



Leadership Style and Employee Performance In Guaranty Trust Bank Plc, Abraka, Delta State, Nigeria

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ABSTRACT

This study was aimed at investigating leadership style and employees' performance in the Nigerian banking industry with particular reference to GTB Plc. The data used in this study were obtained from both primary and secondary sources. The survey design was used for this research. The population used for this study was the entire staff of the Guaranty Trust Bank Plc, Abraka branch, which is 20. During the study, questionnaires which were relevant to the study were distributed. Personal interviews and interactive investigation were also conducted. After the questionnaire administration, all the 20 copies were retrieved and used for analysis. Thus, the data from the returned questionnaires were analyzed using the simple percentage and frequency count for easy understanding while the formulated hypotheses were tested using the chi-square statistical tool. The chi-square (χ^2) confirmed that the staff of GTB Plc are familiar with different leadership styles of which several are practiced by management towards subordinates; that the leadership styles practiced at Guaranty Trust Bank includes the participatory style of leadership, democratic as well as the charismatic leadership style; that team leaders GTB Plc creates conducive work environment that helps employees do their jobs; that the management of Guaranty Trust Bank Plc provides sufficient assistance to employees who go through hard times and that the type of leadership style adopted by top management at Guaranty Trust Bank Plc motivates employees in performing their jobs. The study was concluded that leadership behavior has a high considerable impact on employee welfare, overall employee performance as well as the productivity of employees. Thus, recommendations and suggestions for further studies were given.

Keywords: Leadership Style, Employee Performance, Guaranty Trust Bank Plc, Nigeria

INTRODUCTION

Goal attainments remain one of the outstanding hallmarks of true leadership. This signals that, to achieve the core goal of every business endeavours, those saddled with leadership responsibilities must ensure that, their employees' performance appraisal process are devoid of irregularities and discontentment. This underscores that, without an efficient employees' performance management/appraisal, the core goal of profit maximization cannot be achieved. In view of this, management of firms around the world are currently seeking for better ways they can increase their employees' productivity with a view to remain highly competitive.

Majeed, and Jamshed (2021) proposed that, employees can only remain loyal to employer's demands if the performance appraisal process is not just link to attractive incentives but is also dependent on the leadership style. For example, employees rather prefer to be under a democratic leader than being under an autocratic leader. This is because an autocratic leader most often asserts his will on the employees and

that his performance appraisal may not be employee-centric. Notably, issues like this also evident in the banking industry. In such instance, the bank employees may seem to lost their firm commitment and passion for their job over time.

Furthermore, Arif and Akram (2018) noted that, when bank employees are appraised on the basis of Manager's Appraisal, Peer Appraisal, and Management by Objectives, it is therefore expected that, they will become highly productive. With respect to the banking industry, employee productivity accounts the degree of achievement of the goal as well as the range of measurements of efficiency in workplaces (Onuorah, Okeke, & Ikechukwu, 2019). Again, Mbah, Nwatu, and Okwor (2021) reported that, employee productivity can be appraised on the basis of quality of service rendered by the employee, employee punctuality and transparency. However, despite the series of scholarly attention vexed on the leadership style and employee performance appraisal nexus, most Nigerian banks still find it very difficult on how best employees they can appraise their employees since there are no universal measure on how their employees should be appraised.

Stressing on the need for bank management to revisit their approach to employees' performance appraisal, Waititu (2017) reported that, inflexibility of most bank managers in Nigeria occasioned by their inability to fit in present realities remains one of the rising cases of high job turnover rate and under employment in the Nigerian banking industry. The author further added that, huge communication gaps between the bank manager and their staff remains another issue of concern. Even till date, there is dearth of studies on the subject matter in the Nigerian banking industry. Considering the fact that, if an organization must succeed, it depends on the leadership/behaviour of the leader, studies of this nature domiciled in the Nigerian banking industry is therefore key. It is on this premise that this study examined the extent to which leadership styles influences or impact employees' performance appraisal in Nigerian banking industry.

REVIEW OF RELATED LITERATURE

Conceptual Review

The term 'leadership style' according to Akpa, Asikhia, and Okusanya (2021) accounts for the manner which bank managers use to address to issues in the workplace. It centers on how bank managers plan, organised, and control those kept under their care. The main subsets of leadership style are: attitude, traits, behaviours, knowledge transference, precedence /succession plans, alongside the impression they make to their subordinates. More so, it involves the mixture of skills, traits, behaviours, and characteristics that leaders possess (Ukaidi, 2016).

