



EXPOSING THE DAMAGE CAUSED BY INADEQUATE LEADERSHIP IN PUBLIC AND COMMERCIAL ESTABLISHMENTS AS WELL AS POTENTIAL SOLUTIONS

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Abstract:

The saying "*leaders are born, not made*" is frequently used to describe leaders especially those whose contributions stick in people's memories! So, who exactly is a leader? In essence, the ability to bring about the change one wants to see in their organization makes one a leader. Nowadays, a CEO of a business isn't always a leader. Conversely, someone possesses a set of competencies that further an organization's goals and objectives. An inadequate skill of a leader regarding management and guidance within a team or the business environment is referred to as poor leadership. There are several ways in which this can show up, including stating unclear objectives, inadequate communication among team members, a lack of accountability and transparency, and a lack of team member support to actualize results. An ineffective leadership may affect a team's ability to accomplish goals and objectives since it breeds mistrust and disdain for the leader. A widely acknowledged concept of leadership remains elusive despite extensive research. It is stated by Talat *et al.* (2015) that "*there are almost as many definitions of leadership as there are people who have attempted to define the concept.*" Examples of these definitions include the ones that follow; leadership is a broad process that requires authority, accountability, and power delegation, according to Talat *et al.* (2015). Employees are followers of leaders in an organization, who need their assistance to enable them to achieve their own and the company's goals and objectives. This creates a win-win situation if managed properly. Hence, leadership styles encompass all facets of interacting inside and outside a company, managing or resolving problems, assisting and directing employees to do their jobs, and setting an example for others to follow and infuse.

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1. Introduction

People are always looking for flaws and mistakes in the leaders of both public and private organizations. People continuously examine, analyze, and chastise the choices and actions of their leaders. Today's public leaders encounter criticism that hundreds of thousands, even millions of people see because of social media and instant sharing, and they don't always have time to respond or defend themselves. Institutions have been significantly impacted by social media's drastic reduction in the time between breaking news and public response.

The saying "*leaders are born, not made*" is frequently used to describe leaders those who stick in people's memories! So, what exactly is a leader? The ability to bring about the change one wants to see in their organization makes one a leader. Nowadays, a CEO of a business isn't always a leader. Conversely, someone possesses a set of competencies that further an organization's goals and objectives.

Individuals who possess inherent abilities that enable them to inspire others, accomplish tasks, and produce above-average outcomes are sometimes described as leaders. When unrest occurs in paradise, nevertheless, how should one respond? The article therefore outlines the main reasons behind leadership failure and its potential solutions.

2. Reasons for Leadership Failure

Below are key reasons why leadership fails in both the public and private sectors.

2.1 Hate and Selfish

Someone once led his people with great affection. With courage, profound intelligence, and fearlessness, he led them. He did, however, become more self-centered and indulgent in his pleasures as the years passed. His transformation from a sage leader to an imbecile one resulted from this. He was selfish, irrational, and harsh instead. He ultimately failed as a leader because people found it difficult to relate to him because of his negative attitude. And what lesson does this tale teach us? Leaders can fail as a result of being conceited while achieving success.

2.2 Absence of Personality for Leadership

What distinguishes a great leader is their capacity for motivating others. To achieve desired objectives, good leaders need to be able to manage people and guide them in the proper path. To effectively manage people, a leader must possess self-leadership skills. This is challenging because dealing with humans requires careful consideration of numerous issues. Taking accountability for your organization is the cornerstone of leadership. You must take action and stop blaming others for subpar work.

2.3 Trust Gives Way to Presumption

Although leaders possess confidence in their abilities, they must understand that this confidence can easily transform into conceit, which is the root of all leadership problems. Being a leader is more than just being fashionable, having a beautiful voice, or even having the largest following. The fundamental element of leadership is the fact that followers are the ones who embrace their leader and his principles. Doesn't the leader owe his followers more than this bank of goodwill, since they have a powerful stake in his cause? He must do, surely. Although the leader's supporters may not agree, it is still possible to argue that a leader has rights and obligations. The unpleasant and unlisted behaviors of arrogant bosses are common. To make themselves feel better, get more attention, or feel important, they frequently make fun of people around them. Their behavior gives the idea that they are superior to others, and they are typically taller than normal.

