

# THE EFFECTS OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE - CASE STUDY: ISTANBUL - TURKEY SME'S

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\* This Study is derived from Maroua MEJMOU's Master Thesis Study " The EFFECTS OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE – Case Study: Istanbul – Turkey SME's,

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**Abstract:** The goal and main aim of this research or study is to examine the correlation and relationship between types of leadership styles and employee performance in business companies' SME's located in Istanbul – Turkey and to assess if there is an empirically proven connection, effect, and relationship between these two main factors and the direction and strength of this relationship. The researcher based on previous studies decided to study four variables (transactional leadership, transformational leadership, laissez-faire leadership and autocratic leadership) to measure leadership styles and one variable (employee performance) to measure the business companies' performance. And measures all relationship between all variables. A total of 268 non managerial employees were chosen to answer a descriptive and quantitative survey to to induce knowledge about the leader's behavior within the company and also, taking into account their performance while doing a job in their institution. Through data analysis, the findings shows that each style of leadership influences the performance of the workers differently.

**Keywords:** Leadership style, transactional leadership, transformational leadership, laissez-faire leadership, autocratic leadership, employee performance.

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## 1. INTRODUCTION

Nowadays thousands of people are named, elected, selected, or choice in society today to be in the position and obligations of leadership. Leadership is exercised in a country's homes, streets, schools, universities, factories, farms, business companies, hospitals, civil societies, military organizations, public life, at all levels, in short word, in every walk of life (Anyango, 2015). Any organization 's vision nowadays is to maintain and extend its existence through enhancing its performance. To be extremely competitive in markets, businesses must constantly improve their position. Recognizing leadership behavior and its effect on an organization's performance is particularly critical because leadership has been identified by several experts being one of the most essential factors in enhancing an organization's performance. And from the other side, successful leadership plays an important role in ensuring that stakeholders and their businesses create the best services possible by maximizing the use of available resources. (Judge & Piccolo, 2004)

For thousands of years, leadership has long been a field of concern to academics and researchers. Based on (Burns, 1978), "Leadership is one of the most observed and least understood phenomena on earth". And based on (Germain, 2012), the leadership can define as persuasive method that assists various groups of people in achieving goals. And the leader is described as an individual who holds a significant position in a group, persuades others about a position's job expectation; and organizes and directs the group to sustain itself and achieve its target (Doh, at el, 2011).

Every company's success depends on its leadership. Leaders can influence not only their members, employee, or followers, but also the performance of the company (Darling & Heller, 2011). And in modern theories of leadership emphasize and confirm that efficient of leaders can affect, influence, or inspire their employees, followers, or supporters

and this will contribute to the organization performance (Silva & Mendis, 2017). The rhythm of living in today's society is dependent on effective leadership in so many other areas, including organizational growth, community survival, professional background, and effective productivity. To address social needs and community events, organizations have been created. Furthermore, modern world economy is fueled by creativity, efficiency, and profitability. According to Batista-Taranet et al. (2009), businesses are changing their structures as a result of globalization in order to compete in a larger global environment. Because companies are looking for great leaders who will lead them to success, researchers have been working nonstop to figure out how the best leaders function. Over the years, several leadership theories have been established as a result.

## 2. LITERATURE REVIEW AND THEORETICAL FRAMEWORK

### 2.1 Transactional Leadership :

Based on (Bass & Avolio, 1990), the transactional can defined as transactional leaders are those leaders who draw the self-interest of subordinates by developing trade relationships with them. This type of leadership involves managing subordinate responsibilities in the more conventional sense of clarifying them, rewarding them for meeting goals and correcting them for failing to achieve goals (Silva & Mendis, 2017).

### 2.2 Transformational Leadership :

Based on (Burns, 1978), the transformational can defined as the leader ensures that followers are actively aware of the importance of expressing organizational objectives and values by establishing themselves as a role model by gaining the confidence and trust of followers. And the transformational leadership has been shown to have a positive impact in several ways. Firstly, the ability to inspire workers to effectively achieve targets (Zaal, 2017). Secondly, He claimed that the theory of transformational leadership explores the behaviors of leadership that help produce organizational performance (Bass, 1990). Thirdly, Transformational leadership has also been shown to have a positive effect on the work satisfaction of followers (Bass, 1997).