Furthermore, employees' performance appraisal remains one of most dominant factors which affect employees' appraisal are their level of effectiveness and efficiency. Accordingly, employees' effectiveness is a measure of the degree to which an employee achieves his/her set objectives and goals. The key is that an employee is effective if he/she achieves his/her objectives and goals. Meanwhile, efficiency has to do with the employee achieving his/her objectives or set goals with a proportionally few resources. On the overall, both effectiveness and efficiency are related to the extent that one complements the other towards the achievement of the organisational goals.

According to Arif and Akram (2018), employees' performance can be appraised through:

- a. *Manager's Appraisal*: A manager appraises the employee's performance and delivers the appraisal to the employee. Manager appraisal is by nature top-down and does not encourage the employee's active participation. It is often met with resistance, because the employee has no investment in its development.
- b. *Peer Appraisal*: Employees in similar position appraise an employee's performance. This method is based on the assumption that co-workers are very familiar with an employee's performance. Peer appraisal has long been used successfully in manufacturing environments, where objectives criteria such as units produced prevail. Peer appraisals are often effective at focusing an employee's attention on undesirable behaviours and motivating change.
- c. *Management by Objectives (MBO)*: The employees' achievement of objectives or goals set in concert with his or her manager is assessed. The MBO process begins with action statements

such as “reduce rejected parts to 5%”. Ongoing monitoring and review of objectives keep the employee focused on achieving goals. At the annual review, progress towards objectives is assessed, and new goals are set.

Theoretical Underpinning

The study anchored on the Contingency theory. The theory was championed by Fiedler in 1967. The theory states that for employees to give in their best to a particular task given to them, it is dependent on the leadership style/behaviour. In other words, the theory holds that, an employee’s performance is influenced by the extent to which those at the helm of affairs communicate with their subordinates as coupled with the circumstances the employee finds him/herself. As such, the main rationale behind this theory is that, it gives a perfect description on how leadership styles can be used to address different circumstances which the employee finds himself (Johnson, 2011).

In relation to the subject of interest, one can say that, bank managers must ensure that, they apply the most suitable leadership style that will necessitate those under their care to perform both exceptionally and remarkably in any task which they are saddled with.

Empirical Review

Ahmad, Mohammad, Fayiz and Eyad (2021) examine the impact of transformational leadership on government employees’ job satisfaction in Jordan. Sample of 52 employees were selected. Structural equation modeling was adopted. Findings disclosed a significant and positive relationship for both job satisfaction and transformational leadership

Majeed, and Jamshed (2021) proposed how transformational leadership influences citizenship behaviors through rarely used dimensions Organizational Citizenship Behaviour Organization and Organizational Citizenship Behaviour Individual. Data was obtained from 408 academicians workers in the public sector universities. Partial Least Squares-Structural Equation Modeling was initiated. The study reported that, workplace citizenship improves citizenship behaviours significantly. This was reaffirmed by Herman, Fadel, Akhmad, Hariyanti and Abriyanti (2021); Mingxi (2021); Bhatti and Akram (2020).

Conversely, Zufrie, Rizki, Alwi, Fadzil and Aulia (2021) investigated the effect of transformational leadership on employee engagement by mediating job satisfaction. Quantitative approach was adopted for the study. Structural Equation Modeling (SEM) was adopted as analysis technique used. The findings observed that job satisfaction did not have a direct effect on employee engagement.

In Nigeria, Abiodun, Ilesanmi, and Ayodeji (2019) reported that, higher leadership behaviour in terms of contingency reward, passive avoidance, and management by exception improves SMEs’ performance significantly. This was reaffirmed by Bachruddin, Arif Partono and Romat (2019) and Azis, Prasetyo, Gustyana, Putril and Rakhmawati (2019).

Thoni, Noermijati and Dodi (2018) reported that, transformational leadership improves job satisfaction insignificantly even when the Hotel employees in Indonesia were highly motivated. However, Para-González, Jimenez-Jimenez and Martínez-Lorente (2018) using the Partial Least Squares evidenced that, leadership style/behaviour to leadership improves employees’ performance provided that, product innovation, HRM leaning and business policies are improved upon. This assertion was reaffirmed by Arif and Akram (2018) in a separate study.

