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The Leadership Styles and The Employees' Performance: An Investigation of Public Sector Organization by Considering Employee's Motivation, Behavior & Role of Training

Sanaullah Aman [1]

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Abstract: *The main objective of this research is to evaluate the effect of leadership styles and employee motivation in determining the success of public sector organizations. To address this, a wide range of literature was reviewed, considering the established research gap. Based on this gap, it was found that government organizations are currently in constant decline due to the lack of connection between leadership, organizations, and employees in the public sector. It is important to examine specific management leadership styles to boost workplace engagement and their effect on organizational efficiency. The research initiative eventually provides a roadmap for potential studies and elected leaders to assess the current status and identify areas for change in government organizations. The key purpose of this research is to enable employers within organizations to improve the quality of leadership and engage in management by enhancing intangible qualities. Instead of hiring ministry officials unfamiliar with organizational context and employee behavior—whose autocratic or bureaucratic leadership often misaligns with organizational needs—this research highlights how such mismatches can weaken employee-employer relationships, leading to a decline in government sector efficiency. Based on this discussion, the research aims to examine the impact of transactional leadership and styles in government sector organizations. A phenomenological descriptive study will be utilized to understand employee views of management trends affecting their performance. The transformational leadership theory by Bass will guide this study to examine how the management style of a boss influences employee performance, comparing two leadership styles: transformational and transactional.*

Key Words: Leadership Style, Employee's Motivation, Employee Performance

Introduction

In the present situation, government and private institutions either need transformative or transformational leadership that fulfills the mission of restoration in these institutions through their skills (innovations and creativity) (Avolio & Bass, 2004). The professional management can grasp the impediments and the key challenges behind them. The same trend is true with the employees working on the front line to reach their final goals (Avolio et al., 2009). In the same way, different topics such as leadership, communication, decision-making skills, mental ability, and personal characteristics are the key issues. Underneath, expectations of performance are characterized by leadership and employees (Bass et al., 2003). On the same line, these institutions' success depends solely on employee efficiency and leadership. Their undaunted efforts, dedication, and success contributing to the desired goals on the part of the employees are the imitation of various leadership styles (Iqbal et al., 2015). Transformational and transactional leadership are among these styles.

The present work is a radical effort to establish a theoretical structure that could provide the researcher with a sound foundation for applying the hypothesis that arose from the theories that already exist. In no sense can those hypotheses be applied as a whole. To this end, the researcher extensively studied the influential theories of leadership, the types of leadership, their related models, and the role of institutions

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[1] CEO, Saarosh ADR Center, Islamabad, Pakistan. ✉ drsanaullahaman@gmail.com

in different circumstances. This research aims to create a leadership model that serves as a predictor of employees' success for leadership styles (transformational and transactional). The researcher is looking for such a leader who examines comprehensively the impediments in the institutional uplift, the political and bureaucratic barriers, and the corruption within, and finds appropriate measures through their skills and experience to improve the standard of performance of the employees. In this context, the present research is a systematic analysis of the literature on leadership styles (transformational and transactional) and the duties that workers do.

Problem Statement

In this qualitative study, I will investigate what employees expect from leadership styles in public organizations. The key issue lies in the lack of appreciation with the leadership style to which workers are subjected and in the effect on the organizations and the turnover of employees The particular issue is that managers have little knowledge about the effect of leading types, the attitudes of workers, and how they affect the performance of the workplace. The gap in the analysis in this review is therefore not measured alone but is assessed based on literature studies. It was found that the research gap remains in evaluating the roles of transactional and transformational leadership to boost employees' desire to achieve optimal results by public sector organizations. The work would also investigate the key causes of government sector organizations' failure. Of this, aspects of management styles, employee conduct, the need for employee training to achieve the ultimate performance of government sector organizations, and their better social response are important.

Research Questions

1. To what degree does transformational and transactional leadership impact the relationship between leaders and employee performance, and which style is effectively incorporated into the level of performance of employees?
2. What are the key causes of the downturn in the output of government sector organizations?

Research Objectives

1. To determine the degree to which transformational and transactional leadership influences the relationship between leadership styles and employee performance, and which style effectively covers the level of performance of employees.
2. To research the key reasons for the decline in government sector performance.

Significance of the Study

The results of the study will help public service members who want to enhance the efficiency of their workplaces. The leadership of public organizations, which is not well known, is considered. But because of the essential roles of leaders, the part that leaders play in local governments needs to be looked at to achieve this; new leadership strategies can be implemented that allow leaders to meet service delivery goals in a way that effectively facilitates change.

