



MANAGER'S LEADERSHIP STYLES AND JOB PERFORMANCE OF COMPANY RANK AND FILE EMPLOYEES

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Abstract:

In company management, several leadership styles are inherent and utilised by a manager or a leader. This study assessed the leadership styles of a manufacturing company manager and how the styles of leadership influence rank and file employees' performance. In particular, it evaluated the manager's leadership styles as affirmed by the rank and file employees, and how these leadership styles influence the performance of said employees from the viewpoint of work quality, work quantity, job innovativeness, customer service and team spirit. The study was carried out through a descriptive survey research design utilising a standardised survey questionnaire. Findings revealed that the branch Manager highly utilised transactional and transformational leadership styles in managing the manufacturing company. The Laissez-faire leadership style was only moderately utilised while the autocratic leadership was the least utilised style also at the moderate level. These utilised leadership styles manifested strong influence on the performance and productivity of rank and file employees of the manufacturing company under study. Accordingly, the employees exhibited outstanding performance towards the delivery of their works. It is concluded that managing the human capital of any company elicits full utilisation of good leadership styles supportive to the attainment of the company's set goals and objectives and employees' desired outputs and productivity. The company under study should continuously utilise and sustain the use of transactional and transformational leadership styles to keep employees' productive performance, although there is always room for improvement. Other related studies may be pursued considering other variables or attributes of leadership styles not covered in this study.

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1. Introduction

Leadership signifies the process of influencing the behaviour of people and make them wilfully commit towards the accomplishment of organisational goals and objectives. Leadership is considered to be a crucial component in determining whether a company's operation will succeed or fail. Efficient and effective organisation takes off and progresses with excellent leadership.

Successful organisation is a reflection of excellent leadership. Effective leadership moves an organisation, makes it dynamic, creates visions of conceivable opportunities, and nurture employees' commitment to always adhere good work ethics, values and standards (Andaya and Abocejo, 2019), strategies, adjust and adapt to new technologies (Pañares and Abocejo, 2019) which eventually results to improved work performance (Rodriguez and Abocejo, 2018) and productivity (Anitha, 2014).

A leader, with his leadership styles, needs to be able to maintain good rapport with his subordinates motivating and guiding them to achieve organisational goals, objectives and planned targets. One common attribute among effective leaders is that they are able to influence those around them in a positive way, by utilising or applying leadership styles, to maximise subordinates' potentials for the benefit of the organisation as a whole (Nwokocha, 2014). Obiwuru et al., (2011) emphasised that the management's ability to build solidarity and coordination within the organisation depends on the skills and styles effected by the leader.

Dumdum, Lowe and Avolio (2013) found out that leadership style directly correlated with attitudes and behaviours, both at the personnel and organisational levels. Marmaya et al. (2011) conducted a correlation analysis where their findings revealed that organisation commitment of employees is directly associated with transformational and transactional leadership styles utilised by their leader. Available research findings also suggest that transformational leadership is directly associated with organisational commitment along different organisational climate and management practices (Guang-Lu et al, 2012; Avolio et al., 2004; Bono and Judge, 2003).

Jean (2015) noted that today's leadership capacity has not been sufficient to meet future leadership needs. She identified four important skills that may exhibit weak capabilities among current leaders. These include "*inspiring commitment, leading employees, strategic planning and change management.*" These leadership gaps are evidently present in high-priority and high-stakes areas. In addition, Jean (2015) pointed out that employee development and self-awareness are valuable issues where a substantial gap may exist between the level of required and existing skill.

Leadership styles in organisation gained attention for its impact on employees' performance (Al-Khasawneh and Futa, 2013). There is a need to explore leadership styles in order to increase employee performance. Accordingly, employee performance was operationally perceived as: work quality, work quantity, job innovativeness, customer

service and team spirit. These attributes should lead to employee effectiveness, competence, specialisation, effective feedback and good organisational relationship.