METHODOLOGY

The survey design was used for this research. The population used for this study was the entire 20 staff of the Guaranty Trust Bank Plc, Abraka branch, formed both the population and sample size. In this regards, the total enumerative sampling technique was adopted. Also, during the study, questionnaires which were relevant to the study were distributed. Personal interviews and interactive investigation were also conducted. After the questionnaire administration, all the 20 copies were retrieved and used for analysis. To ensure that, the research instrument –Questionnaire is valid, it was first given to Professors in the Department for both vetting and was affirmed appropriate. Meanwhile, the research instrument after

preparation and necessary corrections was first administered to a group of staff in Eco Bank Plc., Abraka branch, Delta State and after a period of two (2) weeks, were administered again.

Furthermore, the data used in this study were obtained from both primary and secondary sources. While the primary sources were gotten from the shared questionnaire, the secondary sources include data from the internet and management journals/articles. To fulfill the research objectives stated earlier, Chi-square statistical tool formed the main statistical tool while the simple percentage was also presented as well. The formula for Chi-square statistical tool is stated below:

$$X^2 = \frac{(O - E)^2}{E}$$

Where: O = Observed Frequency
 E = Expected Frequency
 X² = Chi-Square
 2 = Square

Decision Rule

If the chi-square calculated (X²cal) is greater than the chi-square table value (X²tab), reject Ho and accept Hi. Alternatively, the Hi is rejected and the Ho accepted. Theoretical or table chi-square value is usually read from the chi-square (X²) table at the close level of significance and for the available degree of freedom. The test was carried out at 5% or 0.05level of significance and (n-1) degree of freedom (df).

Thus, df = (n-1) = 5 – 1 = 4.

RESULTS AND DISCUSSIONS

Table 4.1 presents a summary of the outcome of the questionnaires administered.

Table 4.1: Percentage description of returned questionnaire

Branch	Administered Questionnaire	Returned/Completed Questionnaire	Percentage (%)
Abraka Branch	20	20	100
Total	20	20	100

Source: Field work, 2022

From the table 4.1, it can be deduced that out of the 20 copies of the questionnaire administered to the sampled respondents, all or 100% were completed and returned. Hence, the whole shared questionnaires were used for the analysis.

Results' Presentation

Respondents' Bio-data

Table 4.2 to 4.5 accounts for the respondents demographic bio-data. Areas covered include: sex, age, marital status, educational background, and Respondents' duration of employment.

Table 4.2: Sex Distribution of the Respondents

Sex	Frequency	Percentage (%)
Male	14	70
Female	6	30
Total	20	100

Source: Field work, 2022

From table 4.2, 14 (70%) of the respondents are male staff while 6 (30%) respondents are female staff. This implies that majority of the respondents are male bank staff.

Table 4.3: Respondents' Age Distribution

Age	Frequency	Percentage (%)
Below 25years	-	-
25 – 35years	16	80
36 – 45years	3	15
46years and above	1	5
Total	20	100

Source: Field work, 2022

From table 4.3, 16 respondents representing 80% are between 25 – 35years old, 3 (15%) respondents are between 36 - 45years of age while only 1 respondent representing 5% is 46years and above. Thus, no respondent is below 25years of age. It is obvious from this analysis that majority of the respondents representing 80% are between 25 – 35years of age.

Table 4.4: Respondents' Marital Status

Marital Status	Frequency	Percentage (%)
Single	13	65
Married	7	35
Divorced	-	-
Total	20	100

Source: Field work, 2022

Table 4.4 discloses that, 13 (65%) of the respondents are single, 7 (35%) of the respondents are married while no respondent is divorced from his/her spouse.

Table 4.5: Respondents' Educational Qualifications

Educational Qualification	Frequency	Percentage (%)
Primary Six	-	-
WASC/NECO/GCE	3	15
OND/NCE	2	10
B.Sc./B.A./HND	11	55
M.Sc/MBA/M.Phil	4	20
Ph.D/Others	-	-
Total	20	100

Source: Field work, 2022

Table 4.5 shows that, 3 (15%) of the respondents have Senior Secondary School Certificate, 2 (10%) of the respondents have OND/NCE certificate, 11 (55%) are B.Sc./B.A./HND holders while 4 (20%) possess Masters' degrees. It is also pertinent to note that had highest qualification of primary six while respondent is a PhD holder. This further implies that majority of the respondents as represented by 55% are first degree holders.

