IMPACT OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE

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requirements for the award of the degree of
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DEDICATION

This thesis is entirely dedicated to my dear parents, who have been as my inspiration, my source of strength when I felt like giving up, and who have consistently demonstrated their moral and financial support.

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ABSTRACT

This project is about the impact of leadership style on employee performance. The efficacy of each employee's performance will differ depending on the leader or supervisor. Effective leaders can increase each employee's performance via the use of the proper leadership approaches and retain brilliant and productive employees because they are conscious of the fact that these people are the company's most precious and unique assets. The culture and nature of the organization inform the leadership styles that are used. A leader's behavior is vital to improving job performance and keeping competent people in the company for a longer period of time. Depending on the problems or conditions they are working with, leaders must utilize the proper leadership philosophies. Sometimes workers quit the company, but not the boss. A flexible work environment, work-life balance, career progression chances, and job satisfaction are other variables. This research discusses the effects of authoritarian, democratic, and laissez-faire leadership styles on employee retention and job performance. This study set out to find out how different leadership philosophies affected employee performance.

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LIST OF ABBREVIATIONS

EP   -   Employee Performance

LS   -   Leadership style

TLS   -   Transformation Leadership Style

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<center>**CHAPTER ONE**</center>

<center>**INTRODUCTION**</center>

1.1 Introduction

This chapter gives a summary about the whole study that has been conducted. The background research on the effect of leadership style on employee performance will be the subtopic that will be discussed further. The problem statements, research objectives, and research questions of this study will also be further discussed in this chapter. In addition, this chapter discussed the implication of this study as well as the what is scope of the study. In conclusion of this chapter, the definitions of leadership style and employee performance will be discussed in relation to both conceptual definitions and operational definitions. To sum up, this study looked into how leadership style affected employees' performance.

1.2 Background of the Study

In organizational management, one of the most crucial areas is leadership (Khin Marlar Win, 2016) In order to influence a group of people to accomplish a common objective, as leaders have an impact on both employees and the organization, leadership is a vital role in any

<center>1</center>

organization. (Ethe et al. 2012) described that a leader's behavior used to influence and inspire his or her followers to accomplish the purposes of the organization is known as a leadership style. To form the leading use of their abilities and accomplish crest execution, individuals cannot be driven within the same way. The leader is responsible for the efficacy of each employee's performance. According to (Kalangi et al. 2021), there is a connection between employee performance and business success. Because of this, managers must consider the elements that enhance worker performance, including job satisfaction, organizational culture, and leadership style. An effective leadership style also makes the employees feel satisfied. In certain situations, at work, Different leadership styles succeed in achieving corporate goals. In their study, (Ratnaningtyas et al. 2021) also came to the conclusion that an organization's culture has a big impact on job satisfaction and turnover intentions. As a result, research results demonstrated that organizational culture is a crucial factor that significantly affects employee commitment, job satisfaction, and retention. An organization needs to be successful and efficient in order to be able to develop quickly, hence the efficacy of employee performance is a problem that must be addressed by the company. What determines how much an employee contributes to the organization is their performance. Because they are constantly exposed to different organizational dynamics, employees are one of the most important organizational aspects that must be taken into account. It is clear from this assertion that improving organizational

performance is important. It must first raise each person's performance. Employee performance can be enhanced by numerous ways. Leadership that may act as a good example for followers can boost employee performance as well Meywati et al. (2021).

This study is about the result of leadership styles on employee performance, in a particular entity, leadership is process of stirring others to collaborate in order to achieve a common purpose Nwokocha et al. (2015). Effective leaders can regulator their group or organization by influencing their subordinates, there is a connection between employee performance and organizational achievement. It's not humble to oversee the people. Understanding one's capacity for influence as a leader is essential. For companies to prosper employees need perform well Rifa'I et al. (2019). Employee performance is significantly and favorably impacted by leadership style Rifa'I et al. (2019). Organizational success is difficult to achieve without effective direction and leadership. By influencing their followers, effective leaders may manage their department or company. Employees might be motivated or demotivated by a leader's comportment. According to" Sono (2020). "Employees who are content and motivated at work will perform better and be more likely to stay on the job for an extended amount of time if the leader can use the right leadership style" Therefore, A strong leader must know how to inspire, support, and improve the performance of his team members as well as how to attract and retain the best employees in the company. As we used to say, individual performance affects group

performance. In order to accomplish its goals, the organization distributes limited resources among competing goals. The skill and behavior of the leader can influence how well each employee performs at work. To attain organizational goals, leaders influence others. Therefore, the leader's actions have an impact on the job outcome and the way tasks are performed. Every leader works to build positive relationships with his team by establishing shared standards "Furthermore, the effectiveness of the organization's employees affects its overall performance, in order to serve as role models for others, great leaders must have high moral and ethical standards" Mirza and Javaid (2012).

While the transformational leadership style is the focus of this essay, numerous studies have found that it is one of the most efficient leadership styles. These leaders often have effective and dedicated followers. They really invest in the success of the team and put a lot of time and effort into it.

1.3 Problem Statement

Leadership style is a critical subject that has to be brought to light. Leaders throughout the world struggle to discover the correct leadership style in order to inspire, motivate, and satisfy their followers. An employee's execution and state of mind concerning the company, as well as their work accomplishment, can be affected by the leader's developments. Employees believed that the company needed a leader who is both effective and able to lead others. As a result, they need a qualified leader who can point the group

in the direction of development and performance improvement. Employee performance includes completing assigned tasks, meeting deadlines, demonstrating competence and working effectively. Different companies need a strong leadership style that increases worker productivity.

According to Basit et al. (2017) "the significance of particular leadership philosophies and their favorable or unfavorable effects on worker performance, the results of the regression analysis demonstrated that democratic and laissez-faire leadership styles had a significant and favorable effect on employee performance. Employee performance was found to suffer under autocratic leadership." With higher levels of dedication, followers of transformational leaders can be greatly impacted. When their followers can directly experience how their efforts benefit customers or other benefactors, transformational leaders are most effective. Judges and Robbins (2017). To understand in what way diverse styles, such as authoritarian, democratic, transformational, transactional and participatory approaches, have affected employee performance, Mohiuddin (2017) researched prior literature.

According to Mohiuddin (2017), there is a significant connection between leadership style and both employee and organizational performance. Employee performance would increase whether a leader used transformational leadership, transactional leadership, or equally, according to Widayanti and Putranto (2015). They demonstrated that both transactional and transformative leadership had a significant impact on worker

performance, moreover separately or simultaneously. Before choosing this topic, I asked people who work in the private sector if they were happy with the leadership style in their company. The majority disagreed, saying that most private organizations in Kurdistan-Iraq have very weak leadership styles and lack sufficient information. They also think that leadership is only about being strict, hiring and firing people, and only asking workers to do things for them. being a leader entails showing that you care about your team members as well as the organization as a whole and inspiring them to stick with you and improve their performance. I was motivated to conduct study on this subject because, in modern society, leaders are only concerned with maintaining their status and reputation; they are not concerned with the satisfaction or motivation of their employees. In the private sector, the majority of leaders don't care about the workers; instead, they only want to be in a good position and give commands. They believe that being a leader only entails telling others what to do rather than inspiring them, interacting with them, and letting them know what is right and wrong.

1.4 Research Objective

1.   To examine level of Employee Performance.

2.   To examine the perceived level of Transformational Leadership style.

3.   To examine the relationship between Transformational leadership on employees' performance.

1.5 Research Questions

1.   What is the level of Employee Performance at Anwar Sheikha hospital?

2.   What is the level perceived of Transformational Leadership style?

3.   Is there any relationship between transformational leadership style and employee performance at Anwar Sheikha hospital?

1.6 Scope of this Study

This study is quantitative in nature (questionnaire), the population of this study will be Anwar Sheikha employees. with its emphasis on transformational leadership style and worker performance, and the data obtained through the distribution of surveys. Inquiries about leadership style and employee performance will be added in the google form. The questionaries will be sent to the employees through WhatsApp and Email. Anwar Sheikha Hospital's leadership style is the focus of this study.

1.7 Significant of this Study

Firstly, this study will be conducted to focus on Anwar sheikha hospital to get some information about their leadership style and employee performance out of it for this research. This element of the study will help leaders discover more about leadership style and it is result on employee

performance.

Second, it is expected that the study will benefit the Anwar Sheikha hospital in encouraging the leaders to be more interested in leadership style. And to see if employees are satisfied with the leadership style that leaders apply.

Third, this research will be beneficial for employees and leaders to evaluate themselves, even though they might be overlooking something that they are not aware of or leaders might have lack of effectiveness, motivating or stratifying employees this type of studies will help them to evaluate themselves.

It will serve as a source for subsequent research, assisting researchers in discovering additional resources and assisting them in learning more about the effects of leadership style on employee performance, the effects of transformational leadership style, and the processes by which managers and employees undergo change. and since there isn't sufficient research in this area or field, it will be a valuable addition to the literature.