This paper hopes to contribute to the efficiency and effectiveness of company workforce, through its findings, solidifying the company's operational its competitive advantage. It anticipates to shed light on the organisation to become more efficient and effective in the daily operations and provide new inputs for employees' job performance. The findings are expected to substantiate the broad literature about company leadership information augmenting the qualities of company management team. Essentially, leadership is an influential process that provide assistance to various groups of individuals towards attainment of a goal (Germain, 2012).

This study argues that knowing the leadership styles of a branch company can shed light on the degree of effectiveness, influence and motivation which enable subordinates to contribute towards the success of the company they belong. Becoming an effective leader or a manager depends on the utilised leadership styles. Successful managers possess vision, good personality, charisma, open minded but with strong self-disciplined. Generally, an effective leader or a manager is performance oriented, task orientated, supportive, participative, friendly, approachable, treats everyone equally with respect, listen, evaluate suggestions for considerations from of his superiors and subordinates and, exploit rewards system to accomplish the company's objectives.

1.1 Study Objectives

This study investigated the leadership styles of the branch Manager of a manufacturing company in Tacloban City, Philippines and how such leadership styles influenced the performance of the branch company's rank and file employees. Specifically, it evaluated the rank and file employee's performance based on the work quality and quantity, job innovativeness, customer service, team work, and assessed manager's leadership styles as viewed by the rank and file employees.

2. Literature Review

Leadership plays a significant part in the success of organisation (Rihal, 2017). Leadership focused not only in achieving the organisation objectives but also on the growth and development of work skills and productive growth of the company's workforce and its needs which ultimately lead to job satisfaction (Sahaya, 2012). Eze (2010) stressed that leadership is a possessed ability of a person, authority, influence and certain qualities which get others to productively contribute to company's performance and outputs.

A competent leadership style encourages innovative job execution by employees, where both leaders and employees proactively adapt to new, improved practices and modifications in the work environment (Azka, Tahir, Aslam and Syed, 2011). Kamisan and King (2013) described leadership as a method in which the leader encourages the workforce to realise a common goal. One of the determining elements that plays an important role on how an organisation progresses over time is the style of leadership utilised by the leader (Obiwuru et al., 2011).

Ngambi (as cited in Jeremy et al., 2012) noted that leadership is a means of inducing commitment on employees in realising their capabilities and full potential. This goes to show that every employee works wilfully to achieve the goals set by leaders. Leadership style adopted by the leader significantly influence the quality of employees' performance (Jeremy et al., 2012).

Essentially, a good leader does not only focus on motivating his workforce to improve their efficiency but also to meet their individual necessities (Inabangan, Garcia and Abocejo, 2019) in realising organisational objectives (Lee and Chuang, 2011). A good leader is essential in any organisation, he must be capable of accomplishing company goals efficiently and effectively (Khan, Asghar and Zaheer, 2014), and he must also empower his people (Abocejo et al., 2012). Moreover, an effective leader must establish a good and long-term relationship not only with his employees but also with the stakeholders (Al-Khasawneh and Futa, 2013).

Armstrong (2012) explained that leadership includes moulding and developing a future and communicating to employees, motivating people and securing their consistent engagement. Efficient and effective resource mobilisation, distribution, consumption and augmentation of organisational performance is determined through the degree of utilised leadership styles (Obiwuru et al., 2011).

Ngambi (2011) substantiated this view, saying that in today's fast-faced situation in businesses, companies are struggling to propose and implement different approaches and projects. A leader should provide his employees the necessities and requirements (Alvarez, Ong and Abocejo, 2017) to keep them on the job, mould them to be productive towards the attainment of the company's vision (Ngambi, 2011). Unfortunately, over time, the cooperation and collaboration among employees are challenged by fluctuating employees' performance (Pamatong and Abocejo, 2017), employee retention and realisation of set goals (Nwokocha and Iheriohanma, 2015). Northouse (2018) stated that unsuitable style of leading people can directly affect the performance of the workforce.

