories was to diminishing the expense of claims with applying new policy of arbitration, and adduce a significant administrative quality: compassion. Preceding to Melrose’s time period, Toro looked for 50 claims each year including genuine wounds. He determined to change to arbitration to address goods responsibility claims. This advancement incorporates dispatching a firm delegate to meet with injured people by Toro items, also with their family members. The reason was to perceive which turned out badly, show the association's compassion and takes care of the needs of family members. One consequence of the newly intercession arrangement was a 95% pace of settling the organization's cases, alongside critical cost investment funds. The main point was to see what went wrong, express the company’s condolence and attends to the needs of family. The one examination of the newly introduced policy of arbitration was a 95% rate of sort out the company’s claims, by saving important cost.

6. FINDINGS AND CONCLUSION

6.1 Findings

According to Bisk (2017), extraordinary profession managers can take a probably adverse conditions and not only obstruct it from becoming substandard, yet transform it into a better result for the organization. A pioneer utilizes a type of administration attributes when taking an association through aggravation:

- Adjustability
- Persistency
- Appreciation
- Translucency
- Sympathy
- Transmission
- Conclusiveness
- Problems resolution
- Clear-cut Aims
- Agony
- Safety
6.2 Conclusion and recommendations

From the literature review above it is evident that stand alone leadership, job satisfaction and performance have been researched exhaustively. With respect to the impact of leadership styles on employee performance, there is an iceberg of research concluded and presented here was only the view above the surface. The findings of this study states that job satisfaction, leadership styles and manager’s attitude towards employees all have an impact on employee performance. Based on this certain recommendation have been proposed that will ultimately increase productivity / performance levels. As concluded, an employee’s performance is highest when that employee experiences job satisfaction. Deeper investigation revealed that advancement opportunities are the most influential factor on job satisfaction, followed by reward and remuneration, working environment, training and mentorship and the least influential factor being worked itself. Organizations can structure employee packages in a way that encourages job satisfaction. In terms of creating job satisfaction the following recommendations are proposed:

- Advancement opportunities must be clear to employees. This enables employees to identify a specific career path and provides a direction to pursue. Once a path is identified adequate training, mentorship and work itself must be provided by the organization. This synergy promotes job satisfaction. An individual’s growth in an organization is critical towards his/her job satisfaction as it provides a sense of security.

- Rewards and remuneration is an excellent exhibit of how expectancy theory can be used to generate the required performance levels. These must seem fair in the eyes of an employee in order create job satisfaction. Research (Day, 2011) on pay communication shows perceived pay communication directly affects pay satisfaction and perceptions of organizational justice / fairness. Organizations need to effectively communicate to employees how their pay is derived and why they deserve that pay because this influences job satisfaction which in turn affects performance.

- Work environment needs to be clean, safe and healthy, with respectful and friendly coworker relationships. Due to the favorable work environment, job satisfaction increases and in turn performance levels for example a manager gives an employee three hours of leave to take his cat to the vet even though there is work to do, that employee is likely to go the extra mile for that employer. Perceived organizational support also comes into play here as employees need to feel that they are valuable to the organization.

- Training and mentorship is an important influencing factor in job satisfaction and performance.

- Work itself should be stimulating, challenging, not monotonous and boring. This aids in promoting job satisfaction and thus increasing employee performance. Managers need to establish what an employee’s core competencies are and feed them work around that.

The aim and objectives initially set out for this research study have been fully achieved. Taking all of this into account, organizations now have the “insider” strategy to increasing their employee performance through the use of leadership styles and thus generating a sustainable competitive advantage.

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