1.8 Conceptual Definition

1.8.1 Leadership Style

According to Soekarso & Agustina (2018) "Leadership style is a set of traits that leaders use to influence subordinates so that organizational goals can be achieved or it can also be said that leadership style is a pattern of behavior and strategy that is liked and often applied by a leader, leadership style is the behavior or action of the leader in influencing the members or followers and the behavior or actions of the leader in carrying out the tasks of managerial work"

According to Kendra cherry (2022) "It is possible to categorize a person's behavior when leading, inspiring, guiding, and managing a group of people using their leadership styles. There are numerous types of leadership. Authoritarian (autocratic), participative (democratic), delegative (laissez-faire), transformational, transactional, and situational are some of the most commonly addressed.

1.8.2 Employee Performance

According to Donohoe (2019) "Employee performance refers to how workers behave in the workplace and how well they perform the duties. For an individual employee, performance may refer to work effectiveness, quality and efficiency at the task level Individual performance affects your

team and organizational performance."

Employee performance reflects an individual's degree of productivity and efficiency that contributes to the achievement of organizational goals, which in turn affects the performance of the organization as a whole (Markos & Sridevi, 2010).

1.9 Operational Definition

9.1 leadership Style: In this study leadership style refer to a person's actions when directing, motivating, rousing, and coordinating a group of people to perform are referred to as their leadership styles. Leaders have the power to inspire, motivate and direct others to create, plan, perform and act.

1.9.2 Employee Performance: In this study employee performance refer the effectiveness of a worker is measured by how well they fulfill their responsibilities and complete crucial tasks. It highlights the respect, excellence, and sufficiency of their output. The quality of a worker's work determines how highly the organization values them. the employee performance is affected by leadership style. The way employee performs is the reflection of how motivated, inspired and directed they are.

1.10 Summary

The relationship between leadership style and employee performance is explicitly mentioned. Leaders can advance representational execution by using the appropriate leadership style. Recent studies have demonstrated that transformational leadership is one of the most persuasive authority philosophies that benefits both innovators and followers. This chapter led us to the conclusion that a leader's demeanor can affect how well employees perform.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter writes about theoretical and observational writing using important elements; research gaps and finishes with the presentation of a conceptual framework. Leadership style affects employee performance, and employee performance affects organizational performance. According Basit et al. (2017) "examined the significance of particular leadership philosophies and their effects whether beneficial or detrimental on workforce productivity". A leader who uses a transformational leadership style recognizes a change that is necessary, inspires a vision, and works with their team to implement the change. Employees require a leader because a leader will motivate and guide the group toward attaining its objectives. The capacity to encourage and influence staff members will have an impact on performance improvement, a leader needs to use a transformative leadership style in this situation. The manager encourages each employee, taking into consideration their needs for development and the issues they are facing. The effect of a leader's style on employee motivation, engagement, retention, and satisfaction is discussed in this chapter, and the connection between

leadership style and employee performance and transformational leadership style.

2.2 Employee Performance

The success or failure of your business will depend on the daily performance of your employees. Employee behavior in the workplace and things like the quality, quantity and efficiency of work are all part of employee performance. Setting these standards and reviewing them regularly is something you as a business owner can manage. You can ensure that your employees can meet the needs of your business and your customers by understanding performance metrics, employee performance reviews, and performance improvement techniques. The phrase "worker performance" can be used to describe in what way your employees behave at work and how well they do the tasks you've set them. In an effort to provide significant value to customers, reduce waste, and operate the business profitably, your firm regularly establishes performance objectives for both specific employees and the industry as a whole. An employee's execution is defined as the sufficiency, superiority, and effectiveness of work accomplished at the errand level. On occasion, your sales professional may be predictable to call a predetermined number of potential leads per hour, with a predetermined percentage of those calls resulting in closed deals. According to AshleyDonohoe (2019) "A assembly worker, on the other hand, might be held to performance standards for output per hour and product quality".

It may have a negative effect on the organization's bottom line if the performance is not attained. Employees must succeed in achieving the organization's goals for businesses toward survive and prosper. The capacity to increase an organization's efficacy and efficiency has made performance more significant. In arrange to realize trade destinations, an organization must be able to compare and differentiate the discernments or viewpoints of workers and pioneers. For example, choosing representatives with the proper working mindset and tall levels of commitment and dependability to their employments, as well as giving way, stimulus, and fitting working coordination from a pioneer to his subordinates. Since it depends on reliable work inspiration, solid authority, and an organizational culture that can be appropriately adjusted to and acknowledged by all workers, creating worker work fulfillment is challenging (Jameel & Ahmad, 2019).

According to (Akob et al., 2020; Haerani et al., 2020; Nguyen et al., 2019) "Individual performance affects organizational performance, or put another way, their output will influence organizational performance Because motivation will affect organizational performance, it means that corporate members' behavior, both individually and in groups, gives them control over that performance".

The goal of occupational health has been to prevent productivity loss caused by a particular sickness or health impairment, as opposed to the management sector, which has generally concentrated on how to make an employee as productive as feasible. On the other side, work and

organizational psychologists are interested in how factors like personality, work engagement, and job satisfaction affect how well people perform at their jobs. Work performance is an elusive, abstract concept that cannot be identified or quantified specifically (koopmans, et al., 2011).

2.2.1 Herzberg Theory of employee performance

One of the content theories of motivation is Herzberg's theory of motivation. These make an effort to explain the driving forces behind human motivation by finding and gratifying each person's unique needs, preferences, and goals for achieving those desires. The two-component content theory is the name given to this theory of motivation. According to Herzberg's theory "The most crucial aspect of this view of motivation is that intrinsic value and work satisfaction rather than environmental factors are what really drive behavior. Therefore, in order to inspire someone, the job itself needs to be demanding, provide room for growth, and be relevant to the employee. The variables directly related to the happiness attained from a job are known as motivators (sometimes referred to as "satisfiers")". Examples include:

- The feeling of accomplishment and the intrinsic value of the work itself
- The degree of appreciation from management and coworkers
- The degree of accountability
- Possibilities for advancement
- The stated condition

2.3 Leadership Style

Leadership is the capacity to affect a somebody's or a group's behavior to accomplish certain objectives in specific circumstances. According to Northouse (2012) "leadership is the process whereby a person supports a group of others to accomplish a mutual purpose."

Therefore, in the workplace, the leader is most capable of enhancing an employee's performance because strong leadership abilities will foster high morale and passion Sono (2020). As a factor that directs the organization and also serves as an example of behavior for workers, leadership roles will determine the advancement or failure of the organization. The phrase "leadership style" mentions to the fusion of recognizable traits, behaviors, and traits that leaders use to interact with their subordinates.

According to Monga and Coetzee (2012) "leadership is a pattern of managerial action intended to combine organizational or personal interest and impacts for attaining specific goals". All employees, including staff and management at all levels, are expected to act in a certain way since leadership sets the tone and desires for appropriate behavior throughout the firm.

One factor that can energies staff and enhance execution is the manager's leadership style. Widayanti & Putranto (2015) There are innumerable different ways to define leadership. It is also helpful to have a

thorough understanding of why leadership is so important and why the chosen leadership style is so crucial in order to provide practical concepts of leadership and leadership style. According to (Gandolfi 2016) "a strong working definition of leadership combines five elements: (I) there must be one or more leaders; (II) leadership must have followers; (III) it must be action-oriented with a legal (IV) path of action; and (V) there must be goals and objectives". There is five most common way of leadership style: Transformational Leadership, Delegative Leadership, Authoritative Leadership, Transactional Leadership, and Participative Leadership. As it is mentioned earlier in this paper the focus is on Transformational leadership style.

According to Heijden and Bakker (2011) "a transformational leader may be a visionary, motivating, or creatively stimulating servant leader (Kearney, Shemla, van Knippenberg & Scholz, 2019), In contrast to the desired leadership goal, transformational leadership is more concerned with the leadership process. A transformational leader also starts the first change that advances their organization. They are solid, courageous, and creative.

The development of work teams is reoriented toward transformational leadership, which increases sympathetic of the organization's goals and mission and develops a sense of shared purpose Garca-morales et al., (2012).

According to (Kurt Lewin, 1939) "There are numerous types of leadership. Authoritarian (autocratic), participative (democratic), delegative (laissez-faire), transformational, transactional, and situational are some of the most commonly addressed".

In 1939, a group of researchers working under the guidance of psychologist Kurt Lewin set out to classify various leadership philosophies.

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Even though more recent research has revealed more unusual varieties of leadership, this early study was very significant and produced three fundamental leadership styles that served as a foundation for more defined leadership theories.

1. **Authoritarian Leadership (Autocratic):** According to (Kurt Lewin, 1939) "The actions that must be taken, when they must be taken, and how they should be taken are all clearly laid out by autocratic or authoritarian leaders. The authority of the leader and the followers' subordination are both heavily stressed in this style of leadership. There is a definite division between the leader and the followers. Authoritarian leaders rarely, if ever, consult the group when making decisions. Researchers found that decision-making became less creative under authoritarian leadership. Lewin also came to the conclusion that it is harder to transition from an authoritarian to a democratic style than the other way around. The use of this tactic abusively is frequently associated with tyranny, dominance, and authoritarianism".