### 2.3 Laissez-faire Leadership :

The laissez faire can describes as an intense passive leader who refuses to influence the considerable freedom of subordinates, to the point of abdicating his/her responsibilities (Bass, 1997). And the It laissez fair is different from both Theory X and Theory Y. Such leaders take a hands-off approach to followers. Leaders tend to avoid a sense of responsibility, are not qualified enough, lack leadership qualities and the ability to direct and make decisions, cannot motivate or influence followers, create communication gaps and lack any kind of leadership attributes (Sahaya, 2012).

### 2.4 Autocratic Leadership :

Autocratic leaders make choices based to their own choices and are not prepared to accept advice from their own decision's followers or subsidiary and these leaders set direction, goals and structure work (Malik, at el, 2013). And the autocratic style as like this classic "do as I say". Usually the autocratic style, in the form of a new role or mission involving people management, these leaders are unfamiliar with leadership thrust upon them (Anyango, 2015).

### 2.5 Employee performance :

Employee performance defined, as a result of employee growth, implies employee productivity and production. Ultimately, employee performance can impact organizational productivity (Hameed & Waheed, 2011). The performance of employees is defined as how an employee fulfills their job duties and performs the tasks necessary. It refers to their output's effectiveness, consistency, and performance. Performance also contributes to our evaluation of how important a person is to the group (Elnaga & Imran, 2013).

### 2.6 Relationship between Leadership styles and Employee Performance :

At situations when new issues are encountered, strong leadership styles lead to sustainable performance (McGrath & MacMillan, 2000). Furthermore, analysts claim that the relationships between leaderships and employee performance are more relevant since they believe that leaders involve a principal role in motivating their followers to operate effectively and efficiently. Performance contest decreases profits and achievements, which eventually leads to the creative destruction of current capabilities (Santora et al, 1999). As claimed by Mahdinezhad, Suandi, Silong, Daud, & Omar

(2013), leadership style enhances the general efficiency of institutions of higher learning; as a side effect, those who adopt a leadership style that optimizes the knowledge and competencies of educational staff and assists them in achieving work performance, but it is as well affirmed that leadership styles can help in the advancement of leadership capability of both leaders and also their performance and commitment.

It is commonly understood that each leadership style has a distinct impact on staff performance, and researchers have found a number of business settings that typically adapt itself to specific leadership styles. For the autocratic leadership style, this technique is reliable for boosting short-term results. Authoritarian CEOs are effective at identifying answers to difficult business difficulties when their groups are made up of new personnel. R. Likert (1961) through a survey carried out among American companies estimate that the companies managed in an authoritarian way have a better performance than those managed in a democratic way. This performance is called into question from time to time because it is not valid in the long term (Iqbal, 2011).

In the company, the transactional leader outlines and specifies what needs to be accomplished to live up to the expectations of members, including salary, recognition, and promotion. Whenever employees perform well, the leader shows his satisfaction. According to the literature, leaders want to praise those who perform well while penalizing anyone who does not (Podsakoff, 1982). Podsakoff et al. (1984) discovered that leaders' contingency incentive behavior seemed linked to followers performance and achievement in a study. Other leaders, in fact, look for deviations in order to achieve their objectives. Transactional techniques, according to Bass (1985), are focused on improving the quantity or quality of performance.

The transformational leadership style intrinsically motivates the employee to perform his work through the internalization of organizational goals and priorities (Wang et al, 2011). As a result, organizational goals and priorities also become goals and priorities for employees. Moreover, since the leader is a source of inspiration, employees will identify with their leader and will be dedicated to the work just as much as him (Ashforth & Mael, 1989; Bass, 1985). Given the perception of the good treatment received from the leader, the employee will be, therefore, more productive at work while caring for others and the organization. Subordinates are given the most liberty within the laissez-faire form of leadership, according to Kumar (2015). They are granted complete autonomy in determining their preferred rules and techniques, as well as making their own decisions. In accordance with several renowned studies, the laissez-faire style has contributed to rising job satisfaction and higher employee performance, although it can be problematic if the group somehow doesn't manage their time properly or is not self-motivated to execute their function reliably (Martin, 2013).

