

THE IMPACT OF LEADERSHIP STYLES ON EMPLOYEE PRODUCTIVITY (A CASE STUDY OF PUBLIC SECTOR ORGANIZATIONS)

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ABSTRACT

The aim of this paper is to examine the impact of leadership styles on employee productivity in public sector organizations of Nangarhar, Afghanistan. There are three independent variables and one dependent variable in the study. The transformational, transactional and laissez faire leadership styles are independent while employee productivity is the dependent variable. The study is explanatory by nature and used survey method for data collection from the respondents. The data was collected from 177 employees of public sector organization which are located in different cities of eastern zone of Afghanistan. The respondents consists of both married and unmarried and male and female. The correlation results shows that there is a positive relationship between independent and dependent variable. The multiple regression were run to find the overall impact of all three intendant variables on dependent variable. The regression results explain that R2 value is which means the percentage change in dependent variable explained by percentage change in independent variable. Keeping in view the significant level the model is fit and hence all data collected and results drawn are within acceptable range. Therefore it is highly recommended that leadership styles are important to influence the behaviour and increase the overall productivity of employees in the public sector organizations of Nangarhar, Afghanistan.

Keywords: Transformational, Transactional, Laissez faire, productivity

1. INTRODUCTION

Leaders and leadership practice have been in existence since the onset of mankind. Man is a complex social being that can be simplistically categorized into two groups namely leaders and followers. The successes recorded by most human endeavors can be attributed to leadership quality (Matira & Awolusi, 2020). Over the years, various scholars have studied the concept of leadership with the aim of understanding and improving the inherent benefits of effective leadership; these studies have given rise to several definitions of leadership (Blazi & Awolusi, 2020; Matira &

Awolusi, 2020; Mukonga & Awolusi, 2019; Olatunji & Awolusi, 2019). One of the most popular definitions of leadership states that “leadership is the art of getting things done through people”. While there are several and sometimes conflicting theories on leadership, what is immutable is that leaders inspire their followers and direct their actions towards the attainment of a set goal. The practice of leadership has evolved considerably over time and the need for leaders and leadership has witnessed a significant upswing over the years. Historically, leaders were simplistically selected

based on lineage, wealth or by exhibiting distinguishing acts of valour. It was believed at that time that such individuals possessed innate talents and attributes that set them apart from others and conferred upon them the right to be leaders. This natural leadership selection process was the premise of the Great man theory (Matira & Awolusi, 2020).

One explanation for investigating leadership style is that study could help to recognize essential qualities needed by leaders in today's society, where the success of many organizations could be successful leadership. As the review and study of leadership style impacts on employee satisfaction and ultimately on organizational commitments in manufacturing corporations, many researchers have found that there is a positive relationship between leadership style and employee satisfaction. Therefore, (Dale & Fox, 2008) concluded that as subordinates find out that superiors have a high degree of initiatory structure, supervisors formalize the work environment or have formal protocols and guidelines for workers to obey. As a result, workers experience a greater sense of duty and obligation and therefore have a higher level of sensational satisfaction.

Numerous influences relevant to leaders, organizations and employees influence the style of the leaders. For eg, the leadership style depends heavily on both leaders and their subordinates' schooling, age, personalities, community, popularity, maturity and cognitive ability (Aunga, Masare, 2017; Jenica, 2016; Chandra, Priyono, 2016). The design and design of the enterprise and organisation, however, would have an impact on the environment, society, function and overall circumstance. The leadership style can also vary from leader to leader and organisation. This is because a certain leadership style will cater to an entity or community of persons but not to those inside or beyond the same company. If the subordinates prefer one specific style of a chief, their efficiency rises and vice versa (Mekpor and Dartey Baah, 2017; Solomon, 2016; Suwuh, 2015; Chen, 2004).