The social purpose of the study is to demonstrate how local government leaders can enhance efficiency in the workforce and ultimately boost cultural aspects, economic growth, and public service. Potential researchers, students, and academics will also use the research as it helps to build information about this subject. An insightful analysis of how leadership expectations of an employee influence the performance of the workplace and assist the organization as a whole.

Literature Review

Leadership styles may boost or reduce the performance of employees who work under their direct auspices. The study focuses on how successful this partnership is in transformational or transactional leadership. There are some nuances with which to describe the performance level since it is a multidimensional phenomenon that needs to be carefully developed. The key to success lies in the interdependence of the different parameters, which are very strongly interrelated. In this study, leading styles (transformational and transactional) and the personal attributes, namely demographics, are the key criteria for (dependent)

results. All of these provide a solid basis for the growth of success and, in effect, the workforce in organizations.

The Leadership

The organizational structure consists of different divisions in which the workers serve in various roles as the core units. In this respect, the leadership's primary duty is to boost personal standards, working capacity, and consequently the organization's performance graph (Avolio & Bass, 2004). In the presence of leadership, workers cannot feel alone and therefore function with dignity and absolute loyalty to the central authorities. Leadership is a field of study and strategic experience at the macro level. The ongoing work on the part of the researchers reveals different types of leadership in various areas of life in varying circumstances. The knowledge, leadership, abilities, and expertise of a person or group of people are part of the individual level (Tahir et al., 2014). The management, as they exercise authority, seeks the participation of workers through the organization's inspiration, motivation, and contact, in all their commitment and sense of ownership (Chandra & Pryono, 2016).

The Leadership Styles
The Transformational Leadership

The transformational leader has motivational skills, creates moral values, and strives to develop employee power. This leadership offers a kind of vision that enhances the employee's working ability and willingness to perform the highly valued tasks that achieve optimum performance (Avolio & Bass, 2004). The workers below, therefore, have made every effort to align corporate expectations with global principles. At the same time, transformational leadership is imaginative, inventive to some degree, takes bold steps, and stands firm in partnership with the common will of all the company units concerned.

The primary task of a transformation leader is to rebuild an organization's structural framework according to the employees' gains and wishes, taking the global standards and the current situation into consideration. The transformational leader builds confidence in increasing employees' confidence, which brings together the employees' thinking values that have led to an enhanced result (Chandra & Priyono, 2016). The transformational style consists of four qualities, namely idealized power, individualized attention, motivating motives, and intellectual stimulation.

The Transactional Leadership

The question in the current research is to what degree transformational and transactional leadership affect the relationship between leadership and the performance of its staff, and which style effectively relates to the level of performance of its employees. This simultaneously examined the effect of transactional leadership on the performance of the employees. The transactional chief, by enforcing rules and regulations in his/her style, creates a writ of authority, prescribes and focuses on certain targets, and guides employees to accomplish the tasks specified (Avolio & Bass, 2004).

Over the longer term, workers' skills and expertise are maximized by bonuses and punishments for good deeds and other interventions (Udoh & Agu, 2012). The entire process does not cover a long time, but reorientates the organizational profile and changes the entire environment to certain desired levels. Transactional management is strictly in line with the bee line, ideally within a fixed structure, for the success of the best employees. The Contingent Rewards, Contingent Punishment, management per exception (active), and management by exception (passive) are four characteristics of a transactional leadership style.

Employees Performance

The term performance is designed to ensure that a person can efficiently and effectively apply his / her knowledge and skills. Until now, the work of employees has been exclusively related to their academic and physical profile according to the research (Dvir et al., 2002). In this regard, the efficiency of employees is most important to produce results in compliance with international standards. The individual's success depends solely on the institution's policies about its pay plan, incentives, promotions, annual raises, and other advantages and benefits (Nawaz & Bodla, 2010). Nevertheless, one of the other considerations is the

academic background of employees. In general, the efficiency of the management and the agile reaction of the employees will improve and maintain the productivity/output.

The leadership style, on the one hand, generates emotional energy, enthusiasm, dedication, and a working relationship, while, on the other, the workers are attentive and professional. Efficiency, effectiveness, creativity, and response are the key attributes derived from the related literature. Other attributes contribute to the success of employees, such as work ethic, communication, innovation, growth, professionalism, and commitment. They all enable workers to achieve optimal efficiency.