2. **Participative Leadership (Democratic):** According to (Kurt Lewin, 1939) "Lewin's research indicates that democratic leadership, also known as participatory leadership, is frequently the most successful style of leadership. Democratic group leaders give instructions, but they also interact with the members and value their opinions. Participant leaders uphold final decision-making authority while encouraging group participation. The group's members are more motivated and creative because they sense a stake in the

outcome. Democratic leaders frequently give their followers a sense of belonging, which promotes adherence to the group's goals".

3. Delegation of Authority (Laissez-Faire): According to (Kurt Lewin, 1939) "Delegative leaders give little to no direction and leave the decision-making to the group members. This strategy may be beneficial when working with highly skilled professionals, but it frequently leads to poorly defined tasks and a lack of motivation. Lewin noted that organizations with weak leadership frequently lacked direction, had members who refused to take accountability for their own actions, made fewer strides, and produced less work".

4. Transformational Leadership: According to (Kurt Lewin, 1939) **"**Transformational leadership is frequently mentioned as the most effective leadership tyke. The first description of this style appeared in the late 1970s and was later expanded upon by scholar Bernard M. Bass. Under the direction of transformational leaders who can uplift and inspire their followers, positive changes can be sparked in groups. These executives frequently demonstrate emotional intelligence, tenacity, and zeal. They are committed to helping each group member reach their full potential as well as helping the organization accomplish its goals. This leadership approach enhances group performance and happiness more than other leadership philosophies, according to research. In addition, a study found that

transformative leadership improved the wellbeing of group members".

5.Transactional leadership: According to (Kurt Lewin, 1939) "The relationship between the leader and the followers is viewed as a business transaction in transactional leadership. By accepting a spot in the group, the person has agreed to follow the leader. Most of the time, this is an employer-employee relationship, and the main objective of the exchange is for the follower to perform necessary tasks in exchange for monetary compensation. One of the main advantages of this leadership approach is the creation of positions with clear job descriptions. People are conscious of their responsibilities and the rewards they will receive in exchange. This approach enables leaders to exercise extensive control and direction as needed".

6. Situational leadership: According to (Kurt Lewin, 1939) "Situational theories of leadership emphasize how important the environment and circumstances are to leadership. Hersey and Blanchard's leadership theories are among the most well-known situational theories. This style includes telling, selling, participating, and making decisions".

2.3.1 Employee Motivation and Satisfaction

According to Suttikun et al. (2018), employees will be more motivated if they feel like their efforts will pay off. If the anticipated outcomes are achieved, the cycle of motivation is maintained and job satisfaction improves. A person's level of satisfaction with their job is referred to as job satisfaction. Employees who work toward the intended goals and are happy with their work will ultimately be able to improve overall performance achievements. The diverse individual objectives for performing a job are of course dependent on a variety of factors and interests.

2.3.2 Employee Retention

Leadership style has positive effects on worker maintenance overall (Khalid et al. 2016). To the greatest extent possible, leaders must consistently exhibit empathy, accountability, and openness in the workplace if they are to improve employee retention. They must also keep taking proactive steps to bring about change.

"The workplace atmosphere also affects employee retention rates" Kundu & Lata (2017).

The work environment and everything that exists outside of the company that could affect employees' performance at work and ultimately organizational performance.

The physical work environment includes all external physical factors that can affect employees. According to Lyons & Bandura (2020) "The

nonphysical work environment, on the other hand, consists of all circumstances relating to professional relationships, including those with superiors and coworkers as well as subordinates".

Numerous studies have shown that the office setting can either weaken or strengthen the impact of management style on employee upkeep. While turnover intentional is partially emphatically affected by the physical work environment, representative maintenance is emphatically affected by both. Employee retention and turnover intention are closely associated since low employee retention is the result of high turnover intention Worang & Mujiati (2020).

2.3.3 Employee Engagement

When employees know what to expect, have the resources they need to complete their tasks, participate in opportunities for improvement and criticism, and believe they have a significant impact on the industry. Although studies have repeatedly proven that satisfied workers are more efficient, successful, secure, and unlikely to leave their job (Fleming & Asplund, 2007; Wagner & Harter, 2006). Transformational leaders can help organizations get past narrow factionalism and self-interest by presenting inspiring goals.

According to Bakker and Schaufeli's (2008) "They inspire followers with fresh, more expansive energies, employee engagement levels are higher

when there are positive interactions between them and their managers".

According to (Schaufeli, 2013) "It appears that employee engagement and work engagement are frequently used similarly in the literature, in part because both categories are linked to undefined psychological demands and satisfaction".

2.3.4 Transformational Leadership Style

Additionally, researchers discovered that having strong leadership skills makes it more probable for performance to increase and for employees to give their all. According to Hersona & Sidharta (2017) "On the other hand, poor leadership will limit the organization's performance".

Getting others to accomplish things they have never considered doing, or that they do not want to do and do not feel are possible, is what scholars have defined as leadership Taylor et al., (2019).

According to Savovic (2017) and Wood (2019), one of the most crucial duties of transformational leadership entails raising followers' motivation and value participation. Additionally, it includes increasing followers' awareness of current issues and providing them with assistance, inspiration, and educational opportunities. This calls for leaders to focus on developing their followers' capacity to develop original solutions to problems, as well as providing them with a vision for the future that will

inspire and support them as they face the challenges of change. This will ultimately strengthen their commitment to effectively completing tasks. Transformational leaders ultimately change the attitudes and fundamental beliefs of their followers to assist them in aligning with the organizational vision. To work together on common goals, followers of transformational leaders can be persuaded to change their goals, perspectives, and motivations.

The specialists of their superiors must be respected as important to the accomplishment of the organization's goals and as dynamic, transformative leaders. Leaders in transformation must be able to articulate and characterize the vision of a company. Additionally, transformational leaders had to learn to align their long-term objectives with those of their team members, giving the latter greater importance than the former's immediate need. In order to benefit the company as a whole, transformational leaders must also be able to persuade their employees to carry out tasks despite their superior interface (Gunawan, 2020).

According to (B. M. Bass, 1999, 2006; Kirkbride & Kirkbride, 2006; Lim & Ployhart, 2004; T & Gardner, 2005) "Transformational leadership is made up of four components: (A) idealized influence, (B) inspirational motivation, (C) intellectual stimulation and (D) individual consideration"

A. Idealized Influence

Because of their exceptional abilities and high moral standards,

leaders with an idealized impact serve as good examples for their followers, (B. M. Bass, 2006; T & Gardner, 2005). These leaders are viewed as icons for one of two reasons: either they exhibit particular personality traits like charisma. According to (B. M. Bass, 2006; T & Gardner, 2005) "The leaders gain the respect and trust of their followers by providing them with a clear vision and mission for their business".

B. Inspirational Motivation

Inspirational motivation the second factor has to do with a leader's ability to motivate followers to exceed expectations. Transformational leaders give their followers' work a purpose and a challenge in order to inspire and uplift those around them. A leader's capacity for effective shifts is a requirement for successfully utilizing their skills and performing their duties. (Das, 2017).

According to (B. M. Bass et al. 1987; Metwally & El-bishbishy, 2014) "these leaders have a cooperative vision that they are able to coherently communicate to followers". They are motivated to achieve goals with inspirational motivation.

C. Intellectual Stimulation

By challenging presumptions, reinterpreting problems, and foreseeing underutilized ideas, transformation leaders encourage their followers to be creative and imaginative. "Intellectual stimulation is concerned with leaders'

obligations to encourage followers' originality and inventiveness" according to Metwally & El-bishbishy (2014).

D. Individualized Consideration

Individual consideration is used when new learning opportunities and a positive environment are developed. Individualized consideration recognizes that people are dissimilar in terms of their aptitudes and constraints, as well as their tastes and dislikes (Kirkbride & Kirkbride (2006).

Leaders that use this type of administration combine individualized concern with transformational administration initiatives. According to (Kirkbride & Kirkbride, 2006; Sarros & Santora, 1995) "These leaders are ready to support the development of proper workplace conduct and show consideration for their followers' needs".

According to some researcher's (B. M. Bass, 1999, 2006; Das, 2017; Pandey et al., 2017)" Transformational leaders consumes carried on these following skills":

Table 1: Skills of Transformational leaders

Skills of Transformational Leaders	Reflect to Followers
Creativeness	The followers' innovation and creativity are a concern for leaders.
Visionary	Leaders articulate a clear vision and mission to their followers.
Team concerned	The awareness of teamwork among leaders is growing.
Educating	Influence people to undergo change by instructing, directing, and correcting them.
Care to followers	Leaders pay close attention to the requirements of each follower.
Motivator	Encourage your followers to go above and beyond what is expected.
Appreciation	Leaders value their followers.

2.3.5 Fiedler Theory of Leadership

According to Fiedler (1951) "the contingency theory of leadership, which clarifies how a situation's internal and external elements affect a leader's judgments and actions". Decision-making and organizational leadership remain at the center of this theory. Fundamentally, decisions made

by contingent leaders can be modified and flexible enough to account for shifting conditions. According to Blanchard (2008) "Thus, there is no "one size fits all" type of leadership and leadership traits rely on contextual conditions". Instead, contingent leaders make an effort to logically understand the situation that arises and alter their behavior, then adopt the leadership style that is most appropriate for the situation Bates (2016).