## 2.7 Research model :

Based on a detailed evaluation of the literature, the researcher offers the subsequent research model. The frame represents the conceptualization of the relationship between leadership styles and organizational performance. This frame can also serve as the foundation for the upcoming empirical study.

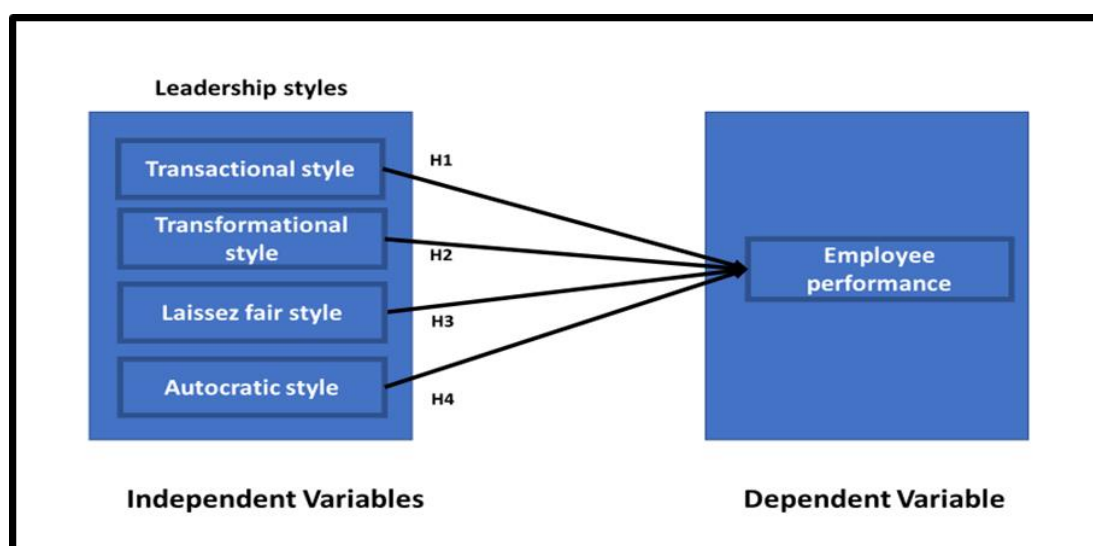


Figure 1: Research Model

The above figure shows the study research framework and bases; the researcher selected to study transactional style, transformational style, laissez faire style, and autocratic style as independent variables to measure the leadership styles. Also, the researcher selected to study employee performance as dependent variable to measure the effect of Leadership styles on employee performance. And the researcher adapted all variables from (Anyango, 2015).

The four hypotheses that will be tested under the conceptual model are :

- **H1.** There is a positive relationship between transactional style and employee performance in the organizational setting.
- **H2.** There is a positive relationship between transformational style and employee performance in the organizational setting.
- **H3.** There is a positive relationship between laissez faire style and employee performance in the organizational setting.
- **H4.** There is a positive relationship between autocratic style and employee performance in the organizational setting.

### 3. METHODOLOGY

This research is carried out using a questionnaire approach, followed by quantitative surveys with the workers of the organizations. Also, this research based upon the descriptive method of investigation and this main it should select population, collect the respondents, and then analysis these respondents to evaluate the impact of leadership styles on employee performance. In this study, the researcher will use the SPSS software to evaluate the data obtained, and concise statistics will be used to view mean points and deviation points on all questions (D. Arkkelin, 2014).

#### 3.1 Target Population :

The researcher conducted the study among nonmanagerial employees such as marketers, real estate agents, engineers, designers, and executives who are working in companies in different sectors for example banking, medical and agriculture. These categories that are chosen by the researcher are all parts of small and medium enterprises in Istanbul, Turkey. Since the main focus of our study is upon the use of leadership styles on the performance of employees in Istanbul, Turkey, we have target population of employees operation in Istanbul that frequently initiate the performance in organizations.