To increase an employee's efficiency, his / her reliance on working leadership is definite. The central position and reputation of leadership are also the most influential in the same phenomenon (Bass et al., 2003). The transformational leader is essentially a psychoanalyst as he/she observes, understands, and analyzes the minds, emotions, behaviors, and expectations of the followers/personnel to make a final decision that leads to improving the output of employees (Abbas & Yaqoob, 2009). The leadership in this field is always democratic and assumes that any problem in the company should be resolved according to the will of the employees. Leadership's diagnostic skills, either intrinsic or acquired, are important in resolving the individual and the organization's entire concerns (Mallya L & Prabhu, 2012). The success of workers is directly linked to leadership's effectiveness. The transformational leaders increase their level of production by using their forces of awareness, interpretation, preparation, and inspiration (Iqbal et al., 2015).

Methodology
Theoretical Framework
The leadership structures date from the mid-19th century. Contemporary management theories and their market and job success implications have been thoroughly studied for over 30 years The leadership styles used in this study have been developed and further explored by and Burns theorized that transformational leaders "work to raise awareness of the implications problems and to succeed in growing superiors, staff, supporters, consumers or constituents" (p. 17). Bass also theorized that transactional leaders employ bargaining and exchange strategies to manipulate the circumstances between the leader and the subordinate in the workplace. Such theories defined leadership strategy characterizations and played an important role in the success of organizational workplaces.

Transformational Leadership
More and more people find value in transformational leadership. Within most fields, it is a topic for systematic empirical inquiry. It is suggested that transition leaders be able to instill confidence and serve as role models for employees. Changes in transformation are characterized as creative, active, and innovative. This leadership style is based on the members ' personal beliefs and is reflected in their interactions with each other. Furthermore, followers are encouraged to pursue greater personal and organizational targets beyond the pursuit of short-term goals focused on self-interest. The transformational leader helps workers to become creators in the organizational culture. This approach to leadership encourages capacity building, engagement, and motivation. In effect, increased commitment leads to extra effort and efficiency growth.

The charisma and motivating inspiration, intellectual stimulation, and individual awareness are the four attributes related to transformative leadership. Charisma refers to the vision and ability to build trust and respect from customers, thus giving dignity to customers. This behavior also implies a strong mission sense. Charismatic behavior encourages people to strive for the positive while assuring them of achieving goals and overcoming obstacles.

A leading individual sets higher expectations and is a guide for those expectations, which are driven by motivation. They theorized that the leadership was seen by the workers as a role model and thus encouraging. There are also strong communication standards, and the leader is always optimistic about the future with practical, clear objectives and sound plans, and the staff are motivated to do their best.

Knowledge opportunities encourage supporters to create new thoughts and make new ideas innovative. They argued that such leadership facilitates reason, intellect, and problem-solving. The figure has many

opinions and is highly regarded in addressing problems. Intellectual stimulation is meant to improve people's creative thinking and skills. Transformational leaders can increase the organization's innovation by creating an atmosphere that encourages diverse approaches to solving problems.

The personal and professional advancement of the supporters is concerned with individual consideration, suggesting that organizational growth should be part of this action through mentorship and coaching. The variations are valued simultaneously. For public institutions, transformational leadership goes far beyond the transaction.

Transformational leaders have more confidence and faith in their supporters. An essential aspect of transformative leadership is efficient communication. The leaders must, therefore, be willing, in a way the employees understand, to address complex questions and abstract ideas.
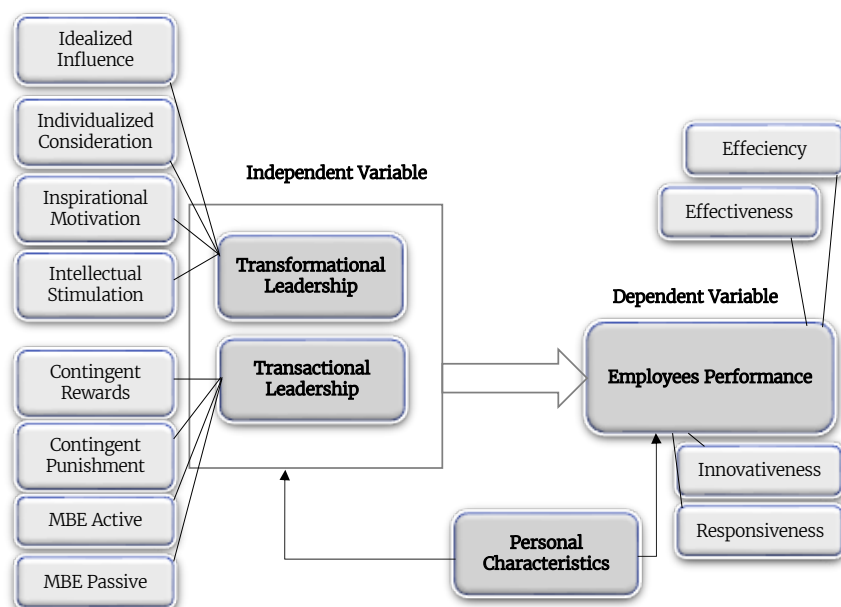
Transactional Leadership