Ng'ethe et al. (2012) measured leadership as a link in which a person influences another person's behaviour to maximise their potentials for the purpose of achieving goals. In essence, leadership involves the means of persuading and encouraging employees within the workplace through situational behaviour (Bambale et al., 2011) and strategies in order to maintain, sustain and implement strategies (Nwokocha, 2014) which leaders considered fundamental in achieving set goals. Correspondingly, leadership as described by Northouse (2018) is a procedure wherein a person impacts the workforce in order to achieve a common goal. In Yukl's (2012) assessment, leadership is the means used by most leaders to achieve the goals set by them through collective efforts and helping the workforce in their everyday job.

Leaders motivate employees by making an appeal to their emotional side which eventually contributes to employee's satisfaction (Mullins, 2013). Treviño et al. (as cited in Hassan et al. (2013) stated that morally upright leaders communicate ethical standards to their people. This is done in an effort to transform employees, besides nurturing subordinates and constituents (Evangelió and Abocejo, 2015) through mentorship and trainings by their leader.

Each leader differs in the way they lead their followers. They use different behavioural strategies or styles which also depend on employees' behaviour. Iqbal et al. (2015) mentioned two scopes of leader behaviour, one is that a leader must be task oriented, and two, a leader must be considerate with the way he directly assesses employee's performances. Several studies have been conducted on the different leadership styles (Bambale et al., 2011; Kamisan and King, 2013; Saeed and Ahmad, 2012; Sahaya, 2012). Leadership styles serve as ways or means in leading a workplace (Mehmood and Arif, 2011).

Arguably, leadership styles offer varied drawbacks. For one, when autocratic leaders possess monopoly and discretionary power, the likelihood of corruption is increased (Abocejo, 2015a) which in turn limits employees' potentials jeopardising job satisfaction and organisational trust (Gordon, 2013). Rewards and punishments are highly structured in an organisation that employ autocratic leadership style. Swarup (2013) suggested that autocratic leadership style should not be utilised if the workforces are tensed, dreadful and insulted, when employees are expecting that their boss hear their sentiments, if employees became dependent on the ability of their boss to make decisions; when employees morale is low, and when employee turnover is high because of high rate of absenteeism and work stoppage.

Nevertheless, these types of leaders have the ability to bring clearness and is efficient in encouraging others in the completion of their work. This kind leadership is considered suitable in emergency cases (Northouse, 2018). Ushie et al. (2010) stated that this kind of leadership style produces two kinds of behaviour, employees become either antagonistic, uninterested and sometimes withdrawn. These types of leaders prevent employees' helping behaviour, thus further damaging the organisational behaviour (Bambale et al., 2011).

Rose, Kumar and Pak (2011) affirmed the presence of a direct link between knowledge, commitment, work performance and job satisfaction. Organisational knowledge could translate to an organisation which constantly and effectively adjusts to changes in external and internal environment (Abocejo, 2017), keep abreast with sustainable development thrusts through updated knowledge (Chen, as cited in Franco and Almeida, 2011) and effectively implement any needed improvement. They further attested that organisational knowledge plays a vital role in organisational performance as a whole.

Hurduzeu (2015) revealed that leadership style shapes performance and productivity in any organisation. He went on to explain that the utilised leadership style is crucial in the attainment of organisational goals and objectives. Moreover, effective leadership style brings good performance among employees (Vivar, Salvador and Abocejo (2015) as inherent human capital attribute. However, Miller et al. (as cited in Chan, 2010) introduced a new concept that considers the ROI or "Return on Individual" citing that leadership style is measured the way competent and productive employees perform their job and not the other way around.

Luthans (2011) explained that leadership style, aside from providing affirmative results, may also lead to undesirable consequences. For example, senior managers

conducted a research survey to measure the styles of leadership employed by their chief executive officers. The finding revealed that practical leadership style is more acceptable rather than theoretical whereas conventional leadership is more suitable rather than taking risks (Tale, 2010).

The prime objective of organisations is to boost employee performance in order for the company to survive within its business environment (Sequiño and Abocejo, 2019). Performance, according to Prasetya and Kato (2011) is the achieved results of collective efforts of its workforce. Performance is an exceptional criterion which determines the success or failure of an organisation (Abocejo, 2015b). Employee engagement affects how an employee performs and deliver his job (Anitha, 2014). It is the level of commitment by an employee which reflects his relation and values in the organisation.