2.4 Relationship between leadership style and employee performance

According to Mohiuddin (2017) "studied earlier research to comprehend how various techniques, including authoritarian, democratic, transformational, transactional, and participative approaches, affected an employee's performance, there is a significant relationship between leadership style and both employee and organizational performance".

Previous research (e.g., Thanh et al., 2020; Nguyen et al., 2019; Suong et al., 2019; Yang & Kim, 2018) has demonstrated that leadership consumes a meaningful impact on organizational activities. Leadership is needed if the company is to continuously improve its competitiveness. A person can become a leader by making consistent efforts to influence followers to support the goals of the company or organization. The leadership also has a less clear understanding of what its subordinates desire. When a worker hasn't experienced rotation or mutation for a protracted period of time, their level of job satisfaction may suffer. Employees who are already comfortable

in their positions stifle innovation and may be reluctance to work in other departments. Strong managers or leaders outperform poor managers or leaders, and transformational leadership produces stronger performance than transactional leadership, according to a significant body of empirical and theoretical research.

A leader who could be a great fit for their group will have a critical effect on how well they perform because they'll be more joyful at work, which is able make the group individuals feel more secure and superior ensured. According to Widayanti and Putranto (2015) "if a leader used transformational leadership, it would improve employees' productivity".

They demonstrated that transformational leadership, either partially or simultaneously, has a significant impact on staff performance. According to Basit et al. (2017), knowing which leadership styles have an impact on employee performance can help a company perform better and achieve tremendous success.

Transformational leadership style in this elegance of leadership, the leader fosters staff collaboration and teamwork. To motivate their workforce, transformational leaders rely on intangible motivational factors Belasen et al., (2016).

According to Almutairi (2016) "found that there is a mediating effect of organizational commitment on the relationship between leadership styles

of transformational leadership and the employees' work performance".

One of the most effective leadership theories is transformational leadership. According to Storey (2004), the style consists of four components: ethical influence, inspiring motivation, intellectual stimulation, and individual consideration. Actually, all of the characteristics of transformational leadership (individual consideration, inspiration, intellectual stimulation, and charisma) that provide high-performance and active leadership have a positive and significant impact on employee satisfaction and the improvement of organizational circumstances (Hoy & Miskel, 2008).

A key component of giving employees direction is leadership. Leadership that can boost employee enthusiasm can also boost workers' self-confidence in carrying out their specific responsibilities. According to Harsey et al (2012).'s situational leadership theory, a leader must be adaptable to changes in people and circumstances since employee success depends on whether or not leadership is compatible with situational leadership variables.

Ivancevich and Konopaske (2012), Juan, Clare, Steve, and Alan (2012) claimed that leaders are those who can give subordinates work motivations in a way that they are motivated to do their tasks. want to work hard in order to successfully and effectively accomplish organizational goals.

Effective leadership, in accordance with Juan et al. (2012), is the most trustworthy assistance in enhancing worker performance.

2.5 research frame work

The research diagram makes it easier to comprehend this chapter's themes by showing how they relate to one another. As described in the literature section, it demonstrates the connection between leadership style and employee performance.

The purpose of this study is to examine the relationship between Transformational Leadership Style (TLS) and Employee Performance (EP). TLS acted as the independent variable within the study, while EP was the dependent variable

Figure 2.1

2.6 summary

We will look into the connections between leadership philosophies, employee motivation, satisfaction, and performance. Being an effective leader depends on a variety of things, and the more we grasp the many leadership philosophies and which ones are most appropriate for a given business. All leadership philosophies, however, have an impact on the productivity, contentment, and motivation of the workforce.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Research Methodology is a crucial part of every research in which researchers attempt to clarify the method and procedures that are used in this study to examine and assort data, This Chapter will explain the research design, population and sampling, research instrument as well as data analysis exercised.

3.2 Research Design

The strategic plan to acquire all the data and information required to address the study's research objectives and research questions is referred to as the research design. The goal of the research design in this study is to ensure that the data collected can be used in the future to as clearly answer the research questions as feasible. The researcher is attempting to analyze the effect of leadership style on employee performance in light of the study's research topic. To quantify the effect of leadership style on employee performance, a quantitative approach will be used in the form of surveys. in nature this study is Descriptive and Correlational study.

Employees of Anwar Sheikha will receive the questionnaires. The questionnaires will be separated into three sections: demographic, leadership style, and employee performance The respondents are required to provide a 5-Likert scale response to each question.

The questionary that is going to be used is to measure the transformational leadership style and employee performance among Anwar sheikha leaders and employees. Meanwhile, questionnaire will be used to evaluate employees' perception of work environment and impact of leadership style.

3.3 Population and Sampling

The population of this study will be employee of private hospital in Kurdistan. Meanwhile, the sample of this study will be employees of Anwar sheikha hospital.

The total number of population of Anwar sheikha hospital is 150 From the total population, 108 of sample is selected, Convenience sampling has been applied on obtaining the sample based on krejcie & Morgan (1970) . It would be ideal to use the entire population in every type of study, but most of the time it is not feasible due to the population's nearly finite size. Convenience sampling (also referred to as Haphazard Sampling or Accidental Sampling) is a type of nonprobability or non-

random sampling where members of the target population are included for the purpose of the study if they meet specific practical criteria, such as easy accessibility, geographic proximity, availability at a specific time, or the willingness to participate. Convenience samples are frequently referred to as "accidental samples" because components of the sample may be chosen by chance since they are administratively or physically close to where the researcher is collecting data.

3.3 Research Instrument

According to DiscoverPhDS (2020) "Any tool you might implement to gather, measure, and analyze data pertinent to your study topic is referred to as a research instrument a research instrument may be in the form of a questionnaire, survey, interview, checklist, or straightforward test, The researcher will choose which exact research instrument tool to utilize. Additionally, it will be closely tied to the individual study's methodology".

This research will use convenience sampling and reliability value. A researcher chooses a portion of a population using Convenience sample a type of probability sampling. The probability of being selected is the same for everyone in the population. The data is then gathered from as much of this random selection as is practical. We created google form to collect data and information this questionnaire contains three sections (Etikan, I., Musa, S. A., & Alkassim, R. S. (2016). Section one is

demographic, section two is Transformational leadership style, and section three is employee performance.

3.4.1 Section A: Demographic

The respondents' biological information and background information are referenced in the demographic section of the questionnaire. The purpose of this section is to gather information about the respondents. This part consists of background information included Gender, Age, Ethnicity, and Work experience.

3.4.2 Section B: Transformational leadership style

Section B in the questionaries measures the level of leadership style among respondent. The items in this section were adopted from Goctu, R. & zarifeGöçtü (2014). Consist of 18 questions, A five-point scale ranging from 1 to 5 is used in this section to measure transformational leadership style 1 indicates as strongly disagree while 5 indicates strongly agree. The respondent will be asked to rank their view according to the question asked. Table 3.1 shows the five-point Likert scale used in measuring the transformational leadership style.

Table 3.1: Likert scale (Khandelwal, 2021)

Likert scale	Level of Transformational leadership style

1	Strongly disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly agree

Table 3.2: The dimension and items (Goctu, R. & zarifeGöçtü 2014)

Dimensions	Items
Idealized Influence	He emphasizes the importance of having goal
	He watches out results of moral decisions
	He emphasizes the importance of having confidence among us
	He is open for criticisms
	His behaviors make me respect him
Inspirational Motivation	He encourages us the innovations
	He believes us to reach determined goals
	He expects us to improve new viewpoints about handled proceeding
	He emphasizes the importance of team spirit
	His attitudes are according to each

	personnel's skills and requirements	
Individualized Consideration	He dignifies the personnel who does good work	
	He considers us not only as a member of a group but as individual	
	He respects employee's ideas and tries to increase their creativity	
Intellectual stimulation	He encourages us in order to solve the former and known problems	
	His priority is quality of work	
	He is open to new idea	
	He urges us to attend different conferences and cultural activities related to our subject	
	He supports improvements on ideas	

3.4.3 Section C: Employee performance

Section C in the questionnaire is to measure the level employee performance of respondents. The items in this section were adopted from (Aigbogun,2022 and Aigbogun 2022 & EKPENYONG JOY NSE 2020). Consist of 15 questions, A the level of employee perfromance.1 indicates as strongly disagree while 5 indicates strongly agree. The respondent will

be asked to rank their view according to the question asked. Table 3.3
shows the five-point Likert scale used in measuring the level of employee
performance. And Table 3.4 shows the items of employee performance.

Table3.3: Likert scale (Khandelwal, 2021)

Likert scale	Level of Transformational leadership style
1	Strongly disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly agree

Table 3.4: Dimension and items (Aigbogun 2022 & EKPENYONG JOY NSE 2020)

Dimension	Items
	I understand the vision of the organization very well
	I acknowledge and share the leader's long terms vision
	I accept the role of leaders in the organization
	High performance expectancy is always communicated by leadership
	I am always motivated to view things from different perspective
	My supervisors show great determination in achieving set goals
	I am comfortable when my

	supervisor is around
	Leadership identifies and satisfy the needs of each employee
	I have total confidence and trust in the leadership
Employee performance	I respect the leadership in my organization
	My supervisor motivates me to work harder and increase my performance
	My Job productivity is high as a result of my managers leadership
	I am giving all necessary support by my manager to boast my Job performance
	My manager assesses my daily performance and encourages me to work harder
	My performance is limited by poor leadership of my manager

3.5   Data Collection Procedure

Data gathering, analysis, and interpretation are all steps in the methodical process of data collection. Data collection is the process of gathering facts or materials for the study's continued investigation. In order to collect the quantitative data for this study, questionnaires were distributed and used to collect qualitative data. It focuses on gathering all the knowledge required about a specific topic. Tests of hypotheses will be conducted on the gathered data in an effort to explain a phenomenon that the data point to (Ossian 2022). To gather primary data for this study, a questionnaire will be used. The two factors that the questionnaire utilized in this study attempts to examine are employee performance and leadership style. The Anwar sheikha hospital's staff and administrators will receive the questionnaires. They will receive the questionnaire through email and WhatsApp we want to make sure that they receive the questions and they all can answer.