Transactional leadership is indicative of a more involved leadership approach and management orientation. This kind of leadership is accomplished in the absence of a shared direction of higher purposes if a leader communicates with employees for exchanging. This compares with transformational leadership in which people act in ways that lead and followers can aspire to achieve a greater purpose and morality. Transactional leadership relies in large part on the willingness of the leader to receive rewards like money and rank. In return, the followers acknowledge the leader of the transaction.

Believed that the method of transactional leadership is not innovative, but ensures that workers recognize their jobs while eliminating obstacles to their desired objectives. Transactional leadership uses contingent reinforcement; the positive contingent reward is applied for desired actions, while negative rewards or punishments are applied when the desired behavior is not exhibited. Increasingly, transactional management is a strategic approach to public organization leadership. Leadership adopts attitudes of change only when setbacks, gaps, and conflicts occur. The point was that the value of this leadership strategy is that the system has specific objectives. The key drawback of the strategy is that the transition is difficult to execute. In overcoming opposition, changes in the workplace are necessary and usually require a collective effort, not the power of a single leader, characterizing the transactional model. Therefore, the theoretical framework selected for the present study is (Figure 1):

Figure 1
Theoretical Framework

Research Method

The qualitative technique is used to explain the employee's understanding of leadership styles and how they affect organizational efficiency using a phenomenological approach. The meanings of real-world

interactions are defined by phenomenological studies. The phenomenological approach discusses the emotions, feelings, beliefs, experiences, and perspectives of all participants witnessing the research phenomenon and arrives at a combined composite explanation representing the meaning of the collective experience. The aim is to explain common themes and trends extracted from the perceptions of employees about management styles and how they influence their workplace efficiency. Qualitative research is a systematic process that extends information and exploration through interview selection and encourages participants to share their experiences. A phenomenological design is only acceptable if the study is designed with the vivid experiences of research participants to understand a phenomenon. In this report, with the emphasis on the leadership styles used in the organization, I will research how the perceptions of employees vary concerning the different styles of management, and the information and data are gathered using the interview questions.

Participant Selection Logic

The sampling consists of drawing from a sampling pool several elements that aim to reflect any possible population-based elements. The capacity to generalize from the sample taken would depend, for example, on the degree to which the sample has the same characteristics as the population. For the selection of participants for this analysis, a purposeful sampling technique will be adopted. The workers selected are dependent on a former or current employee in a public organization's local government. This method will help to use a qualitative approach to collect data on various types and methods of leadership. A letter of recruitment will be sent via email to prospective participants in a study.

I will use a qualitative phenomenological method for interviews with 10 workers aged 18 to 55. A phenomenological analysis for research suggested that sample sizes of 5 to 25 participants are used to describe the reasons for choosing a small participant group, including its age group.

Instrumentation

The collection of data is an important method. A well-developed, consistent, and successful data collection strategy should be applied. The research data collection approach must take into account the design process to be used, the data collection tools, and problems of data stratification. An introduction to the project will include the interview process, which will include the reasons why participants are invited to participate in the research.

Detailed details will be given, including confidentiality, an audiotape interview request, and an opportunity to review a member's written transcript for accuracy. Participants will be told that names are not included in any results or published reports and that answers will help them learn more about the topic. All information is kept in a secure filing office and cannot be accessed by anyone else. All records, writing notes, and the USB drive are destroyed seven years after the dissertation approval.

The data of the participants will be collected through a semi-structured qualitative interview guide. To ensure the meaning, consistency, and structure of the instrument, the instrument will be adjusted and checked by terminal degrees. Theorized that an interview guide was demonstrated to retain leverage over the questioning line. The study guide will help people to convey an in-depth view of the topic and allow me to define limits and monitor the interview. The study guide will give them the opportunity. Interviews are the primary tool for gathering data in phenomenological research. It will also help me to understand the criticality of a Successful and effective interview guide to support the process of gathering data.

I'm also going to develop a research instrument for the present study.

Conclusion

The current study will, therefore, attempt to explore an appropriate leadership style for employee performance (transformational and transactional). There is therefore a need for shared management styles that include the combination of qualities of both styles. The leadership of the institutions with these specific characteristics should improve the efficiency of the institutions. The same degree of leadership would have a major effect in developing countries such as Pakistan on the socio-economic structure of the overall social network.

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