Effective leadership style drives job satisfaction and motivates employees towards work and improved job performance (Lussier, 2011). Likewise, Fu-Jin, Shieh and Tang (2011) stressed that selecting a leader is similarly crucial that his leadership style has to be fully considered. An ineffective leader can be costly to the organisation and can cause failure in many situations. In this context, Lussier (2011) emphasised that a leader who possesses effective leadership style always accomplishes better performance for the organisation.

2.1 Theoretical and conceptual framework

McGregor (as cited in Kopelman, Prottas and Davis, 2008) described leaders' perspectives about what motivates their employees and how could these perspectives affect their management style. He categorised these two complementary theories as Theory X or Autocratic and Theory Y or Participative. These theories remain significant leadership strategies which are influenced by assumptions of leaders about the basic nature of human capital.

In theory X, leaders have a tendency to take a negative vision of their people, and assume that they are certainly unenthusiastic and hate work. As a result, they think that employees need to be encouraged, compensated or penalised repetitively to ensure that they complete their jobs. In contrast, leaders in Theory Y have an optimistic opinion of their employees. They employ a devolved, participative style. They encourage their subordinates to develop their skills and suggests improvement. Assessments are regular but, not like in Theory X organisations, they are used to encourage open communication rather than controlling employees (McGregor, as cited Kopelman, Prottas and Davis, 2008).

As reflected in Figure 1, the commonly used leadership styles include (1) transformational, (2) transactional, (3) laissez-faire and (4) autocratic. Bass et al. (2012) noted that transformational leaders have appealing capabilities, bring moral standards and try to develop employees' competences. Transformational leadership provides vision that promotes working potential and employees' commitment to achieve high valued tasks which produces maximum result. Salman, et al. (2012) also reported that some of the characteristics of a transformational leadership is being creative and promotes collective effort within the group.

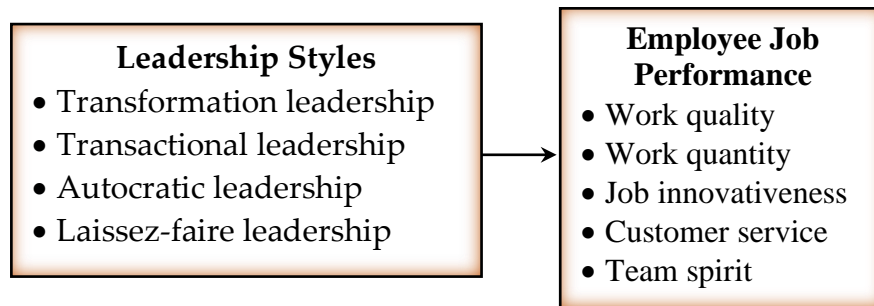


Figure 1: Conceptual framework of the study

Bass et al. (2012) discussed that a transactional leader creates a firm authority, recommends certain objectives, and give guidance to employees to ensure that they will definitely achieved pre-determined tasks. Udoh and Agu (2012) reported that the skills of employees and their experiences are being maximised to the advantage of the entire organisation by using and implementing the reward and punishment method for their moral conducts. A transactional leader firmly follows the rules, choose to stick on a restricted structure in order to have an all-out performance (Shah and Kamal, 2015).

Laissez-faire is a French expression that means “let it be”. Nwokocha and Iheriohanma (2015) referred laissez-faire as “*hands-off style*”. Harper (2012) reported that laissez-faire leader mostly reduced workers’ self-empowerment. Gill (2014) also stated that laissez-faire leader leaves their employees to complete their jobs alone where they can choose the way they want to accomplish the task assigned to them, they have the choice to follow their head or otherwise.