2. Review of Related Literature

2.1 Conceptual Reviews: In today's fast-paced, dynamic and complex business environment,

leaders need to be able to adapt and adopt a gamut of leadership styles required to effectively manage their followers based on the prevailing situation and organizational needs and objectives. There are several types of leadership styles available within an organizational context. Each style has its pro and cons and no single leadership style is better than the other. Leaders should be prepared to use more than one leadership style in their quest to influence their followers to achieve an objective. This had been dubbed as the Hawthorne effect. The choice of leadership style is influenced by several factors such as the prevailing situation, organizational culture, the desired objective/goal, individual preference as well as team dynamics.

2.1.1 Definitions of Leadership

The literature does not accept much on the concept of the leader or leadership despite its concentration on leadership. The term is clarified in numerous forms and perspectives by some concepts of leadership and leadership (Zakaria et al., 2017; Mekpor and Dartey-Baah, 2017; Chandra and Priyono, 2016; Salome, 2016). These concepts, however, use various terms to describe the term by an overview of the term. Alongside much of the work and analysis undertaken by many scholars around the globe, the concept of leadership remains confused. It is because of the leadership identified by any scholar and researcher from their own viewpoint. The segment below addresses the many explications produced by various scholars and researchers regarding leadership types.

Fiedler (1967) suggests that leadership is a dynamic partnership between the leadership and the supporters of two or more people. The supporters granted the leader the right to decide and decide on the fulfillment of the popular goals. Lewis (1983) believed leadership consolidated everything of one person's efforts and gestures. This is the effect of one person on others in an organisation set up to accomplish its aims and priorities (Sala and Knight 1995; Aunga and Masare, 2017; Jenica, 2016; Handoyo et al., 2015). Jago, (1982) claimed that leadership lets people behave as they please. It leads and guides others in order to accomplish shared aims and demonstrate respect for their wellbeing, including by advocacy or critique. In this phase, the

leader often expresses concern regarding the health of others (Fiedler and Chemers, 1984; Mekpor and Dartey-Baah, 2017; Rasool et al., 2015). The leader's status and power to determine community composition, culture, philosophy, teamwork, and inspiration was recorded in Krech and Crutchfield, (1948). Leadership is dynamic to react effectively to shifts in the world both internally and externally. Strong leadership is projected to double economic benefit every five years (Jenica, 2016; Rajan, 2002). Excellent leadership would double economic output every five years.

2.1.2 Leadership and Management

Leadership and administration are used interchangeably. There's a distinction between the two, however. For example, leadership is creative, focused on long-term viewpoints. It threatens the status quo by encouraging subordinates to perform harder (Mekpor and Dartey-Baah, 2017; Chandra and Priyono, 2016; Brody, 1993). It defines vision, priorities, and priorities by leading and encouraging subordinates to achieve them (Handoyo et al. 2015; Suwuh 2015; Whetten and Cameron 1998).

In comparison, through discouraging transition, management is willing to preserve status quo and situation equilibrium. It's achieved by adopting a routine template instead of modifying, strengthening or questioning the current setup (Whetten & Cameron, 1998). Explaining and knowing the two definitions doesn't imply preferring or denying one. It literally means the two definitions are distinct, having different techniques that serve different purposes (Mekpor and Dartey-Baah, 2017; Jenica, 2016; Kotter, 1988). Managers do the right things when politicians do the right things (Bennis, 1989 as quoted in Hughes, Ginnett, and Curphy, 2006). The boss replies, 'Go!' 'A chief states,' 'Let's go!' "(Aunga and Masare, 2017; Zakaria et al., 2017; Hughes et al., 2006; Kotter, 1988). In brief, administrators do the job by demanding to do so when representatives do so for the party members.