A leader can be either self-serving or altruistic. Although the other is concentrated on the people they lead, the first is self-centered. In the modern corporate world, you need someone who can make decisions quickly, with decisiveness, and who always bases them only on their own idea of success. However, as your team expands and employees depart to work for others, you will need to change from being a self-serving leader to one who is selfless.

2.4 Disagreements with Other Executives

The field of leadership is not new to conflict. People with opposing ideologies have always attempted to manipulate the course of history. But, as with anything else in life, a thorough understanding of a person's personality can assist in removing some of those conflicts and failures. A major factor in leadership failure is disagreements and conflicts with other leaders.

Some leaders emerge from hardship with greater strength, even though mistakes are supposed to make a leader stronger and enable him to make adjustments to avoid repeating mistakes. An individual's character is defined by how they respond to setbacks. To take difficult circumstances personally and fall into accepting responsibility for the failure is one of the reasons why people don't learn from their mistakes. Usually, leaders who shirk accountability for mistakes do so to avoid tarnishing their reputations and to quell any disapproving remarks made by subordinates. When this occurs, the group's morale and harmony suffer greatly as they focus more on resolving internal disagreements and feelings than on finding solutions to the problems that led to the failure.

2.5 Repercussions of Ineffective Leadership

Uncertain goals and low production are caused by ineffective leaders, who also damage staff engagement and morale. This in turn might affect customer satisfaction due to demotivated and unhappy staff. Undirected and underappreciated workers also tend to

have low morale overall, which creates a bad work atmosphere. Poor leadership can have preventable negative impacts, such as little to no instruction, tension, and low morale.

2.6 Techniques for Preventing Poor Leadership

- A leader needs to maintain their curiosity, those who think they know everything there is to know about leadership are setting themselves up for failure,
- They should recognize that they will face resistance,
- Learn how to speak with confidence and clarity,
- Recognize the personality type of negotiators,
- Improve their communication skills and uphold an open-door policy;
- Invest in forging strong bonds with team members and cultivating a positive team environment, to make sure that ego and arrogance are not impeding your ability to make wise decisions,
- Be self-aware and ask for input from others. Leaders can help avoid common failures and create a strong institution by implementing these principles.

2.7 Related Literature on Leadership Failure

An inadequate leader's management and guidance within a team environment is referred to as poor leadership. There are several ways in which this can show up, including unclear objectives, inadequate communication, a lack of accountability, and a lack of team member support. An ineffective leadership may affect a team's ability to accomplish goals and objectives since it breeds mistrust and disdain for the leader. It can also produce a poisonous work atmosphere that can cause team members to burn out, become less productive, and lose unity.

2.8 First-hand Effect: Decreased Engagement and Morale

Low morale and disengagement among team members can result from poor leadership. This happens when a leader delivers unclear instructions, is not encouraging, or communicates poorly.

Team members may become disengaged and lose motivation if they believe they are not being supported. They can think their labour is meaningless and their contributions are not appreciated. A positive work culture and team goals can be challenging to establish when morale is low. Decreased employee retention and increased absenteeism are further consequences of low morale.

2.9 Repercussion: Reduced Efficiency

When a leader fails to set clear expectations and goals, team members may find it difficult to know their responsibilities or how their work fits into the group's or company's larger objectives. This can make it difficult for them to complete tasks on time.

As a result of low motivation and engagement from their leader, team members may not be fully committed to their work or may not feel that they have a sense of

accountability or ownership for their assignments, which can further reduce productivity.