Autocratic way of leading is the typical “do as I say” styles. Naturally, these types of leaders are inexpert in leading and are not skilled enough especially when it comes to managing people most especially if difficult situation arises. Autocratic leaders preserve the decision-making privileges for themselves. This kind of style can sometimes irreparably hamper the organisation because there is a tendency to force their direct reports to perform tasks in a constricted manner. In an autocratic leadership, there is no collective vision and slight motivation among leaders and employees. Also, commitment, innovation and creativity are eliminated (Michael, 2010). Autocratic leadership is parallel to Theory X of McGregor (as cited Kopelman, Prottas and Davis, 2008).

With respect to employee job performance, work quality pertains to the assessment of how an employee performs and delivers his job against certain established standard by the company. The contributory factors included in the assessment were accuracy, timeliness, thoroughness, and neatness of the job performed within the prescribed learning period. Work quantity, on the one hand, was assessed through the amount of acceptable results or volume of accepted work company with what was expected. The extent of work output, including the ability to meet or exceed standard within the prescribed period were considered as work quantity indicator. These formed the bases in assessing how employees perform their assigned tasks.

Team spirit, as one of the dependent variables in this study, was evaluated in view of the willingness to contribute ideas, time and efforts for the attainment of the goals and

objectives of the employee's group/section. Job innovativeness is an essential performance indicator used in this study to assess whether the employee exhibits drive for improvement, creativity and new ideas.

Customer service, as an indicator of employee performance, was assessed by the branch Manager as to how the employee provides good customer service to internal and external clients. The provision of good quality customer service is always linked to customer satisfaction which reflect overall company performance.

3. Research Methodology

3.1 Research design and respondents

The study employed a survey research design utilising a survey questionnaire in the conduct of the study. This research design was deemed appropriate in identifying the leadership styles that assess employees' performance. The respondents included the branch Manager and all rank and file employees of the company under study. Complete enumeration was performed in the survey since all the eighteen rank and file employees were considered as survey respondents plus the lone branch Manager.

3.2 Research locale

This study was conducted in Marasbaras district, Tacloban City, Leyte, Philippines. The company is a branch site of a manufacturing company whose main office is in Cagayan De Oro City, in the southern part of the Philippines.

3.3 Ethical considerations

Prior to the conduct of the study, written permission was sought from the branch company management. Voluntary participation of research respondents was ensured and the study purpose was clearly explained to them. Measures were undertaken to ensure that the identified respondents were not in any way, harmed along the conduct of the study. All the generated information and data from the study were kept confidential and were solely be used for the purpose of the study.

3.4 Research instruments

A standard survey questionnaire was used in this study adopted from permission from Dalluay and Jalagat (2016) under the following conditions: (1) that the researcher would use the questionnaire only to her study and would not trade or reproduce it for any remunerated or any other activities related to curriculum development; (2) the researcher would include the copyright on all copies of the research instrument.

The questionnaire had three parts: part 1- personal information, part 2- leadership styles and part 3 - leadership style influence. Part 1 called the filling out of personal information by respondents; part 2 is divided into four different leadership styles, namely: "transformational, transactional, autocratic and laissez-faire leadership styles". The sets of statements under each leadership styles aimed to evaluate rank and file

employees' perception towards the style adopted by their branch manager. Another questionnaire was given to the branch manager.

The company's Performance Assessment Form (PAF) was employed to assess and measure employees' performance. This questionnaire was divided into five different areas of job performance namely: work quality, work quantity, job innovativeness, customer service and team spirit.

3.5 Data gathering procedure

A letter requesting permission of the conduct of the study was sent to the company branch head. Upon approval, the survey questionnaires were distributed to all the rank and file employees. Instructions on how to answer the survey questionnaire were provided. The questionnaires were retrieved, answers were checked and validated at the field level before they were processed for data analysis and interpretations.

The branch Manager was requested to rate his employees' performance using a separate questionnaire. The gathered and processed data were subjected to appropriate statistical treatments using MS Excel and Minitab for windows.

4. Results and Discussion

Presented in table 1 is the extent at which transactional leadership style was utilised by the company's branch Manager. It was found out that the branch Manager highly utilised transactional leadership in managing the branch company.