2.1.3 Types of leadership

Leaders' degree of authority defines leadership personality. A leader's traits, attributes, expertise, practice, maturity, temperament, actions, appearance, contact, overall approach and several

other factors affect authority usage or violence (Jenica, 2016; suwuh, 2015). The leadership style is often affected by circumstances concerning internal and external climate, corporate framework and community, objectives and goals. Moreover, subordinates' nature, personality, actions and characteristics are also deciding influences in evaluating leadership types. In brief, leadership types account for human traits (leaders and subordinates), organization, and climate. Therefore, there are as many models as there are (Aunga and Masare, 2017; Chen, 2004; Voon et al., 2011; Khan and Nawaz, 2016).

Leadership style has an impact in influencing employee conduct and has a clear correlation with companies and decides efficiency workers' (Mekpor and Dartey-Baah, 2017; Suwuh, 2015). The issue emerges, however, which specific leadership style is more successful in improving employee efficiency. These types are context-dependent and therefore vary from leader to leader, organization to organization, and rarely (Aunga and Masare, 2017; Abba et al., 2016; Voon et al., 2011; Chen, 2004).

It is claimed that there is no common or specific leadership style successful anywhere or in all circumstances. Therefore, it is advisable to provide a combination of several types rather than a specific type. The leader should be willing to follow or exhibit various types in time and circumstance to ensure combination and efficient usage of human and material capital to achieve organizational goals (Mekpor and Dartey-Baah 2017; Solomon 2016; Voon et al. 2011; Chen 2004).

(i) Autocratic Leadership Style:

Unlike democratic leadership model, autocratic leadership style pays little interest or focus to individuals or workers (Zakaria et al. 2017). Autocratic leadership model is more specifically performing than people or workers (Jenica, 2016; Handoyo et al., 2015; Mullins, 1999; Rasool et al., 2015; Warrick, 1981). Warrick (1981) claimed that autocratic leaders trust in exercising authority and influence to guarantee the subordinates' hard work to get the job done. Often, it's a one-man display where all the forces are in the leaders (Aunga and Masare, 2017; Mullins, 1999).

Individually, autocratic officials exert all decision-making authority by setting rules and processes to

meet corporate objectives. The authoritative individuals often have the authority to assess and assess incentives and penalties (Mekpor and Dartey-Baah 2017; Mullins 1999; Warrick 1981). Likert (1961) documented the autocratic leadership style is more of an exploitative-authoritative style the assists the movement of authority from top to bottom. The fundamental concept of autocratic leadership is related to McGregor's Theory X (1960) paradigm by believing humans are sloth, negligent, and inefficient. Based on this, it is further presumed that delegating power, setting accountability, or giving subordinate position in preparing, organizing, and monitoring may jeopardize firms' survival. Thus, the chief alone can analyze main management roles without including staff or subordinates (Abba et al., 2016; Mullins, 1999; Warrick, 1981).

Autocratic leadership style is a structured, structured framework that explicitly specifies structure, policies, and processes. This ensures subordinates do their jobs and execute tasks effectively within the given rules (Rasool et al., 2015; Warrick, 1981). Likert (1961) clarified that autocratic form depends mostly on intimidation and penalties to regulate and obtain the desired outcomes. Autocratic form announces penalties on errors of subordinates. Regarding employee motivation, the style offers economic incentives — extrinsic in nature dependent on their success (Aunga and Masare, 2017; Chandra and Priyono, 2016; Wilson et al., 1994; Warrick, 1981; Likert, 1961).

(ii) Democratic Leadership Style

Democratic leadership style emphasizes mainly on citizens through growing and enhancing contact with persons, colleagues, or workers. The design, also known as participatory leadership, promotes employee engagement in establishing priorities, addressing challenges, and creating teams. Friendly, helpful and encouraging leadership style (Chandra and Priyono, 2016; Rasool et al., 2015; Luthar, 1996; Wilson et al., 1994). McGregor (1960) argues that democratic leadership is benign, participatory, and confident in subordinates. Leadership is shared by individuals or their teams and the leader is part of the team (Zakaria et al., 2017; Aunga and Masare, 2017; Rasool et al., 2015; Mullins, 1999).