2.10 Lack of Trust is the Third Consequence

Team members may lack trust in the leadership of the organization due to ineffective leadership skills, Team members may begin to doubt the leadership role being carried out by of the organization and also be concerned about their interests if they feel that the leader is not being truthful and open about the objectives and plans of the group or organization. In addition, team members may find it difficult to believe that the leader is competent if there is inconsistent decision-making and communication. Team members may not be willing to cooperate, share information, or follow instructions from the leader if they lack trust in them. This may cause the group to become less cohesive and dedicated to reaching its objectives.

2.11 Lower Creativity and Innovation is the Fourth Consequence

Weak leaders impose limitations on freedom and flexibility, which impedes team members' ability to be creative and innovative. Teams may find it challenging to share original ideas or take the initiative when working with an overly controlling leader who discourages innovation or forbids experimentation and risk-taking. Employees may feel their opinions are not valued in a workplace where the leader is closed to fresh suggestions and does not offer helpful criticism. This may cause team members to become disengaged and unmotivated, stifling further innovation and creativity. Team leaders are responsible for creating a transparent and secure environment.

2.12 Lower Work Quality is the Fifth Consequence

Team members may produce work of lower quality if they lack the resources, training, or instruments required to carry out their duties efficiently. Positions that do not adhere to established guidelines or protocols, projects that are not finished on schedule, or overbudget projects are a few examples of how this can appear. Furthermore, a leader may deny their team members the chance to advance their abilities and generate better work if they fail to foster an environment that values learning and growth.

If a strong leader is in place, team members are more likely to be efficient, productive, and dedicated to reaching team objectives. Influential leaders provide clear instructions and communication.

3. Literature Review

A widely acknowledged concept of leadership remains elusive despite extensive research. It is stated by Talat *et al.* (2015) that "*there are almost as many definitions of leadership as there are people who have attempted to define the concept.*" Examples of these definitions include the ones that follow. Leadership is a broad process that requires authority, accountability, and power delegation, according to Talat *et al.* (2015).

Employers are followers of leaders who need their assistance to enable them to achieve their own and the company's goals and objectives. Hence, leadership styles encompass all facets of interacting inside and outside a company, managing or resolving problems, assisting and directing employees to do their jobs, and setting an example for others. As per Kumar (2014), "*the process of influencing others to achieve a goal and guiding the organization in a manner that enhances its coherence and unity*" is the definition of leadership. Applying qualities such as ethics, values, character, knowledge, and skills—as well as beliefs and ideals is how these are performed.

Integrating resources, values, and vision to bring about constructive change is what is meant by leadership. It is the capacity to inspire people to follow you by instilling confidence and enthusiasm in them. To accomplish organizational goals, Nanjundeswaraswamy & Swammy (2014) define leadership as a social influence process in which the leader solicits the voluntary participation of subordinates. As a result, a leader delegated or persuaded others to act in a way that would accomplish particular goals.

Conversely, a leader assembles people and helps them define and realize goals. The ability to persuade and inspire people to collaborate as a team under his direction to accomplish a specific purpose is referred to as leadership, according to Sundi (2013). Influencing others to achieve organizational goals through change is the process of leadership (Lussier & Achua, 2009). Five fundamental components make up this concept, as they have outlined in their book and as follows:

It's known as a leadership style. In 2007, Molero *et al.* defined leadership style as a coherent collection of actions or patterns. They suggested two aspects of a leader's behavior: structure initiation, which encompasses task-oriented leaders, and consideration, which includes relation-oriented leaders. Memon (2014) describes a leader's style as giving instructions, inspiring followers, and carrying out strategies.

According to Darling and Leffel (2010), there is no best leadership style; instead, leaders looking for the most effective type may discover that a combination of techniques works well.

Considering the preceding, this study uses Hill's (2008) definition of leadership. When we invest in our employees' development, we give them the power and ability to produce and give their all for the company, which increases productivity. Well-directed employees are focused on meeting expectations and achieving organizational goals. They also tend to understand product knowledge, procedures, and processes.

It is up to leaders to decide how to apply their leadership styles. A competent leader who can provide direction to their subordinates will inspire confidence and drive in their work, boosting morale among staff members and improving performance. Collaboration between associates and employees is essential for leaders to attain enhanced performance. Research by Sundi (2013) shows leadership style significantly impacts worker performance.