Table 1: Extent of utilisation of transactional leadership style

Statement	Weighted mean	Description
Manager felt contented and gratified when agreed-upon standard are achieved	3.72	Highly utilised
Manager does not change anything as long as he knows subordinates are doing their job properly.	3.72	Highly utilised
Manager clearly communicates the standards and guidelines that needs to be followed	3.66	Highly utilised
Manager informs of the standards and guidelines that subordinates need to know to properly carry out their work.	3.50	Highly utilised
Once goals are accomplished, rewards and recognitions are provided	3.44	Highly utilised
Manager informs subordinates can get in every accomplishment	3.33	Moderately utilised
Grand mean and overall description	3.56	Highly utilised

Ranges for the weighted mean	Description
1.00 – 1.80	Not utilised
1.81 – 2.60	Slightly utilised
2.61 – 3.40	Moderately utilised
3.41 – 4.20	Highly utilised
4.21 – 5.00	Very Highly utilised

As affirmed by the respondents from the survey, the branch Manager felt contented when employees reached the agreed-upon standards where he clearly communicated these standards and guidelines for observance by his subordinates. The branch Manager earnestly adhered to not making any change so long that his workers were doing the right thing and executed their job properly.

Table 1 also shows that the branch Manager would initiate and give due recognition and rewards when his workers are able to accomplish something good towards the company's productive performance.

Generally, the data suggest that the branch Manager highly utilised both transactional (Table 1) and transformational leadership styles (Table 2). Transactional leadership style, as fully utilised, suggests that the branch Managers felt contented and gratified when employees reached the agreed-upon standards and managers does not change anything as long as employees does their job properly.

The succeeding table discloses the extent where transformational leadership style is utilised by the branch Manager (Table 2). Among the four leadership styles under review, this is the most fully utilised by the branch Manager in carrying the company's operations. The data revealed that the branch Manager guides his employees and provides assistance on what they could do and should be doing.

Table 2: Extent of utilisation of transformational leadership style

Statement	Weighted mean	Description
Manager guides and provides assistance on what subordinates could and should do	3.72	Highly utilised
Manager helps subordinates grow and develop themselves	3.55	Highly utilised
Manager empowers subordinates to be innovative	3.50	Highly utilised
Manager provides assistance to those who need help	3.44	Highly utilised
Subordinates can find meaning in work through Manager's assistance	3.33	Moderately utilised
Subordinates completely trust their manager	3.22	Moderately utilised
Grand mean and overall description	3.46	Highly utilised

Ranges for the weighted mean	Description
1.00 – 1.80	Not utilised
1.81 – 2.60	Slightly utilised
2.61 – 3.40	Moderately utilised
3.41 – 4.20	Highly utilised
4.21 – 5.00	Very Highly utilised

Certainly, the branch Manager, as an advocate of transformational leadership style, ensured that the outputs of his workforce were aligned with the company standards. As Chandra and Priyono (2016) noted, a good transformational leader is able

to inculcate, nurture and encourage trusts from his subordinates to upturn the self-assurance of his employees that results to excellent job performance.

In essence, providing opportunities for the subordinates to grow and develop their skills and productivity towards better work outputs and accomplishments. The branch Manager strives to empower the employees under his leadership in letting them be more innovative, along the way, ensuring to provide assistance for those in need of help in the delivery of their assigned tasks.

Moreover, transformational leadership ensures less turnover of rank and file employees since they are more engaged and felt being productive members of the organisation. When workers see that they are part of the organisation whose contributions are vital to the transformation and improvement of the company they feel important and become inherently productive.

Table 3 displays the laissez-faire leadership as utilised and implemented by the branch Manager. It is evident that the branch Managers has a full trust and confidence over his subordinates in executing their assigned tasks. He provides full flexibility which allow his rank and file employees to assess their own work progress in the company.