3.6 Pilot Study

The pilot evaluation is a crucial part of the inquiry handling. Recent times have seen the adoption of the fundamental inquiry, which aids in identifying plan difficulties and measuring the reachability, practicability, assets, time, and cost of a project. Pilot research has been carried out to assess the reliability and validity of the instruments being employed. During this time, it's crucial to identify any deficiencies or defects in the instruments used in the actual study in order to ensure that they are successful and useful.

Within this research, a total of 15 employees were chosen to participate in the pilot study as respondents. The employee performance questionnaire and the transformational leadership style questionnaire were both examined throughout the pilot study.

By comparing the items to a determined Cronbach's Alpha score using SPSS, the validity of this study was evaluated. The range of Cronbach's Alpha values is 0 to 1. Cronbach's Alpha is regarded as being extremely dependable if its value is near to 1. The chart for internal consistency according to Cronbach's Alpha is displayed in Table 3.5 below:

Cronbach' s alpha value (α)	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable

Table 3.6 below displays the findings of the pilot project. The employee performance and transformational leadership style questionnaires both demonstrated acceptable Cronbach's Alpha values.

Table 3.6: Result of pilot study

Section	Dimensions	No of questions	Cronbach's Alpha
B	Transformational leadership style	18	0.811
C	Employee performance	15	0.702

3.7 Data Analysis

According to Gatara (2010)" Data analysis involved data coding and analysis". Analyses of the data were conducted using quantitative methods. Tables will be used to display the results along with descriptions of all applied parameters. Descriptive statistics were used to score quantitative data, which was then analyzed by determining percentages, means, and standard deviation. The Statistical Package for Social Sciences (SPSS) computer program will be used to accomplish this. The aim of this study is to identify the relationship between leadership style and employee performance The aim of this study is to classify the relationship between transformational leadership style and employee performance among leaders and employee of Anwar sheikha private hospital.

Table 3.7: Data analysis method for Research objectives

Research Objective	Instrument	Analysis Method
To examine level of Employee Performance.	Employee performance questionnaire	Descriptive analysis (Mean, Standard deviation, percentage)
To examine the perceived level of Transformational Leadership style	Transformational Leadership style questionnaire	Descriptive analysis (Mean, Standard deviation, percentage)
To examine the relationship between Transformational leadership on employees' performance.	Transformational Leadership And employee performance Employee performance	Inferential analysis Person correlations

3.8 Summary

In conclusion, this chapter provided an explanation of the research design, population, and sampling that would be used and how the questionnaire will be conducted, as well as the instruments used and the data collection method. We used a quantitative method design and a Convenience sample method in this study.

CHAPTRE FOUR

DATA ANALYSIS

4.0 Introduction

The aim of this chapter is to analyze the collected data and interpreting the findings in fulfilling the research objectives and answering the research question throughout the obtained data. SPSS Statistics Software is used to for frequency analysis tables of demographic data, reliability test, mean score analysis for the leadership style and employee performance, and correlation analysis in understanding the relationship between both independent and dependent variable of this study.

4.1 Demographic Analysis

In this research, based on the 150 population, 108 samples have been selected and 108 questionnaires has been distributed to the sample selected by random number generator. From the 108 total distributed questionnaire, returned questionnaire is 77, and usable questionnaire for the analysis is 65.

4.1.1 Respondent's Age:

From the age respondent's frequency table 4.1 shows that, 64.6 % of the responders were aged between 20- 30, 9.2% were between 31- 40, and 26.2% were between 41-50.

Table 4.1: Respondent's Age

Age	Frequency	Percentage (%)
20-30	42	64.6
31-40	6	9.2
41-50	17	26.2
Total	65	100

4.1.2 Respondent's Gender:

From the Gender respondent's frequency table shows that, 4.1, 60% of the responders were females while 40% of the responders were male which is close in terms of percentage.

Table 4.2: Respondent's Gender

Gender	Frequency	Percentage (%)
Female	39	60.0

Male	26	40.0
Total	65	100

4.1.3 Respondent's Ethnicity:

From Ethnicity frequency table it shows that, 4.3, 98.5% of the responders were Kurd while the remaining 1.5% were Arab.

Table 4.3: Respondent's Ethnicity

Gender	Frequency	Percentage (%)
Female	64	98.5
Male	1	1.5
Total	65	100

4.1.4 Respondent's Work Experience

From the work experience Table 4.4 shows the respondent work experience 60% have 1-5 years of experience. 38.5% have 6-10 years of experience and 3% have 11-20 years' experience.

Table 4.4: Respondent's Work Experience

Work Experience	Frequency	Percentage (%)
1-5 years	39	60.0
6-10 years	25	38.5
11-20 years	1	1.5
Total	65	100

4.2 Reliability statistics for variables

Cronbach's Alpha, also known as Coefficient Alpha, was used to assess the reliability of the questionnaire employed in this study. Table 4.5 shows the details and Cronbach's alpha values for each instrument used in the questionnaire.

The results of the reliability test showed that the independent variable TLS had a Cronbach's alpha of 0.731 which is considered a 'acceptable' level according to (Mohd et al., 2018) The dependent variable EP scored a Cronbach's alpha of 0.701, this level is considered a 'acceptable' level, according to (Mohd et al., 2018)

Table 4.5: Reliability statistics for variables

Dimension	Number of items	Cronbach's Alpha
Transformational Leadership Style	18	0.731
Employee Performance	15	0.701

4.3 Descriptive Analysis (Mean score analysis)

Descriptive Statistics is performed to in addition give and explanation for the acquired records and help and summarize the outcomes of this studies. Aiming to fulfil the research objective 1 and 2, mean score analysis is performed. Full info concerning the findings can be proven with inside the subsequent subsection.

According to Chowdhury, S. (2022) there is three level of analyzing mean score in SPSS which is shown in the table below:

Table 4.6: Mean Score

Mean score	Level
1 - 2.33	Low
2.34 - 3.67	Moderate
3.68 - 5	High

4.3.1 Objective 1: To determine the level of employee performance among employees at Anwar sheikha hospital.

The dependent variable, employee performance mean score is (3.2) which is considered to be moderate according to Chowdhury, S. (2022). So, it concludes that employee performance among employees of the hospital in Sulaymaniyah is moderate.

Table 4.7: Descriptive Statistics for employee performance

Item	Strongly Disagree f (%)	Disagree f (%)	Neutral f (%)	Agree f (%)	Strongly Agree f (%)	Mean	SD	level
EP1	0 (0.0)	34 (52.3)	23 (35.4)	7 (10.8)	1 (1.5)	2.615	0.744	Moderate
EP2	0 (0.0)	34 (52.3)	24 (36.9)	5 (7.7)	2 (3.1)	2.615	0.764	Moderate
EP3	1 (1.5)	33 (50.8)	6 (9.2)	23 (35.4)	2 (3.1)	2.877	1.023	Moderate
EP4	17 (26.2)	0 (0.0)	5 (7.7)	40 (61.5)	3 (4.6)	3.185	1.357	Moderate
EP5	0 (0.0)	1 (1.5)	36 (55.4)	25 (38.5)	3 (4.6)	3.462	0.614	Moderate
EP6	1 (1.5)	3 (4.6)	52 (80.0)	8 (12.3)	1 (1.5)	3.077	0.539	Moderate
EP7	1 (1.5)	17 (26.2)	3 (4.6)	39 (60.0)	5 (7.7)	3.462	1.017	Moderate
EP8	1 (1.5)	4 (6.2)	51 (78.5)	5 (7.7)	4 (6.2)	3.108	0.664	Moderate
EP9	1 (1.5)	20 (30.8)	5 (7.7)	35 (53.8)	4 (6.2)	3.323	1.032	Moderate
EP10	0 (0.0)	3 (4.6)	21 (32.3)	5 (7.7)	36 (55.4)	4.138	1.029	High
EP11	2 (3.1)	4 (6.2)	34 (52.3)	22 (33.8)	3 (4.6)	3.308	0.789	Moderate
EP12	2 (3.1)	33 (50.8)	6 (9.2)	22 (33.8)	2 (3.1)	2.831	1.039	Moderate
EP13	1	33	6	22	2	2.859	1.021	Moderate

	(1.5)	(50.8)	(9.2)	34.4)	(3.1)			
EP14	3 (4.6)	0 (0.0)	24 (36.9)	34 52.3)	4 (6.2)	3.554	0.811	Moderate
EP15	1 (1.5)	1 (1.5)	51 (78.5)	8 13.3)	4 (6.2)	3.200	0.642	Moderate
Total						3.175	0.321	

4.3.2 Objective 2: To determine the perceived level of Transformational Leadership style among employees at Anwar sheikha hospital.