4. Worker Output

To thrive in this fiercely competitive environment, any organization's primary objective is to improve employee job performance.

The success or failure of an organization is determined by a multifaceted construct called performance, which is also a crucial factor. Performance results from an employee's actions and skills used to perform in a given situation, according to Prasetya and Kato (2011). A worker's performance is defined by how they behave when working on a task that can be watched and assessed, according to Pattanayak (2005). A worker's contribution to achieving the company's objectives is what Pattanayak defines as employee performance.

Here, an objective met per specific standards results from patterns of behaviour that employees carry out. Accordingly, employee performance is defined as an employee's behaviour that includes both directly visible actions and mental actions or products, like decisions or answers, that lead to achieving organizational objectives.

5. Characteristics and Behavioral Theories

Assuming that exceptional leaders are born with unique personality traits that differentiate them from others and their followers and make them more suitable for leadership, the trait perspective was one of the first theories of leadership developed in the 1940s. The most extensive list of qualities was produced by Stogdill (1948) after he reviewed the literature on leadership. Situational and behavioural approaches emerged due to Stogdill's observation that different leadership situations impose additional demands on leaders, undermining the theory of traits.

According to behavioural leadership theories, influential leaders set themselves apart from their followers based on their actions. The conviction that great leaders are created, not born, places more emphasis on the behaviours of leaders than on their personality traits or inner states.

This idea holds that instruction and observation can help people develop leadership skills. Whether a leader is task-oriented, people-oriented, or behaviour theories examine both. Employee-centered and production-centered leadership behaviors were identified in 1945 by research done at Ohio State University and the University of Michigan (Hersey and Blanchard, 1988).

5.1 Theory of Situations and Contingencies

Contingency theory is a style of leadership where the combination of the leader's traits and situational factors determines how effective the administration is. Contingency theories operate under the premise that situational factors about the environment moderate the relationship between leadership style and organizational outcomes. As a result, leadership style cannot predict outcomes unless the situational variables are known (Cheng and Chan, 2002). The co-worker theory developed by Fiedler in 1967, the

path-goal theory developed by House in 1971, and the situational leadership theory developed by Heresy and Blanchard in 1969 are the three models that this leadership approach uses. It is clear from this method and the three models that there is no one ideal leadership style. A leader's preferred style, the followers' skills and actions, and situational factors are just a few variables that affect success. Control depends on three elements: the leader-follower dynamic, the level of task structure, and the leader's authority, position, or power. Effective leadership necessitates adjusting one's style of leadership to environmental factors.

5.2 Theory of Transformation and Transnationalism

A substantial body of research about transformational, transactional leadership theory has surfaced over the last 25 years. Based on a system of rewards and penalties for achieving specific goals, transactional theories emphasize the importance of supervision, organization, and group performance. Whether the transaction is for discipline or compensation depends on how well the employee performs. According to Bass (1985), quoted by Chan (2005), transactional leaders appeal to their subordinates' self-interests. By trading and negotiating, transactional leaders try to satisfy the demands of their followers at the moment.

Leaders and followers share the goal of reaching the agreed-upon performance level. Transformational theories concentrate on the relationships that arise between followers and leaders.

According to Bass (1985, 1996, as cited by Murphy & Drodge, 2004), transformational leadership is a leader's capacity to inspire followers to put the organization's needs ahead of their agendas.

According to Bass's (1985) theory, a transformational leadership style is derived from deeply held personal values that are uncompromising and resonate with the moral obligations and values of the subordinates. According to Bass, transformational leadership behaviour can be classified into four categories: idealized influence (charisma), individual consideration, inspirational motivation, and intellectual stimulation.