Table 3: Extent of utilisation of laissez-faire leadership style

Indicator	Weighted mean	Description
Manager allows subordinates to assess and evaluate their own work	3.77	Highly utilised
Manager trusts his subordinates do their tasks	3.50	Highly utilised
Manager offers little input in most situations	3.33	Moderately utilised
Manager let subordinates solve their own problems on their own way.	3.33	Moderately utilised
Manager gives complete freedom on what strategy or approach to apply in accomplishing subordinates' work	3.27	Moderately utilised
Manager does not interfere in subordinates' work	2.77	Moderately utilised
Grand mean and overall description	3.32	Moderately utilised

Ranges for the weighted mean	Description
1.00 – 1.80	Not utilised
1.81 – 2.60	Slightly utilised
2.61 – 3.40	Moderately utilised
3.41 – 4.20	Highly utilised
4.21 – 5.00	Very Highly utilised

At moderate level, the branch Manager give only the initial inputs and let his subordinates execute the solution to any identified problem within their capability, giving them the freedom as to what strategy best fits in accomplishing assigned tasks. Allowing rank and file employees contribute solutions to arising problems in the company boost their work morale and make them accountable for the assigned tasks they

take in the company. Somehow, this finding contradicts the argument of Puni et al. (2014) where they claimed that leaders who utilised laissez-faire leadership style do not believe in employees' improvement.

Table 4 presents the extent of utilisation of the autocratic leadership style by the branch Manager. Overall, the branch Manager only utilised autocratic leadership to a moderate extent in bringing ahead the operations of the branch company. In fact, Gordon's (2013) statement of a high tendency of absenteeism and employee turnover in a workplace where autocratic style is being employed does not hold true as revealed in this study finding.

Table 4: Extent of utilisation of autocratic leadership style

Statement	Weighted mean	Description
Manager provides supervision and close monitoring to make sure that subordinates are performing jobs correctly	3.94	Highly utilised
Manager preserves decision-making process within himself	3.05	Moderately utilised
Manager does not accept and consider ideas and suggestions from his subordinates	2.88	Moderately utilised
When procedures and strategies does not deliver expected results, the branch Manager established a new plan without consulting his subordinates	2.72	Moderately utilised
Subordinates are provided with directions or threatened with punishment that forces them to achieve the set goals and objectives	2.72	Moderately utilised
Manager spoon-feeds what has to be done and how to do it	2.66	Moderately utilised
Grand mean and overall description	2.99	Moderately utilised

Ranges for the weighted mean	Description
1.00 – 1.80	Not utilised
1.81 – 2.60	Slightly utilised
2.61 – 3.40	Moderately utilised
3.41 – 4.20	Highly utilised
4.21 – 5.00	Very Highly utilised

The moderate used of autocratic leadership (Table 4) reflects a good scenario where the branch Manager does not put a hard grip on his subordinates. Accordingly, Swarup (2013) noted that autocratic style of leading is not bad at all despite of its notable drawbacks. The finding suggests that the branch Manager does not take the decision making process fully to himself, so there is still room for consultation among his subordinates with trust and confidence.

With moderate utilisation of pre-determined indicators, it can be deduced that the branch Manager is open minded and, to certain extent, consider the ideas that may emanate from the rank and file employees. This finding runs counter to the argument of Malos (2012) which claimed that leaders provide all the techniques and methods to be accomplished, setting direction only by themselves whom their subordinates need to

follow (Malos, 2012). The rank and file workforce best performs when autocratic management is not strictly enforced, where freedom to bring out suggestions and good ideas are being heard and given consideration by the management. This contradicts the argument of Swarup (2013) which stressed that all decisions emanate from the top management to be followed and perform in the lower organisational structure without any choice.

Indeed, the employee performance reflects the favourable degree of competence and productivity where the branch company expects from each employee (Ferris et al., 2010). The rank and file employees are able to be accomplished of the tasks assigned to them and feel competent in performing their jobs being effectively guided by their branch Manager. It is evident that the rank and file employees are highly motivated by the leadership of their branch Manager.