The independent variable, of Transformational Leadership style mean score is (3.13) which is considered to be moderate according to Chowdhury, S. (2022). So, it concludes that of Transformational Leadership style among employees of the hospital in Sulaymaniyah is moderate.

Table 4.8: Descriptive Statistics for Transformational Leadership Style

4.4 Person Correlation and Regression Analysis

Item	Strongly Disagree f (%)	Disagree f (%)	Neutral f (%)	Agree f (%)	Strongly Agree f (%)	Mean	SD	level
TL1	0 (0.0)	34 (52.3)	f (%)	3 (4.6)	3 (4.6)	3.108	0.504	moderate
TL2	1 (1.5)	34 (52.3)	57 (87.7)	38 (58.5)	1 (1.5)	3.323	0.937	Moderate
TL3	1 (1.5)	33 (50.8)	8 (12.3)	23 (35.4)	4 (6.2)	3.431	0.706	Moderate
TL4	2 3.1%	1 (1.5)	36 (55.4)	3 (4.6)	2 (3.1)	3.831	10.651	High
TL5	1 (1.5)	2 (3.1)	55 (84.6)	2 (3.1)	32 (49.2)	3.615	1.104	High
TL6	2 (3.1)	1 (1.5)	40 (61.5)	40 (61.5)	1 (1.6)	4.000	0.690	Moderate
TL7	1 (1.6)	36 (56.3)	6 (9.2)	6 (9.2)	18 (27.7)	2.484	0.649	Moderate
TL8	1 (1.5)	19 (29.2)	3 (4.7)	3 (4.7)	18 (27.7)	2.785	1.391	Moderate

TL9	3 (4.6)	33 (50.8)	7 (10.8)	7 (10.8)	2 (3.1)	3.062	1.208	low
TL10	32 (49.2)	5 (7.7)	7 (10.8)	7 (10.8)	1 (1.5)	2.092	0.637	Moderate
TL11	3 (4.6)	2 (3.1%)	6 (9.2)	6 (9.2)	1 (1.5)	3.031	0.741	Moderate
TL12	2 (3.1)	17 (26.)	8 (12.3)	8 (12.3)	2 (3.1)	2.831	0.834	Moderate
TL13	1 (1.5)	32 (42.9)	8 (12.3)	8 (12.3)	2 (3.1)	2.662	0.583	Moderate
TL14	1 (1.5)	2 (3.1)	8 (12.3)	8 (12.3)	5 (7.7)	3.138	1.011	Moderate
TL15	0 (0.0)	20 (30.8)	9 (13.8)	9 (13.8)	5 (7.7)	3.385	0.686	Moderate
TL16	0 (0.0)	0 (0.0)	35 (53.8)	35 (53.8)	0 (0.0)	3.462	0.983	Moderate
TL17	2 (3.1)	2 (3.1)	22 (33.8)	22 (33.8)	2 (3.1)	2.815	0.731	Moderate
TL18	1 (1.5)	1 (1.5)	24 (36.9)	24 (36.9)	2 (3.1)	3.323	1.104	High
Item						3.133	0.310	

4.4.1 Objective 3: To determine the relationship between transformational leadership style and employee performance among hospital employees in Sulaymaniyah, Iraq.

Table 4.9: Correlation matrix between independent and dependent variable

		Transformational Leadership Style	Employee Performance
Transformational Leadership Style	Pearson Correlation	1	0.544**
	Sig. (2-tailed)		<.001
	N	65	65
Employee Performance	Pearson Correlation	0.544**	1
	Sig. (2-tailed)	<.001	
	N	65	65
**. Correlation is significant at the 0.01 level (2-tailed).			

From table 4.3. The findings indicate a substantial positive link between transformational leadership style and employee performance (r=0.544, p.001). Furthermore, Pallant (2016) classifies the association between transformational leadership style and employee performance as strong (0.50 to 0.69)

Table 4.10: Regression Analysis

Objective	Regression Weights	Beta Coefficient	R2	F	P-value
RO3	TL → EP	0.544	0.298	56.544	0.001

4.5 Summary

The data analysis has been carried out in this chapter to explain and display the data gathered from the questionnaires. Descriptive frequency analysis, reliability testing, mean score analysis, and Pearson correlation analyses were performed with the goal of achieving the study objectives that were established earlier in the research. The following is a summary of the findings

Table 4.11: Summary of Findings

Research Objectives	Findings	Interpretation
To examine level of Employee Performance.	Mean score is 3.2 which is moderate.	The level of employee performance among employees

		of the hospital in Sulaymaniyah is moderate.
To examine the perceived level of Transformational Leadership style.	Mean score is 3.13 which is moderate.	The level of Transformational Leadership style among employees of the hospital in Sulaymaniyah is moderate.
To examine the relationship between Transformational leadership on employees' performance.	Correlation: r:0.544 p <0.01 high correlation Regression R2: 0.298 b: 0.544 p: 0.001	There is a high correlation between Transformational Leadership style and employee performance There is a positive significant relationship between Transformational Leadership style and employee performance Transformational Leadership style significantly predicted employee performance Transformational Leadership able to explain 29.8% of the employee performance

CHAPTER FIVE

RECOMMENDATION & CONCLUSION

5.0 Introduction

The major goal of this chapter is to explain the study's result as well as make recommendations for future research on leadership style and employee performance in the private hospital in Sulaymaniyah.

5.1 Summary of Findings

The purpose of this research is to explain the connection between leadership style and employee performance among manufacturing employees in Sulaymaniyah. By answering showing these results and explaining them, it's expected to meet the objectives of this research will be gained and answer all the three research questions.

5.1.1 objective 1: To determine the level of employee performance among employees at Anwar sheikha hospital.

The first objective of this research is to identify the level of employee performance among employees at Anwar sheikha hospital. From the analysis of the obtained data by the researcher in Chapter Four, the level employee performance among hospital employees in Sulaymaniyah, Iraq is moderate. The result for dependent variable (employee performance) were moderate

for several reasons:

First, Lack of motivation for a variety of reasons, including inadequate recognition, a lack of job satisfaction, or imprecise objectives, employees may lack the incentive to perform properly. According to Newstrom (2014), job satisfaction will rise if improved performance can boost employee benefits in a fair and equal way, in other circumstances, employee happiness is the feedback that influences self-image and incentive to improve performance. Leadership style, company culture, and employee motivation are the three factors that significantly affect job performance, according to Imam et al. (2015). Azin and Reihane (2013) found a correlation between job motivation and performance. Because motivation is a process of need-satisfaction, employees will strive tirelessly to help the company achieve its objectives while producing the best possible job outcomes when certain conditions are met.

Second, Poor leadership or management techniques can have a negative effect on the productivity and performance of employees. Poor leadership can cause employees to feel misinformed or unsure about the company and their jobs. Communication breakdowns make the situation worse. Failure to confront negative people or poor performance can lead to low morale because great employees are typically required to pick up the slack. Performance can be improved by having a supportive and effective leadership style that promotes candid communication, offers constructive

criticism, and acknowledges individual accomplishments. Furthermore, higher performance results are influenced by clear job descriptions, performance goals, and clearly defined roles and duties. Employees can complete their responsibilities more effectively when they have access to the essential resources and training opportunities, as well as the tools and resources they need.

According to Goleman in his book "Primal Leadership," Goleman emphasizes that leadership styles and emotional intelligence significantly impact employee motivation and performance. Goleman argues that leaders' emotional intelligence, which includes self-awareness, self-regulation, empathy, and social skills, is crucial in creating a positive work environment and fostering high performance teams.

5.1.2 Objective 2: To determine the perceived level of Transformational Leadership style among employees at Anwar sheikha hospital.

The analysis of the second objective revealed that the perceived level of Transformational Leadership style among employees at Anwar sheikha hospital is moderate. The cause of moderate leadership may be due to a lack of knowledge and skills regarding effective leadership approaches. Additionally, most leaders today are unaware of what style they use because they believe that being a leader and being strict with their employees is all that is required. Another reason is Lack of Feedback or Open Communication Channels Leaders may not be aware of the perspectives and

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experiences of their team members if they do not actively seek input or foster an environment of open and honest communication. They might not be aware of the effects their leadership style has on others if they don't get feedback on it. As we know transformational leadership style is a type of leadership that emphasizes encouraging and motivating employees to achieve outstanding results and personal development. Leaders need to be more aware about transformational leadership style in order to motivate employees to perform better.

Bass (2002) expanded on Burns' research and stressed the significance of transformational leadership's impact on follower performance. Transformational leaders encourage intellectual growth and innovative thinking, which improves employee performance and fosters an environment that is favorable to creativity and problem-solving.

It's crucial to keep in mind that ineffective leadership can negatively affect employee satisfaction, motivation, and performance as well as the organization's overall success. Businesses can identify and address their leadership development needs with the aid of these factors in order to construct effective and successful leadership practices.