#### 3.2 Sampling size and sampling technique :

The sample will be collected from Business organizations in Istanbul from both European and Anatolian sides. Simple and random sampling will be used for the collection of data. After considering the time, costs, and companies types, 268 employees of those organizations will be chosen and take their answers.

The convenience of the sampling process is used to gather data from respondents. The researcher will secure the data and any private or sensitive information. And the researcher will confirm with respondents the data in questionnaire will use purely for academic purposes and will be used for scientific purposes only. And the researcher will be using the primary method for data collection.

It was impossible to study the entire population. As a result, the researcher selected a representative sample of the entire population from the personnel inventory. According to Turkey Union of Chambers and Commodity Exchanges (TOBB), announced in December 2018 and established last year-liquidated company statistics (URL-1). Accordingly, the number of small and medium sized companies in Turkey is 85,279. And based on (URL-2) the percentage of small and medium sized companies in Istanbul companies is 29,5%, that means the approximately number of SME in Istanbul is 25,075.

By using the below equation, the sample size required for this study is 268 responds. The sample size was determined using a formula for determining needed sample sizes by Mansor, M., & Kurt, A. (2020).

$$\text{Sample size, } n = N * \frac{\frac{Z^2 * p * (1 - p)}{e^2}}{[N - 1 + \frac{Z^2 * p * (1 - p)}{e^2}]}$$

Where :

N (Population Size) =25,075

Z (Confidence level) =1.645

e (Margin of Error) =0.05

P (Sample Proportion - uncertain) =0.5

### 3.3 Data collection:

The most critical part of any research is data collection. Every study's findings are based on this critical factor. Many researchers do not place a high value on this stage, which is why many studies fail to produce the intended conclusions. The researcher have paid great attention to this point of the journey in order to retain the research results intact and useful for future use. To properly collect data, an all-embracing questionnaire that addressed every element of our theses and hypotheses has been designed. In the specific context of our research, one of the objectives of which is to identify the style of leadership that favors the performance of the company's personnel in Istanbul, the questionnaire was favored as a material support for our collection of primary data.

## 4. FINDINGS

Before testing the hypotheses about whether the independent variable of the study has an effect on the dependent variable, reliability tests and confirmatory factor analysis averages to the normal distribution were performed. The correlation and regression analyses were then used to test the relationship between them. The results of the analyses are presented in the tables below.

### 4.1 Factor Analysis and Reliability of the Scales:

Firstly, factor confirmatory analysis and reliability tests were performed to test the factor structures of the scales used in the research. It is very important to find out the validity and reliability of scale structures before proceeding to hypothesis testing. That's why the KMO (Kaiser-Meyer-Olkin) measure of the sampling sufficiency Cronbach's alpha construct validity of the scales was evaluated which was used in this research. The findings show that the KMO values of the scales are at least 0.819. This value is greater than the KMO value accepted in the statistical literature (the recommended KMO value is .600 at least). Bartlett's test of sphericity of each scale is significant which is used in this study (p-value = .000). The results of factor and reliability analysis for all variables are shown in Table 1.

**Table 1: The summary statistics of the survey (N=268)**

Items	Item Number	Cronbach's $\alpha$	Explained Variance (%)
<b>Autocratic Leadership</b>	10	.849	7.207
<b>Laissez-faire Leadership</b>	11	.825	6.841
<b>Transformational Leadership</b>	15	.912	8.147
<b>Transactional Leadership</b>	10	.830	11.539
<b>Employee Performance</b>	17	.820	32.053
Total variance (%)			65.787
KMO			0.819
Chi-Square Bartlett's test			13215.453
P Value			0.000

### 4.2 Descriptive Statistics for Research Variables and Correlations between the variables:

Means and standard deviations of Pearson correlation analysis and the research variables are stated in Table 2. According to the findings from the analysis the average values of the variables range between (M= 20.69, SD= 6.446) and (M= 110.49, SD= 28.9190). Also, among the main research variables while Employee Performance has the lower mean value (M= 47.18, SD= 28.919) and Leadership Styles has the higher mean value (M= 110.49, SD= 24.098) according to the



result of the analysis. When the correlation analyzes were examined, it was observed that there is a positive correlation between the independent and dependent variables in the model. However, it has been examined that the Laissez-faire leadership style has a negative relationship with other variables of the study. Employee Performance has a positive correlation with Transactional leadership style ( $r=.215$ ) Transformational leadership style ( $r=.192$ ) and Autocratic leadership style ( $r=.133$ ).