Democratic leadership model includes staff in

preparation that raises accountability and dedication. It also improves preparation clarity and targets (Mekpor and Dartey-Baah 2017; Handoyo et al. 2015). Similarly, the democratic leadership decision-making structure is strongly autonomous, versatile and well-defined. Democratic or participatory leaders promote employee engagement in problem-solving and decision-making, especially organizational concerns (Bass and Stogdill, 1990; Wilson et al., 1994; Luthar, 1996). They think the employees' position and participation is more important because of their direct involvement and proximity to different firms' operations. Accordingly, staff get views, recommendations and reviews before reaching a judgment, revising a strategy or giving fresh orders. Thus, the general trajectory of the firm and team is heavily affected by employee engagement and contribution in the political structure (Bass, 1985; Bass and Stogdill, 1990). Leadership appreciates and honors employees completing duties. Leadership still utilizes penalties, but as a last and unusual choice. Conflicts between subordinates are resolved by merit and recognize causative variables rather than persons or personalities in democratic leadership style (Luthar, 1996; Wilson et al., 1994). This, in essence, help grow capable and dedicated individuals who deliver their maximum performance in preparation, decision-making, taking accountability and executing tasks (Mekpor and Dartey-Baah, 2017; Jenica, 2016; Bass, 1985; Bass and Stogdill, 1990; Suwuh, 2015).

"Laissez-faire" is a French term, implying that laissez-faire was originally related to mercantilism, explained in economics and politics as a functioning economy mechanism without government intervention. The method deemed the strongest "natural" and "being" in individuals and culture (Chandra and Priyono, 2016; Khan and Nawaz, 2016; Ronald, 2011; Zakaria, 2017). The type of laissez-faire leadership is often widely recognized as the-off" hands style"(Abba et al. 2016; Mekpor and Dartey-Baah 2017; Suwuh, 2015).

(iii) Transactional Leadership

Besides, the transformational perception of leadership, the transactional leaders, in the original phases of development, create their world based on personal goals and plans. Transactional leaders

motivate and encourages their employees by identifying and fulfilling their needs while in exchange expecting high performance and accomplishment of organizational goal. Transactional behavior focus on the good relationship between followers and as well as on the task by giving the desirable rewards to subordinates. The transactional style of leadership is not quite enough in developing trust and utilizing full potential of the (Avolio, Bass & Jung, 1999) but if combined with the individualized consideration traits of a leader, then it may clear the path for the transformational leadership that effect positively and motivate followers for high (Hay, 2007). Transactional leadership cover two types of behaviors and these two types of behaviors is going along with continuum and range from using useful method to using harmful methods to motivate the followers which are:

(a) Contingent Rewards: To impact behavior, the leader makes clear the work obligatory for the rewards. This attributes assures that rewards are reliant on suitable behaviors to attain results when expectancies are met.

(b) Active Management by Exception: To influence behavior, the leader actively monitors subordinates looking for errors and implementing rules to prevent errors from happening (Bass, 1985). The quality of subordinate's ability causing leadership style has not been studied and discussed in the management literature. However, the author review of literature revealed that effective style of leadership is highly dependent on the potential and ability of the followers (Lee & Low, 2012). The fact is that transformational leadership provide more freedom and support to his/her subordinates with a greater ability to perform the task efficiently and effectively, on the other hand when the ability of the subordinates is low, the leader may be expected to opt for the transactional style of leadership.

2.2 Theoretical Reviews: This study was guided by the following leadership theories; participative, path-goal, situational and transformational leadership theory:

2.2.1 Trait-based Leadership Models

Trait-based leadership models based on the theory that great leaders have specific common

behavioral traits. Individuals possess countless attributes of personality in an unlimited combination. The trait theory attempts to investigate a dynamic combination of person's personality traits, thereby mentioning or showing a set of human traits that helps to lead others effectively. The trait based leadership theory foster the belief that leadership ability is inborn in leaders – that good leaders are born rather than derived from experience, or not made. The enlargement of this experience is that successful leaders cannot be educated or develop. Furthermore, some of the researcher has the perception that the attributes of great leaders by which they differentiate from others are inherited (Cleveland, Stockdale & Murphy, 2000).