5.1.3 Objective 3: To determine the relationship between transformational leadership style and employee performance among hospital employees in Sulaymaniyah, Iraq.

From the examinations of the researcher on obtained data, The correlation between transformational leadership style and employee performance is strong. The connection is proven as high, (Bass 1985) has done an extensive amount of study on leadership, especially transformational leadership. He investigated how transformation leadership affected many outcomes, such as worker performance. His research emphasized the crucial role that leaders play in inspiring and encouraging their followers to achieve exceptional levels of performance, emphasizing the beneficial association between transformational leadership and employee performance (Bernard M. Bass1985).

Also, about transformational leadership, (Avolio 1990) has written and researched a great deal. His writings emphasize how transformational leaders may empower and develop their followers, which improves performance results, and how this has an impact on staff performance. Understanding the ways through which transformative leadership affects employee performance is a result of Avolio's research.

Lastly, Antonakis (2013) is known for his research on leadership and its impact on various outcomes. His work includes studies on transformational leadership and its relationship with employee

performance. Antonakis has explored the role of emotions and charisma in transformational leadership and how these factors influence follower performance. In general, direct leaders are the contextual impact factors that employees are exposed to most directly. According to numerous studies (Brief and Weiss, 2002; Bono and Ilies, 2006; Dasborough and Ashkanasy, 2016), their leadership style significantly influences both their performance and their emotional experiences.

Thus, this explains the significant relationship between transformational leadership style and employee performance among hospital employee's in Sulaymaniyah.

5.2 Recommendations

This section will briefly explain on the recommendations for future research and for the hospital in Sulaymaniyah, in general.

5.2.1 Recommendations for Future Research

Future research should include more replies and look into how experience and other degrees affect employee performance and leadership styles. Future studies should also repeat the study across different industries and widen the reach by using a bigger population sample. Future researchers can conduct research on multi-level analysis, comparative studies, and leadership development interventions. Future researchers can advance our knowledge of the connection between transformational leadership style and

employee performance, elucidate underlying mechanisms, and offer insightful advice for managers, organizations, and the field of leadership studies as a whole by pursuing these research directions.

5.2.2 Recommendation for hospital in Sulaymaniyah

The leadership style of their leaders needs to be examined because higher employee performance will affect organizational performance if the leaders use the right leadership style, as this study in Anwar Sheikha Hospital found a strong correlation between transformational leadership and employee performance. "Leadership Training" is one of the most important strategies for improving leadership abilities. Give hospital managers and administrators comprehensive leadership training programs. Performance management, efficient communication, and resolution of conflicts should be these programs' main focuses. Investing in leadership development will give leaders the resources they need to motivate and engage their employees. It's critical to keep in mind that the quality of the program, the commitment of the participants, and the culture of the organization as a whole can all affect how effective a leadership development program is. Continuous evaluation and feedback systems should be in place to monitor the results of leadership training and make any necessary improvements

5.3 Conclusion

In conclusion, leadership style has a significant impact on how well employees perform. Productivity, work satisfaction, and overall performance are all directly impacted by the way leaders engage with, inspire, and direct their staff. There are many different leadership philosophies, each with its advantages and disadvantages. The best leadership approaches, though, are flexible and customized to the demands of the team and the particular circumstance.

Transformational leadership, which is characterized by inspiring and motivating employees to attain higher levels of performance, has frequently been related to favorable employee outcomes. Staff members are motivated to go above and beyond the call of duty with this leadership style. By outlining a clear vision, establishing high standards, and offering support and encouragement, transformational leaders create an environment that promotes employee growth and development. A supportive, inspiring, motivating, and trustworthy leadership style tends to improve employee performance. By fostering a positive work environment, allowing employees the flexibility to make their own decisions, and demonstrating empathy and emotional intelligence, leaders can increase productivity, job satisfaction, and overall performance levels inside their organizations.

Some leaders were autonomous, held complete control over the organization and all decision-making authority, and they didn't appreciate

feedback from their subordinates. Some leaders give their followers the chance to participate in making decisions, encourage innovation and creativity, and welcome and accept comments and ideas from subordinates. Some leaders failed to offer guidance or encouragement, leaving it to their followers to take the fall when problems arose (Lewin et al., 1939)

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Appendix AResearch Questionary

Dear Respondent,

This research is being conducted for the attainment of the degree of Bachelor of Science in Human Resource Development within Qaiwan International University. My research is titled "The Impact of leadership style on employee performance Among Private hospital Employees in Sulaymaniyah.'

I hereby kindly ask for your cooperation and participation in helping gather data by answering the questionnaire accordingly. I genuinely hope you would take the time to assist me by answering all of the questions honestly and completely. All information will be used solely for research reasons and kept confidential; also, your identity will not be revealed.

Please do not hesitate to contact me if you have any questions.

I highly appreciate your assistance and participation. I wish you the best of luck, In your future pursuits.

Savan salam hameed
Bachelors
School of human resource Development, Faculty of Social Science and Humanities, Qaiwan International University UTM Franchise
Tel: +9647705155229
Email: ssqiu190069@uniq.edu.iq

وەڵامدەری ئازیز

ئەم توێژینەوەیە بۆ بەدەستهێنانی بڕوانامەی بەکالۆریۆس لە پەرەپێدانی سەرچاوە مرۆییەکان لە زانکۆی نێودەوڵەتی قەیوان ئەنجام دەدرێت. توێژینەوەکەم بە ناونیشانی "کاریگەری شێوازی سەرکردایەتی لە سەر ئەنجامی کارمەندانی نەخۆشخانەی تایبەت لە سلێمانی"

من لێرەوە بە دڵسۆزییەوە داوای هاوکاری و بەشداریکردنتان دەکەم لە یارمەتیدان لە کۆکردنەوەی داتا بە وەڵامدانەوەی پرسیارەکە بە گوێرەی ئەوە. هیوادارم بە تە واوە تی وە ڵامی هە موو پرسیارە کان بدە مە وە و بە تە واوی وە ڵامی پرسیارە کان بدە مە وە. هەموو زانیاریەکان تەنها لەبەر هۆکاری توێژینەوە بەکاردەهێنرێن و بە نهێنی دەهێڵرێنەوە؛ هەروەها ناسنامەکەت ئاشکرا ناکرێت.

تکایە دوودڵ مەبە لە پەیوەندی کردن بە منەوە ئەگەر هەر پرسیارێکت هەبوو.

من زۆر سوپاسی هاوکاری و بەشداریتان دەکەم. هیوای سەرکەوتنت بۆ دەخوازم لە هەوڵەکانی داهاتووتدا.

ساڤان سە لام حە مید
بەکالۆریۆس
کۆلێژی گەشەپێدانی سەرچاوە مرۆییەکان کۆلێژی زانسته کۆمەڵایەتییەکان و زانسته مرۆییەکان زانکۆی نێودەوڵەتی قەیوان UTM
ژمارەی تەلەفۆن : + ٠٩٦٤٧٧٠٦١٥٥٢٢٩
نیمەیڵ :ssqiu190069@uniq.edu.iq

Section A

Please read the following statements and TICK (√) in the appropriate box.

بەشی A

.تکایە ئەم لێدوانانەی خوارەوە بخوێنەوە و تیک (√) لە سندوقی گونجاو

تەمەن / Age

20-30 ☐   31-40 ☐

41-50 ☐   51-60 ☐

ڕەگەز / Gender

نێرMale   مێFemale

☐   ☐

نەژادی /Ethnicity

Kurd ☐   Arab ☐

Work Experience کار ئەزموونی

1-5 years   6-10years   11-20years   20 years above

☐   ☐   ☐   ☐

Section B. Transformational leadership style

Please use the following rating scale to indicate the extent to which you agree with the following statements. Please mark on the answer sheet the number corresponding to your answer.

تکایه پێوەری پلەبەندی خوارەوە بەکاربێنە بۆ ئاماژەدان بە رادەی رازی بوونت لەگەڵ ئەم لێدوانانەی خوارەوە. تکایه نیشانه بکه لەسەر لاپەرەی وەڵامەکە ژمارەی هاوچەشن بۆ وەڵامەکەت

Level/ ناست	1	2	3	4	5
Scale/ پێوەر	Strongly Disagree/ به توندی نارازین	Disagree/ نارازین	Neutral/ بێلایەن	Agree/ رازیوون	Strongly Agree/ به توندی رازی بن

Transformational leadership style	1	2	3	4	5
1. He emphasizes the importance of having goal. جەختی لەگرنگیی بوونی دەکاتەوه ئامانج					
2. He watches out results of moral decisions. سەیری ئەنجامەکانی رەوشت دەکات بۆ بریارەکان					
3. He emphasizes the importance of having confidence among us. جەختی لەگرنگیی بوونی متمانه دەکاتەوه له نێوانماندا					
4. He is open for criticisms. کراوەیه بۆ رەخنەکان					
5. His behaviors make me respect him. رەفتارەکانی وای لێکردم رێزی لێ بگرین					
6. He encourages us the innovations. هانی داهێنانەکانمان دەدات					
7. He believes us to reach determined goals. بروای وایه ئێمه بگەینه ئامانجه دیاریکراوەکان					
8. He expects us to improve new viewpoints about handled proceeding. ئەو چاوەروانی دەکات ئێمەبۆ باشترکردنی تێروانینی نوئ سەبارەت به جێبەجێ کردنی چارەسەرکراو					
9. He emphasizes the importance of team spirit. جەختی لەسەر گرنگیی تیمەکه کردەوه					