**Table 2 : Descriptive Statistic for Research Variables (Means and Standard Deviations) and Correlations of the Variables**

Variables	Mean	Std. Deviation	1	2	3	4	5
1. Employee Performance	47.18	28.919	-				
2. Transactional Leadership Style	24.13	7.518	.215	-			
3. Transformational Leadership Style	41.51	12.056	.192**	.552**	-		
4. Laissez faire Leadership style	20.69	6.446	-.043	.000	-.016	-	
5. Autocratic Leadership style	27.32	7.762	.133**	.563**	.991**	-.010	-

N:268; \* $p<0.05$ ; \*\* $p<0.01$ ; \*\*\* $p<0.001$

#### 4.3 Regression Analysis of the study :

The findings of the factor and reliability analyses explained that this study was usable to test the main hypotheses of the study in terms of the validity and reliability values of the scale constructs. Thus, it is possible to proceed with the regression analyses in order to test the first hypothesis mentioned in the study (H1). As discussed in the literature section, it is claimed that the existence of a Transactional leadership style approach in the organization will have a positive effect on employee performance. On this basis, regression analysis was applied to the first hypothesis of the study, "There is a positive impact of Transactional leadership style on employee performance" The regression analysis of the findings are shown in Table 3. Model 1 indicates that the Transactional leadership style has an impact on employee performance ( $\beta=.828$ ,  $R^2=.046$ ,  $p=.000$ ,  $F=12.934$ ). This result shows that employees' performance increase when they are managed with the Transactional leadership characteristics in the organization. There is a positive impact of Transactional leadership characteristics on the employees' performance. For this reason, the first hypothesis of the study (H1) is supported.

In addition, to test second hypothesis, there is a positive impact of Transformational leadership style on employee performance was applied linear regression analysis again. Regression analysis was applied to test the second hypothesis mentioned in the study (H2). As discussed in the literature section, it is claimed that the existence of a Transformational leadership style approach in the organization will have a positive effect on employee performance. On this basis, regression analysis was applied to the first hypothesis of the study, "There is a positive impact of Transformational leadership style on employee performance" The regression analysis of the findings are shown in Table 3, Model 1 indicates that the Transformational leadership style has an impact on employee performance ( $\beta=.460$ ,  $R^2=.037$ ,  $p=.002$ ,  $F=10.141$ ). This result shows that employees' performance increase when they are managed with the Transformational leadership characteristics in the organization. There is a positive impact of Transformational leadership characteristics on the employees' performance. This is why the second hypothesis of the study (H2) is supported.

Regression analysis was applied to test the third hypothesis mentioned in the study (H3). As discussed in the literature section, it is claimed that the existence of a Laissez-faire leadership style approach in the organization will have a negative effect on employee performance. On this basis, regression analysis was applied to the first hypothesis of the study, "There is a negative impact of Laissez-faire leadership style on employee performance" The regression analysis of the findings are shown in Table 3, Model 1 indicates that Laissez-faire leadership style has a negative impact on employee performance ( $\beta=-.194$ ,  $R^2=.002$ ,  $p=.481$ ,  $F=.497$ ). This result shows that employees' performance decrease when they are managed with the Laissez-faire leadership characteristics in the organization. There is a negative impact of the Laissez-faire leadership characteristics on the employees' performance. Because of that, the third hypothesis of the study (H3) is supported.