Table 5: Level of influence of leadership styles on the rank and file employees

Statement	Weighted mean	Description
Employees are encouraged to be innovative and creative in their job, their Manager drives them to the limit	4.77	Extremely influenced
Employees are highly motivated of the way their Manager leads the workforce	4.55	Extremely influenced
Employees are able to accomplish the assigned task due to the style of leadership employed by my Manager	4.50	Extremely influenced
Employees feel competent to perform the tasks required for their position because their Manager constantly guides them	4.50	Extremely influenced
Employees tried to perform well in their job because they are greatly inspired by their Manager.	4.33	Extremely influenced
Grand mean and overall description	4.53	Extremely influenced

Ranges for the WM	Description
1.00 – 1.80	Not influence at all
1.81 – 2.60	Slightly influenced
2.51 – 3.40	Moderately influenced
3.41 – 4.20	Highly influenced
4.21 – 5.00	Extremely influenced

As Bon (2012) affirmed, it is the achievement of a particular undertaking assessed against predetermined criterion. Their commendable performances come about because they are greatly inspired the way their immediate boss leads them in the execution of their duties in the branch company. Overall, the rank and file employees are extremely influenced by the leadership styles of their branch Manager (Table 5) who highly utilised transactional (Table 1) and transformational (Table 2) styles of leadership.

Meanwhile, Table 6 illustrates employees' performance based on identified criteria as rated by the company branch Manager. Work quality exhibited the highest weighted mean of 3.88 reflecting very satisfactory performance accomplished by the rank and file employees. Overall, the assessed performance turned out very satisfactory except for job innovativeness which came out satisfactory.

The rank and file employees, as assessed by their branch Manager, manifested high level of work quality. This is a good indicator for the company since it shows that the workers are able to execute their job at pace with the set company standards. This also implies that they are able to deliver the demands of their job at the quality level required and expected by their company. The very satisfactory performance, as to the quantity of work, may indicate that the rank and file employees are able to deliver their targets of production

Table 6: Performance of rank and file employees

Criterion	Weighted Mean	Description
Work quality	3.88	Very satisfactory
Work quantity	3.77	Very satisfactory
Customer service	3.66	Very satisfactory
Team spirit	3.61	Very satisfactory
Job innovativeness	3.16	Satisfactory
Grand mean and overall description	3.62	Very satisfactory

Ranges for the weighted mean	Description
1.00 – 1.80	Poor
1.81 – 2.60	Fair
2.62 – 3.40	Satisfactory
3.41 – 4.20	Very satisfactory
4.21 – 5.00	Outstanding

As can be noted, the branch company employees are productive in their assigned tasks as rated by their branch Manager. Productivity comes and is achieved when there is sound leadership style executed by supervisors in any organisation. True enough, leadership styles and organisational success are directly associated with each other (Michael, 2010).

Certainly, improving employee performance to attain organisational goals always comes with effective application of leadership styles (Prasetya and Kato, 2011). This result reflects that rank and file employees are really delivering their job at best. Harper (2012) highlighted that effective managers are those who provide direction, execute plans and encourage employees to perform their functions efficiently and effectively towards the achievement of stated goals and objectives.

5. Conclusions and Recommendations

In the light of the study findings, it is concluded that transactional leadership and transformation leadership styles highly utilised by the branch Manager in the company under study. These two leadership styles are preferred by the company branch Manager in leading the organisation towards achieving very satisfactory company performance. The rank and file employees are extremely influenced by the leadership styles utilised by their company Supervisor. The employees very satisfactorily performed in the delivery of their jobs and duties as manifested by the quality and quantity of their outputs. The rank and file employees also achieved very satisfactory performance in customer

services. The same holds true for their team spirit indicative of sound and conducive working environment brought about by the effective leadership styles of the company branch Manager. As a whole, the management of human capital in a company calls for full utilisation of effective leadership styles towards the attainment of company's set goals and objectives and accomplish employees' desired outputs and productivity.

Based on the findings and conclusions of the study, it is recommended that managers develop strategies that would increase encouragement on employees for job innovativeness, practice transformational leadership style to provide sense of belongingness, allow employees to carry out higher responsibility with less command from their supervisors and allow them to be creative in their job. Related studies may be conducted using research variables not covered in this study involving two or more companies with large number of employees.

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