5.2 Transformational Leadership and Workplace Results

Visionary transformation is the aim of this. When subordinates strive to bring the vision to life, it becomes a collective vision. Stated differently, the transformation process can be observed through various transformational leadership traits, such as charisma, idealized impact, motivational inspiration, intellectual stimulation, and customized attention (Bass & Avolio, 2003). Applications of transformational leadership can enhance performance, according to Yukl (2007), since this leadership style seeks to maximize employees' potential and advance their knowledge. A transformational leader gives his subordinates the freedom and assurance to perform their tasks in line with his philosophy to meet organizational objectives.

According to Butler (1999), a transformative leader pushes followers to act critically, solve problems in novel ways, and treat each employee as an individual. They also encourage and motivate followers to demonstrate maximum performance. According to Irawanto (2011), subordinates' psychological empowerment quality will significantly improve when transformational leadership behaviours are used more frequently. An individual-centered transformational leader can guide the organization's vision and mission, inspire others, and develop innovative methods for doing tasks efficiently.

5.3 Fair Leadership Practices and Staff Evaluations

Numerous contextual elements, such as the leader's favoured style, influence their leadership capacity. The laissez-faire style of leadership, which is based on contingency theories, is strongly advocated by North House (2001). According to numerous researchers' tests, it is a valid and reliable theory that explains how effective leadership can be attained.

The significance of emphasizing the interpersonal connections between a leader's style and the requirements of diverse circumstances and personnel is emphasized. Kumar (2015) states that this leadership style gives subordinates the most freedom. They possess the liberty to determine their strategies and policies and to arrive at autonomous conclusions.

It subscribes to the idea that the best leadership philosophies permit staff members to exercise any leadership style with a certain amount of autonomy.

This research aims to delve deeper into the potential relationship between employee performance and laissez-faire. On the other hand, a lot has been written about the connection between effective management and a positive self-image.

5.4 Performance of Employees under Autocratic Leadership

"*Do as I say*" types are the hallmarks of autocratic leadership. When given a new role or assignment involving people management, these inexperienced leaders usually lack the necessary skills for effective leadership. Leaders who practice autocracy hold the authority to make decisions. Due to their insistence on having their "followers" implement strategies and services in a limited manner based on their interpretation of what success entails, they can potentially cause irreversible harm to an organization. Except for coercion, there is no shared vision or motivation. Generally, autocratic leadership eradicates commitment, creativity, and innovation. To be more precise, the majority of people who follow authoritarian leaders are simply biding their time until the administration ultimately fails and the leader is overthrown, as noted by Michael (2010).

5.5 Empirical Analysis in General Studies

A significant amount of empirical research has shown that leaders' behaviours impact employee performance, with strong leaders outperforming weak leaders and

transformational leadership producing better performance than transactional leadership (Burns 1978; Bass 1990; Hater and Bass 1985; Howell and Avolio 1993).

According to organizational behaviour research (Bass & Avolio, 1994; Kotter, 1988; Meyer & Botha, 2000), transformational leadership best suits contemporary organizations.

The inventive leadership style that empowers staff members and improves their performance is necessary in the current business climate to enhance organizational performance and ensure the company's survival (Kotter, 1988). Studies conducted by Brand, Heyl, and Maritz (2000) have shown that transactional leaders have a negligible effect on their subordinates' effectiveness, while transformational leaders have a significant and positive impact. These findings have been observed in the service, retail, and manufacturing sectors and the armed forces of the United States, Canada, and Germany. Meyer and Botha (2000) discovered that transformational leadership exhibits a stronger correlation with higher employee satisfaction and individual/organizational performance in the Canadian financial industry when compared to transactional leadership.

Based on the literature, an argument for transformational leadership over transactional leadership is that the former would be more successful in raising employee performance levels.

The leader of a transformational organization may give each employee personalized attention. Thus, they usually give back by helping the leader achieve their goals and going above and beyond. Therefore, through the development of leader-member solid exchange relationships, transformational leaders can impact followers' performance (e.g., Wang *et al.*, 2005). Even though L.M.X. may be transactional initially if the final stage is reached, it can become transformational (Bass, 1999). In the conceptualizations of Podsakoff *et al.* (1990) and Bass (1985), transactional leadership is defined as setting clear expectations for followers' performance and rewarding them based on their performance. To receive rewards aligned with performance standards and contract fulfilment, followers will be incentivized to perform (Bass, 1985). The relationship between contingent tips for leaders and employee performance has been found to have strong empirical support (Podsakoff, Bommer, Podsakoff, & MacKenzie, 2006, for more information). On the other hand, transformational leadership exalts followers with a compelling vision, optimism, and high standards for their performance. Followers ought to be moved by it.