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10.His attitudes are according to each personnel's skills and requirements. له هەڵوێستەکانی بەپێی هەر یەکن شارەزایی و پێداویستیەکانی کارمەندان					
11. He dignifies the personnel who does ئەو ئەو کەسەی که کاری باش دەکات بەرز رادەگرێ good work.					
12. He considers us not only as a member of a group but as گروپێک بەڵام وەک تاک دەمانبینێت ئێمه نەک هەر بەئەندامی individual.					
13.He respects employee's ideas and tries to increase their creativity. ڕێز داهێنانیان زیاد دەکات له بیروبۆچوونەکانی فەرمانبەران دەگرێت و هەوڵدەدات					
14. He encourages us in order to solve the former and known problems. هانمان دەدات بۆ ئەوەی کێشەکانی پێشوو و دیارەکان چارەسەر بکەین					
15. His priority is quality of work. ئەولەویەتی ئەو کوالێتی کارکردنه					
16. He is open to new idea. کراوەیه بۆ بیرۆکەی نوێ					
17. He urges us to attend different conferences and cultural activities داواش دەکات بەشداری له کۆنفرانسه جیاوازەکان و چالاکییه related to our subject. کولتوورییەکانی پەیوەست به بابەتەکەمان بکەین					
18. He supports improvements on ideas. پشتیوانی لەگەشەکردن دەکات لەسەر بیرۆکەکان					

Section C. Employee Performance

Please use the following rating scale to indicate the extent to which you agree with the following statements. Please mark on the answer sheet the number corresponding to your answer.

تکایه پێوەری پلەبەندی خوارەوە بەکاربێنە بۆ ئاماژەدان بە ڕادەی ڕازی بوونت لەگەڵ ئەم لێدوانانەی خوارەوە. تکایە نیشانە

بکە لەسەر لاپەڕەی وەڵامەکە ژمارەی هاوچەشن بۆ وەڵامەکەت

ناست /Level	1	2	3	4	5
پێوەر/ Scale	Strongly Disagree/ بە توندی ناڕازین	Disagree/ ناڕازین	Neutral/ بێلایەن	Agree/ ڕازیوون	Strongly Agree/ بە توندی ڕازی بن

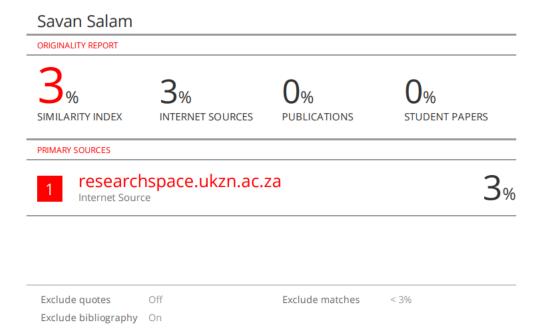| Employee performance	1	2	3	4	5
1. I understand the vision of the organization very well. من له تێروانینی ڕێکخراوە کە بە باشی تێده گە م					
2. I acknowledge and share the leader's long terms vision. من دان بەوەدا دەنێم و هاوبەشی دەکەم لە تێروانینی درێژخایەنی سەرکردەکە					
3. I accept the role of leaders in the organization. ڕۆڵی سە رکردە کان لە ڕێکخراوە کە دا قە بووڵ دە کە م					
4. High performance expectancy is always communicated by leadership. چاوەڕوانی ئەنجامدانی بەرز هەمیشە لە لایەن سەرکردایەتییەوە پەیوەندی پێوە دەکرێت					
5. I am always motivated to view things from different perspective. من هەمیشە هاندەرم بۆ بینینی شتەکان لە ڕوانگەی جیاوازەوە					

6. My supervisors show great determination in achieving set goals. سه رپه رشتیارانم له به ده ستهێنانی ئامانجه دیاریکراوه کاندا سووربوونێکی گه وره نیشان ده ده ن					
7. I am comfortable when my supervisor is around. من ئاسوودهم کاتێک سهرپهرشتیارهکهم له دهوروبهره					
8. Leadership identifies and satisfy the needs of each employee. سه رکردایه تی ده ستنیشانی پێداویستییه کانی هه ر کارمهندێک ده که نه وه					
9. I have total confidence and trust in the leadership. متمانه و سیقهی تهواوم به بهڕێوبهرهکهم ههیه					
10. I respect the leadership in my organization. ڕێز له ڕێبه رایه تی ده گرم له ڕێکخراوه که م					
11. My supervisor motivates me to work harder and increase my performance. بهڕێوبهرهکهم هانم دهدات بۆ زیاتر کار بکه م و ئه رک و کاره کانم به رز بکه مه وه ئه ی					
12. My Job productivity is high as a result of my managers leadership. بهرههمهێنانی کارهکهم بهرزه له ئهنجامی سهرکردایهتی بهڕێوبهرهکانم					
13. I am giving all necessary support by my manager to boast my Job performance. ن ههموو پاڵپشتییهکی پێویستم پێشکهش دهکرێ لهلایهن بهڕێوهبهرهکهمهوه بۆ باشتر کردنی کارهکهم					
14. My manager assesses my daily performance and encourages me to work harder. بهڕێوهبهرهکهم					

هەڵسەنگاندنی کارەکانی ڕۆژانەم دەکات و هانم دەدات بۆ ئەوەی زیاتر کار بکەم					
15. My performance is limited by poor leadership of my manager. کارەکەم سنووردارە بەهۆی خراپی سەرکردایەتی بەڕێوەبەرەکەم					

Appendix B Support Letter

هەرێمی کوردستان - عیراق

وەزارەتی خوێندنی باڵا و توێژینەوەی زانستی

زانکۆی قەیوانی نێودەوڵەتی

بەرێوەبەرایەتی کارگێری و تۆمار

تۆمار

ژمارە: 207 -REG23

بەروار: 02/04/2023

OUTGOING

بۆ: شاری پزیشکی ئەنوەر شێخە

بابەت: پشتگیری

پاش سڵاو و رێز......

پشتگیری ئەم خوێندکارانەی لای خوارەوە دەکەین کە خوێندکاری بەشی (گەشەپێدانی سەرچاوە مرۆییەکان) لە زانکۆکەمان ، بە
مەبەستی کۆکردنەوەی داتای پێویست بۆ پرۆژەیەکی بواری خوێندن سەردانی نەخۆشخانەکەی بەرێزتان دەکەن.

هاوکاریتان جێگەی رێز و پێزانینە.

پێویست

(ساڤان سەلام حەمید)

لەسەر داوای خۆیان ئەم پشتگیرییەیان بۆ کراوە.

لەگەڵ رێزدا...

پ.د. رۆوف کریم محمود

بەرێوەبەری کارگێری و تۆمار

وێنەیەک بۆ:

• ئەرشیف
• دۆسیەی گشتی

Appendix C　Turnitin Result

Savan Salam

Section 1 (To be completed by Student)
(Please tick (√) where applicable)

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Submission of Final Copies of Thesis

I _Savan Salam Hamzed_ (name) hereby submit:
the final copies of my thesis for the degree of [✓] Bachelor / [ ] Master / [ ] Doctor of Philosophy

The title of the thesis is:

Impact of Leadership Style on Employee Performance

....

....

....

Hence, I declare that:

[✓] i) My thesis has been reviewed by my Main Supervisor / HoD / Dean / Faculty

[✓] ii) I had submitted the CD of my softcopy of the thesis (the contents are similar with the hardcopy of the thesis) in a single PDF file.

[✓] iii) I had submitted the Degree Scroll Information Form.

Student Name: _Savan Salam_

Department: _HRD_

Signature: _Sau_

Date: _7/8/2024_

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ENDORSEMENT BY MAIN SUPERVISOR

Section 2 (To be completed by Main Supervisor)

Supervisor's Name: Rozhan Mahmood Fabah

Department: Human Resource Management

I have examined the thesis of Mr. /Mrs. /Ms.: Savan Salam Hamed

I hereby confirm that all corrections and amendments made to the thesis have been rectified by the candidate.

7-8-2024

(Main Supervisor's Signature & Stamp)   (Date)

ENDORSEMENT BY Librarian

Section 3 (To be completed by Librarian)

Librarian's Name: D) Khwar Othman

[✓] Approved   [ ] Not Approved

I hereby confirm that all corrections and amendments made to the thesis have been rectified by the candidate.

7/8/2024

(Librarian's Signature & Stamp)   (Date)

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STUDENT'S DECLARATION
Section 4 (To be completed by Student)

Student Thesis's Copyright and University's Intellectual Property

I declare that the contents presented in this thesis are my own which was done at Qaiwan International University unless stated otherwise. The thesis has not been previously submitted for any other degree.

I also declare that my thesis has been reviewed by the Main Supervisor / HoD / Dean / Faculty the comments are as stated in Section 2 (page 2).

Name of Student: ....Salon Solam..

Signature of Student: ..😊..

IC. No. / Passport No.: .A.169.11091......................................

Date: .....7.8.12024..

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