Table 4.6: Respondents' Duration of Employment

Duration of Employment	Frequency	Percentage (%)
1 – 5years	6	30
6 – 10years	9	45
11 – 15years	3	15
16years and above	2	10
Total	20	100

Source: Field work, 2022

Table 4.6 reveals that, 6 (30%) of the respondents has rendered their services to the bank for a period of 1– 5years. Also, 9 (45%) of the respondents have worked for 6 – 10years. This forms the majority while 3 (15%) and 2 (10%) of the respondents have worked between 11 – 15years and 16years+ respectively.

Testing of Hypotheses

Hypothesis One

Ho: There is no significant relationship between leadership style and employees' welfare at Guaranty Trust Bank Plc.

Table 4.7: Observed Frequency

Option	No. of Respondents	Percentage (%)
Strongly Agree	1	5%
Agree	2	10%
Undecided	5	25%
Strongly Disagree	2	10%
Disagree	10	50%
Total	20	100%

Source: Field work, 2022

Table 4.8: Contingency table

Opinion	O	E	O-E	(O-E) ²	(O-E) ² /E
Strongly Agreed	1	4	-3	9	2.25
Agreed	2	4	-2	4	1
Undecided	5	4	1	1	0.25
Strongly Disagreed	2	4	-2	4	1
Disagreed	10	4	6	36	9
Total	20	20	0	54	13.5

Source: computation from table 4.7above.

Expected Frequency (e) was obtained by dividing the grand total by the number of rows, that is $20/5 = 4$.

Decision

In keeping with our decision rule, since the calculated chi-square value of 13.5 and is greater than the derived critical chi-square table value of 9.49 ($X^2_{cal} > X^2_{tab}$), we rejected the Ho and accepted the Hi. By this analysis, this implies that there is a significant relationship between leadership style and employees' welfare at Guaranty Trust Bank Plc.

Hypothesis Two

Ho: Leadership style does not affect employees' performance at Guaranty Trust Bank Plc.

Table 4.8: Observed Frequency

Option	No. of Respondents	Percentage (%)
Strongly Agree	1	5%
Agree	15	75%
Undecided	1	5%
Strongly Disagree	3	15%
Disagree	-	-
Total	20	100%

Source: Field work, 2022

Decision Rule

If the chi-square calculated (X^2_{cal}) is greater than the chi-square table value (X^2_{tab}), reject Ho and accept Hi. Alternatively, the Hi is rejected and the Ho accepted. Theoretical or table chi-square value is usually read from the chi-square (X^2) table at the close level of significance and for the available degree of freedom. The test was carried out at 5% or 0.05level of significance and (n-1) degree of freedom (df).

Thus, $df = (n-1) = 5 - 1 = 4$.

Table 4.9: Contingency table

Opinion	O	E	O-E	(O-E) ²	(O-E) ² /E
Strongly Agreed	1	4	-3	9	2.25
Agreed	15	4	11	121	30.25
Undecided	1	4	-3	9	2.25
Strongly Disagreed	3	4	-1	1	0.25
Disagreed	0	4	-4	16	4.00
Total	20	20	0	156	39.00

Source: computation from table 4.9 above.

Expected Frequency (e) was obtained by dividing the grand total by the number of rows, that is $20/5 = 4$.

Decision

In keeping with our decision rule, since the calculated chi-square value of 39.00 is greater than the derived critical chi-square table value of 9.49 that is, ($X^2_{cal} > X^2_{tab}$), we reject the H_0 and accept the H_1 . By this analysis, this implies that leadership style does affect employees' performance at Guaranty Trust Bank Plc.

Hypothesis Three

Ho: Leadership style has no influence on employees' retention at Guaranty Trust Bank Plc.

Table 4.10 Observed Frequency

Option	No. of Respondents	Percentage (%)
Strongly Agree	11	55%
Agree	2	10%
Undecided	6	30%
Strongly Disagree	-	-
Disagree	1	5%
Total	20	100%

Source: Field work, 2022

Decision Rule

If the chi-square calculated (X^2_{cal}) is greater than the chi-square table value (X^2_{tab}), reject H_0 and accept H_1 . Alternatively, the H_1 is rejected and the H_0 accepted. Theoretical or table chi-square value is usually read from the chi-square (X^2) table at the close level of significance and for the available degree of freedom. The test was carried out at 5% or 0.05 level of significance and ($n-1$) degree of freedom (df). Thus, $df = (n-1) = 5 - 1 = 4$.