2.2.2 Contingency Theories (Situational)

The theory of contingency say that no leadership style is accurate or exact as able to operate because the leadership style is depending upon the factors such as values, condition of the followers or a number of other variables. On the basis of the contingency theory of leadership, there is no specific way of leading because the leaders opt for the action and behavior on the basis of environmental factors (internal and external). In most of the cases, leaders do not transform only the dynamics and environment, employees inside the organization change. In a common sense, the theories of contingency are a part of behavioral model that challenges that there is no finest mode of leading/organizing and that the manner of leadership that is effective in more or less state of circumstance may not be helpful in others (Greenleaf, 1997). Contingency theorists suggest that the leader was the focus of manager-employees relationship; though, the situational leadership strongly emphasis on the importance of employees in defining leadership style. "These studies of the relationships between groups and their leaders have led to some of our modern theories of group dynamics and leadership". The theory of situational leadership consider that the model of leadership must be according with the responsibility of the subordinates (Bass, 1997). "The situational leadership model, first introduced in 1969, theorized that there was no unsurpassed way to lead and those leaders, to be effective, must be able to adapt to the situation and transform their

leadership style between task-oriented and relationship oriented”.

2.2.3 Style and Behavior Theory

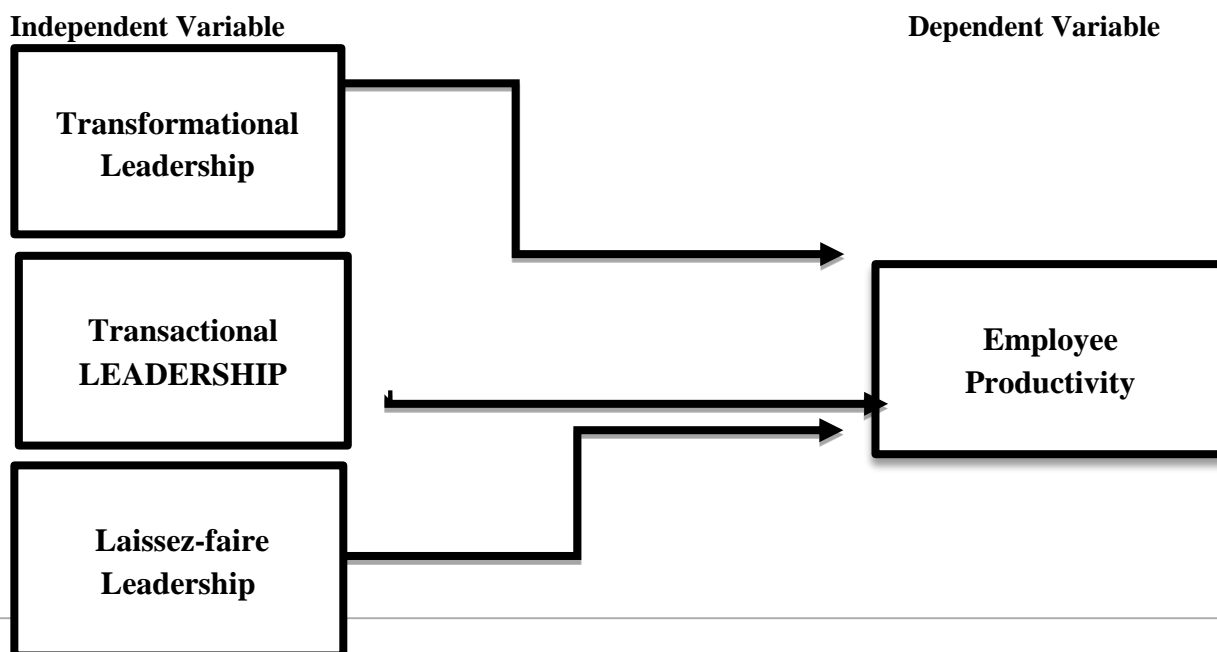
The style or behavioral theory acknowledges the importance of certain essential leadership abilities that enable a leader in performing an act while drawing its parallel with previous capacity of the leader, earlier to that specific act while signifying that every individual has a different leadership style with which he/she feels most satisfied. Like one that does not provide with every one of all heads, hence one cannot be useful in complete situation. Three type of different leadership style is introduce by Yukl (1989). All the employees helping with democratic leaders show high degree of satisfaction, ideas, and motivation ; working with complete enthusiasm and energy irrespective of the availability and absence of the leader; maintaining great association with the leader, in terms of working whereas, autocratic leaders maintain strong focus on the quantity and quality output. Laissez faire style of leadership was mainly beneficial and relevant in situation where there are highly skilled and motivated employees and have a greater past.