Studies in both lab (Howell & Frost, 1989) and field (Bass, 1985) contexts have shown a positive correlation between transformational leadership and worker performance. It is anticipated that both transformational and transactional leadership styles will positively impact worker performance.

In public versus private sector Indian enterprises, Raja and Palanichamy (2015) investigated the impact of leadership styles on worker performance. The study's findings, which come from 156 subordinates and 43 middle-level managers, show substantial evidence of a positive correlation between employee performance and transactional

leadership, with a linear relationship established at the 5% significance level. However, the research discovered a lousy correlation between employee performance, outcomes, and laissez-faire leadership.

Recently, one of the most extensively studied subjects has been leaders and their leadership styles. Research has been done on how different leadership philosophies affect workers' productivity. According to research done in 2015 by Rassol *et al.*, transformational leadership styles have a more significant positive impact on worker performance than transactional leadership in Pakistan's health sector. It was discovered that in highly organic environments where competitive advantages are prioritized, transformational leadership performs better.

According to the study's findings, transactional leadership did not significantly affect work performance more than transformational leadership. The presence of both transformational and transactional contingent reward leadership behaviours is positively correlated with employee performance, claim (Pradeep and Prabhu, 2011). Enhancing employee performance is perceived to be a priority for managers who exhibit vital leadership behaviours, whether transformational or transactional.

In summary, it was discovered that there are noteworthy correlations between the transformational leadership style and performance outcomes, such as increased dependability, effectiveness at work, and satisfaction.

Their research provided new information that improved our comprehension of the ideal leadership approach and suitable communication style for different professional levels of subordinates. Based on the findings, leaders can modify their actions to improve the work performance of their associates, which will increase productivity within their organizations. It is emphasized that leaders must be able to draw in and influence their followers, establish clear expectations for their peers, and serve as the best example for their followers.

Aboshaiqah *et al.* (2015) studied nurses' perceptions of managers' leadership styles and the following outcomes. The study found that staff nurses believed transformational leadership and its components are used more frequently than transactional and laissez-faire leadership styles. Additionally, additional analysis revealed a positive correlation between outcome factors (effectiveness, extra effort, and satisfaction) and transformational and transactional leadership styles and a negative correlation with laissez-faire performance. They concluded that a mix of transformational leadership behaviours and styles encouraged nurses to put forth more effort, be satisfied with their jobs, perform better overall, and perceive their leaders as effective. An analysis of employee performance in the hotel industry based on perceptions of leadership styles revealed that autocratic leadership is the most important. The need for managers to identify a workable solution to support staff members in improving their performance was also emphasized.

The effect of leadership philosophies on worker performance was also tested by Kehinde and Banjo (2014). According to research conducted by the Department of Petroleum Resources, "transformational leadership style" would be beneficial for

businesses because it inspires workers to go above and beyond expectations, appeals to followers' moral and higher order needs, instils pride and faith in followers, communicates respect for the individual, and intellectually stimulates subordinates. Fosters' innovative thinking motivates people to embrace challenging objectives and a mission or vision for the organization's future goals, and they advise that transformational consequences that follow indicated that the perception of staff nurses was that transformational leadership and its components are used more frequently than transactional and laissez-faire leadership styles. Moreover, additional analysis revealed a positive correlation between transformational and transactional leadership styles and outcome factors (effectiveness, extra effort, and satisfaction) and a negative correlation with laissez-faire leadership style. Their findings indicated that a mix of transformational leadership behaviours and styles enhanced extra effort, employee satisfaction, overall performance, and nurses' perceptions of the effectiveness of their leaders.