Regression analysis was applied to test the fourth hypothesis mentioned in the study (H4). As discussed in the literature section, it is claimed that the existence of an Autocratic leadership style approach in the organization will have a positive effect on employee performance. On this basis, regression analysis was applied to the first hypothesis of the study, "There

is a positive impact of Autocratic leadership style on employee performance". The regression analysis of the findings are shown in Table 3, Model 1 indicates that the Autocratic leadership style has an impact on employee performance ( $\beta = .494$ ,  $R^2 = .018$ ,  $p = .030$ ,  $F = 4.754$ ). This result shows that employees' performance increase when they are managed with the Autocratic leadership characteristics in the organization. There is a positive impact of Autocratic leadership characteristics on the employees' performance. That is why the fourth hypothesis of the study (H4) is supported.

**Table 3 : The Impact of Transactional leadership style on Employee performance**

Variable	B	SE	t	p
Constant	27.192	5.820	4.672	.000***
Transactional leadership style	.828	.230	3.596	.000***

$R^2 = .046$ ;  $F = 12.934$ ;  $P < .001$   
a.  $*P < 0.05$ ;  $**P < 0.01$   $***P < .001$   
b. Dependent Variable: Employee performance  
c. Independent Variable: Transactional leadership style

Note N=450

**The Impact of Transformational leadership style on Employee performance**

Variable	B	SE	t	p
Constant	28.099	6.238	4.504	.000***
Transformational leadership style	.460	.144	3.184	.002***

$R^2 = .037$ ;  $F = 10.141$ ;  $P < .001$   
a.  $*P < 0.05$ ;  $**P < 0.01$   $***P < .001$   
b. Dependent Variable: Employee performance  
c. Independent Variable: Transformational leadership style

Note N=450

**The Impact of Laissez-faire leadership style on Employee performance**

Variable	B	SE	t	p
Constant	51.188	5.954	8.598	.000***
Laissez-faire leadership style	-.194	.275	-.705	.481

$R^2 = .002$ ;  $F = .497$ ;  $P < .001$   
a.  $*P < 0.05$ ;  $**P < 0.01$   $***P < .001$   
b. Dependent Variable: Employee performance  
c. Independent Variable: Laissez-faire leadership style

Note N=450

**The Impact of Autocratic leadership style on Employee performance**

Variable	B	SE	t	p
Constant	33.692	6.429	5.240	.000***
Autocratic leadership style	.494	.226	2.180	.030***

$R^2 = .018$ ;  $F = 4.754$ ;  $P < .001$   
a.  $*P < 0.05$ ;  $**P < 0.01$   $***P < .001$   
b. Dependent Variable: Employee performance  
c. Independent Variable: Autocratic leadership style

Note N=450

## 5. CONCLUSION, DISCUSSION AND SUGGESTIONS

This investigation or research uncovers a number of studies in this particular community, but these studies really differed with measuring or determining the link between leadership style and employee performance of enterprises in Istanbul - Turkey. Furthermore, the study is significant since it focuses on SMEs, which account for the vast proportion of firms in Turkey. The results of the component and dependability assessments demonstrated that this investigation could be used to examine the study's key assumptions in perspective of the authenticity and dependability ratings of the scale components.

According to the test results of the hypotheses formed in line with the main purpose of the research, it was determined that the transactional leadership style positively impact the employee performance. This result is similar to the study in the literature with Bass (1985) who discovered that transactional techniques are focused on improving the quantity or quality of performance. It was also established that transformational leadership has a positive impact on employee performance. The findings are consistent with those noticed by (Wang et al, 2011, Han, Harold & Cheong, 2019; Yukl, 2010). Autocratic leadership style was found as well having a positive influence on the performance of employees as described by (Ipas, 2012 ; Likert 1961). The laissez-faire leadership style was reported having a positive impact on the employee performance. The finding is similar to the research in the literature with Nuhu (2010).

This study must be conducted in other industries as appropriate in future investigations. Furthermore, the study paradigm must be explored to see if the outcomes alter based on socioeconomic characteristics. Moreover, the report's conclusions might alter due to multicultural variations. As a result, culture-appropriate management approaches must be investigated in order to assess workers' batch processing experiences. Besides, the role of leadership is crucial in this context and businesses need to improve their leadership for having the desired worker performance since leadership is the major source of worker motivation in any small or medium organization in any market around the world especially focusing the Turkish market in this case.

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