Two additional leadership style which is focusing on effectiveness of the leadership was

introduce by Fiedler & House (1994). The opinion of these researcher that consideration (concern for people and relationship behaviors) and commencing the structure (concern for production and task behaviors) are very essential variables. The consideration is referred to the sum of confidence and relationship that leader originated in his/her followers. Whereas, initiating structure on the other hand reflect the point to which the person in charge define and directs his/her own and subordinates' role as they all are the main participatory role in improving the organizational performance, profit and achievement of the mission. Many researcher suggested three type of leaders, these suggested types of leader are, autocratic, democratic, and the third one is laissez-faire. The autocratic leaders make decision without the involvement of their subordinate, laissez-faire leader leave the decision on subordinate and then there is no real position of the leadership other than subordinate assume the position of leadership while the democratic leader are the type of leader in which they access to the subordinate and talk to them then take the decisions. Furthermore, they assumed that all leaders could fit in one of these three leaders category.

4. Conceptual Framework

The following is the conceptual framework of the study that identify the dependent variable and independent variables of the study.



$$Y(EP) = \beta_0 + \beta_1 TRL + \beta_2 TLS + \beta_3 LF + \varepsilon$$

Where,

TRL= Transformational Leadership Style

TLS= Transactional leadership Style

EP = Employee productivity

ε = Error Term

3. Methodology of study

Quantitative data collected using a questionnaire was analyzed by the use of descriptive statistics using the Statistical Package for Social Sciences (SPSS) and presented through percentages, means, standard deviations and frequencies. A regression model was used to test the influence of leadership on employee productivity. This helped to evaluate and understand the relationships between the dependent and independent variables of the study. The two basic types of regression are linear regression and multiple regressions. Linear regression uses one independent variable to explain and/or predict the outcome of Y, while multiple regressions use two or more independent variables to predict the outcome.

5. Data analysis and interpretations

5.1 Demographic Statistics

5.1.1 Marital status

Table01 : Marital status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid single	76	43.0	43.0	43.0
Married	102	57.0	57.0	100.0
Total	177	100.0	100.0	

The table showing the summary of respondents' marital status. The table shows clearly that most of the participants are married but single are also high in number. Out of 100 percent, the data were collected from 57percent married and 43 percent single respondents.

5.2 Descriptive Statistics

Table02 : Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Transformational Leadership	177	.72	4.50	2.7651	.62543
Transactional leadership	177	.70	4.20	2.1254	.60342
Laissez Faire	177	.75	4.25	2.1235	.60054
Employee productivity	177	1.42	3.18	2.6543	.42322
Valid N (list wise)	177				

Descriptive statistics is the word provided to information analysis that assists in meaningfully describing, displaying or summarizing information. Descriptive statistics are very essential because it would be difficult to visualize what the information

showed, particularly if there was a lot of it, if we merely displayed our raw information. Therefore, descriptive statistics allow us to present the information in a more meaningful manner.