Table 4.11: Contingency table

Opinion	O	E	O-E	(O-E) ²	(O-E) ² /E
Strongly Agreed	11	4	7	49	12.25
Agreed	2	4	-2	4	1.00
Undecided	6	4	2	4	1.00
Strongly Disagreed	0	4	-4	16	4.00
Disagreed	1	4	-3	1	0.25
Total	20	20	0	74	18.5

Source: computation from table 4.11 above.

Expected Frequency (e) was obtained by dividing the grand total by the number of rows, that is $20/5 = 4$.

Decision

In keeping with our decision rule, since the calculated chi-square value of 18.5 is greater than the derived critical chi-square table value of 9.49 that is, ($X^2_{cal} > X^2_{tab}$), we reject the H_0 and accept the H_1 . By this

analysis, this implies that leadership style has an influence on employees' retention at Guaranty Trust Bank Plc.

Hypothesis Four

Ho: There is no significant relationship between leadership style and employees' productivity at Guaranty Trust Bank Plc.

Table 4.12: Observed Frequency

Option	No. of Respondents	Percentage (%)
Strongly Agree	3	15%
Agree	5	25%
Undecided	2	10%
Strongly Disagree	1	5%
Disagree	9	45%
Total	20	100%

Source: Field work, 2022

Decision Rule

If the chi-square calculated (X^2_{cal}) is greater than the chi-square table value (X^2_{tab}), reject Ho and accept Hi. Alternatively, the Hi is rejected and the Ho accepted. Theoretical or table chi-square value is usually read from the chi-square (X^2) table at the close level of significance and for the available degree of freedom. The test was carried out at 5% or 0.05 level of significance and ($n-1$) degree of freedom (df).

Thus, $df = (n-1) = 5 - 1 = 4$.

Table 4.13: Contingency table

Opinion	O	E	O-E	(O-E) ²	(O-E) ² /E
Strongly Agreed	3	4	-1	1	0.25
Agreed	5	4	1	1	0.25
Undecided	2	4	-2	4	1.00
Strongly Disagreed	1	4	-3	9	2.25
Disagreed	9	4	5	25	6.25
Total	20	20	0	40	10.0

Source: computation from table 4.12 above.

Expected Frequency (e) was obtained by dividing the grand total by the number of rows, that is $20/5 = 4$.

Decision

In keeping with our decision rule, since the calculated chi-square value of 10.0 is greater than the derived critical chi-square table value of 9.49 that is, ($X^2_{cal} > X^2_{tab}$), we reject the Ho and accept the Hi. By this analysis, this implies that there is a significant relationship between leadership style and employees' productivity at Guaranty Trust Bank Plc.

CONCLUSION AND RECOMMENDATIONS

After a critical analysis of the data got from the survey carried out on leadership style and its impact on the performance of employees in Nigerian banking industry using Guaranty Bank Plc, Abraka branch as a case study, it can further be concluded from the testing of hypotheses that leadership behavior has a significant impact on employee welfare, overall employee performance as well as the productivity of employees. It can also be concluded from the results of the hypotheses testing that leadership style has highly influenced the retention of employees at Guaranty Trust Bank Plc. In light of this, the understanding of an employee performance in relation to leadership behavior should not be regarded as a phenomenon that only adds 'more zeros' in a firm's profits; but rather transforming the entire workforce

as the most 'valuable assets' in order for the organization to meet its stated objectives while bringing about satisfied bankers.

Also, it is strongly recommended that management should not focus on the issue of gender in leadership because what a male staff can do, a female staff can do likewise. More so, female bankers should be given equal opportunities to serve in executive and top positions in order to showcase their management strength. Furthermore, this study recommends that male employees of banking organizations should show submissiveness to female staff once they are given mandate to lead and should avoid all form of bias against them.

It is also recommended among other things that top management must develop good mutual relationships with their subordinates and employees in order to motivate them towards enhanced productivity and the realization of the organization's objectives while giving satisfaction to the employees. Thus, this is without recourse on the issue of gender.

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