Scholars have paid significant attention to the relationship between leadership style and job performance, as noted by Rasool (2015). Recent history's most studied subjects are leaders and their leadership philosophies. Using appropriate leadership styles, leaders can affect employee job satisfaction, commitment, productivity, and, ultimately, the organization's performance through its employees. Chan (2010) notes numerous researchers have studied leadership styles but have not developed a specific style appropriate for a given issue. Chan emphasizes that different techniques are needed for different situations, and leaders must know when to use a particular approach.

5.6 Comparative and Empirical Research in Africa

Transformational leadership was more effective than transactional leadership in boosting employee performance in South Africa by Hayward, Davidson, Pascoe, Tasker, Amos, and Pearse (2003). Hayward *et al.* (2003) discovered that in a South African pharmaceutical company, there was a significant positive linear relationship between employee performance and transformational leadership but not between employee performance and transactional leadership. Additionally, Nuhu's (2010) empirical research, which examined the impact of leadership styles on employee performance in Kampala City Council, indicates that laissez-faire leadership was prevalent throughout Africa, particularly in lower and higher offices. Most workers felt that authoritative administration imposed its will on them, leading to an autocratic and submissive work environment. However, other leadership styles take a more humanistic approach to employees, and employee performance is positively correlated with authoritative leadership (Nihu, 2010).

There is a positive correlation between employee performance and the laissez-faire leadership style (Nuhu, 2010). Given the majority of workers' beliefs, they would prefer to be made to feel at ease at work than to be treated like children. That managers and supervisors were inherently personable, cordial, and non-judgmental toward staff members was, in fact, a notable characteristic in several departments.

Given that his study's correlation demonstrated that performance positively correlates with laissez-faire leadership, it was implied that employee performance existed in these departments, albeit slowly, as opposed to turbulent authoritative leadership. Tsigu and Rao (2015) discovered that the transformational leadership style explained performance variation better than the transactional leadership style in their study "Leadership Styles: Their Impact on Job Outcomes in the Ethiopian Banking Industry."

The researchers, therefore, suggested that banks that were the subject of the study could increase employee satisfaction and productivity by placing greater emphasis on the dimensions of transformational leadership styles.

There is a moderately high positive and significant relationship between the three leadership styles (autocratic, laissez-faire, and democratic) and performance in Mbale local government, according to a study conducted in Uganda by Gimuguni *et al.* (2014). The study involved a case study of Mbale district. Further investigation by the researchers revealed that, although Mbale local leadership was dominated by a laissez-faire style that may have contributed to a delay in meeting deadlines, these leaders still used autocratic leadership to persuade staff to carry out their duties. According to the findings, democratic leadership has helped the local government achieve performance goals, including more workers, a high completion rate, efficacy, and timeliness. So, it was

6. Research Omissions

Research on employee performance and leadership is dispersed throughout various industries and nations. There is also a wide range of evidence supporting the impact of leadership style on worker performance.

Although the majority of the reviewed literature suggests that employee performance is positively correlated with both transformational and transactional leadership styles and that the impact of the transformational style is more significant than that of the transactional style (Rasool *et al.*, 2015; Kehinde and Bajo, 2014; Tsigu and Rao, 2015), the evidence regarding the relationship between laissez-faire and performance is not as clear-cut. For instance, although some, like Aboushaqah *et al.* (2015), report negative associations, others, like Gimuguni *et al.* (2014) report positive relationships.

7. Conclusion

It is worth noting that, leadership has undergone a transformation in the digital age. Individuals who aspire to leadership positions should therefore consider carefully and analytically the qualities of exceptional leaders. Those who exhibit bravery and tenacity are leaders. They motivate their audience to succeed in life and avoid being the gateway to their destruction and sabotage. Furthermore, leaders must accept and practice a culture of tolerance and inclusion which will allow; love to replace hate, selflessness to replace selfishness, nationality to replace regionalism, tribalism, and partisan, peace to replace violence, and justice to replace injustices.

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