Table 4.3 demonstrates that all questionnaires have been finished by the participants and all questions have been correctly answered. The questionnaire has been allocated among 177 participants and the mean

demonstrates that all mean values are close to each other and the information encompass has no missing values.

5.2.1 Correlations

Table 03: Correlations Matrix

		Transformational leadership	Transactional Leadership	Laissez Faire	Employee Productivity
Transformational Leadership	Pearson Correlation	1	.748**	.700**	.708**
	Sig. (2-tailed)		.000	.000	.000
	N	177	177	177	177
Transactional leadership	Pearson Correlation	.748**	1	.64**	.688**
	Sig. (2-tailed)	.000		.000	.000
	N	177	177	177	177
Laissez Faire	Pearson Correlation	.700**	.64**	1	.772**
	Sig. (2-tailed)	.000	.000		.000
	N	177	177	177	177
Employee Productivity	Pearson Correlation	.708**	.688**	.772**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	177	177	177	177

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

Correlation is a bivariate analysis measuring the strength of the relationship between two variables and the direction of the relationship. The value of the compensation coefficient differs between+ 1 and-1 in relation to the intensity of the connection. A value of ± 1 refers to an ideal degree of connection between the two variables.

The independent variables in this research are the style of transformational, transactional and laissez faire style while employee productivity is a dependent variable in the undertaken research. Now it can be concluded that the independent and dependent variables have a powerful beneficial connection and strongly impact each other.

5.2.2 Regression Analysis

Table 04 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.782 ^a	.613	.728	.22134

a. Predictors: (Constant), Transformational, Transactional. Laissez faire

Regression analysis is a collection of statistical methods used to estimate the connection between a dependent variable and one or more independent variables. It can be used to evaluate the power of the connection between variables and to model the future connection between variables.

The regression model given above contains the summary of model. This table explain that the value of R2 is 61.2% which means that dependent variable is explained by the independent variable. The independent variables in the study are on transformational, transactional and laissez faire leadership styles while dependent variable is employee productivity in the study.

This table shows that the dependent variable does not alter the percentage change in the independent variables itself.

5.2.3 ANOVA

Table 04 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	24.542	2	13.543	162.902	.000 ^b
	Residual	14.474	175	.069		
	Total	37.756	177			

a. Dependent Variable: Employee productivity

b. Predictors: (Constant), Transformational, Transactional. Laissez faire

The above table is the ANOVA table, which consists of the sum of the squares and the mean square to interpret the results crucially in this case and to find the value of F and the meaning value to accept and reject the model. The significance value is less than 0.02265, which is less than 0.05, according to the table, so we can interpret that the model is well fit and accepted.

5.2.4 Coefficients

Table 05 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.251	.091		16.80	.000
	Transformation leadership	.356	.048	.421	7.650	.002
	Transactional Leadership	.378	.043	.423	8.621	.021
	Laissez Faire	.357	.422	.421	8.500	.001

a. Dependent Variable: Employee productivity

The final portion of the evaluation of regression is the table of the coefficient. To determine the acceptance and dismissal of the research hypothesis, the table is used to find the value of t. Similarly the

table also indicates the beta value which can be used to determine percentage change in independent variables caused by change in dependent variable. The coefficient table above states that the

independent variables alter by 1 percent so that the output level of satisfaction of the worker will change by.61.

6. Conclusion

This study aimed to empirically investigate the impact of leadership styles i.e. laissez-faire, transactional and transformational in the public sector organizations. The total questionnaire distributed among the different public sector organization were 220, out of which 177 were collected and studied. By analyzing the data of these questionnaires through smart SPSS, it is revealed that laissez-faire, transactional and transformational leadership styles are the most vital as these have a significant positive role in enhancing the productivity of employees in the public sector of Afghanistan.

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