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Paradigm of Leadership Styles on Performance

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Abstract:

The concept of leadership styles in management discipline is not new. Changes in the economic, social and technological environment have also brought with them different perspectives in the business arena among them, stiff competition. These intricacies have also brought changes in the roles of management with a demand or focus on leadership style that suits the situation. This paper sought to analyse a leader and leadership style and tried to establish the correlation between leader's style and performance. Several studies have pointed out that employee performance was based on the style or character or command of the leader. As such when organizations fail in performance, it's the leader who is changed not the employees. Therefore, the study focused on leader style and performance. Leaders who seem to resist change are outpaced, becoming irrelevant by day and fail in performance. For leaders to remain relative, credible and relevant, they must accept, participate and adapt to change. Therefore, of late, performance of organizations is seemingly dependent or centred on leadership style a manager displays. Management styles have been intensively discussed in business practice and academic research. The objective of this empirical study was also to gain a deeper understanding of how management or leadership styles affect business operations and or influence on performance. Based on data collected from different organizations in Zimbabwe, 80% of the results revealed that leadership style relative to situation was more successful than displaying the same style no matter the situation. Adaptability answers many problems to business management. Furthermore, the results reinforced the need to adapt to situations and respond to them for effectiveness and efficiency.

Keywords: Leadership styles, performance, performance management

1. Introduction

More often than not, organizations, institutions or corporates are concerned with positive or favourable results for their sustenance. Results come through leadership and performance. Then what comes to mind is what propels people to perform? There are so many motivators of performance such as leadership styles, attitude of employees, work environment, incentives, the work itself, resources, to name the least. However, subject to debate, intellectuals attribute organizational performance to leaders. Everyone has potential to become a leader and, in some way, or the other we are called to lead, albeit some more than others. It is through leaders that all other aspects flow. Leaders create the work environment, provide resources, and manage employee attitude and demand action and results.

The advent of technology has enabled a Global village which has witnessed trade without boundaries. This has ushered stiff competitions among organizations and calls for performers across the world. The employment base has also changed by organizations shifting or preferring to employing team leaders than managers. The said leaders then form 'groups and teams. Groups and teams are believed to produce enhanced performance. English Dictionary defines a team as, 'A number of persons associated together in any work.' A team in other words is a unified group brought together for a common purpose. A leader is defined by Hitt (2003) as one with the ability to anticipate, envision and empower others to create strategic changes as necessary. Leadership is about articulating a strategic vision for the organization and motivate others to buy-in the vision to produce desired results. So, in short, leadership is all about influencing human behaviour to perform.

However, most people tend to think that leadership and management are the same. Robbins (2003) defines managers as people who get things done through others. This definition does not provide 'how' they do it. A more comprehensive definition of management is by Stoner et al (2003) who said management is the process of planning, organizing, leading and controlling the work of organizational members and using all available resources to reach the stated goals. From the two definitions of management cited, it is clear that managers are concerned with work complexity while leadership is concerned with human behaviour and performance. If a manager has got manpower which has adverse attitude or rather which is hostile, is he or she able therefore to fulfil organizational goals? How well will he/she succeed? Managers especially in the security sector are known for servitude behaviour, autocracy and all other hard-hearted behaviours, whilst this behaviour may fail in religion set-ups.

In other sectors managers are known by their principle of being analytical and interpreting company policy and they normally do things according to the book. This most probably differentiate them from leaders who tend to be more experimental, visionary, flexible, creating value transition of their work by employing best approach or style to any work situation. Leaders study human or employee behaviour and strategize on best work methods to achieve results. This is

supported by Warren Benis (1993) who said leaders are people who express themselves fully and they know what they want, why they want it, and how to communicate what they want to others, in order to gain their cooperation and support. Leadership is therefore defined by Northouse (2007) as a process whereby an individual influences a group of individuals to achieve a common goal.

Peter Drucker in the 1950s seemed to be among the first proponents to comprehend the differences in the need to manage and the need to lead. The late management *guru* was one of the first to recognize this truth, as he was to recognize so many other management truths. He identified the emergence of the 'knowledge worker,' and the profound differences that he would contribute in the way business was organized. With the rise of the knowledge worker, 'one does not 'manage' people,' Mr. Drucker wrote. 'The task is to lead people. And the goal is to make productive the specific strengths and knowledge of every individual. 'Therefore, as has been alluded before the best strategy wins. Leaders who exhibit different styles matching the situation tend to be more productive than managers who enforce company policy without being flexible.

2. Background to the Study/ Problem Analysis

The purpose of this study was to develop an empirically-based, theoretical concept on performance which is based on leadership style. This is on the backdrop that leaders steer organizations and organizations survive due to performance. Therefore, collapse or success of organizations depends on the leadership. One author, Talleyrand once expressed in fun terms that in a war situation, 'I am more afraid of an army of 100 sheep led by a lion than an army of 100 lions led by a sheep.' This was a clear expression of effective leadership. Several studies have been conducted since time immemorial on effectiveness and efficiency in organizations at renowned institutions such as Ohio University among others. A series of studies pointed to leadership as pivotal to organizational effectiveness. Ohio State University in 1945 carried out studies on leadership to identify observable behaviors of leaders instead of focusing on their traits only and most results indicated that leadership was behavioral. But what is alarming today, especially in Zimbabwe and Africa is the failure in leadership in both private and public institutions. In public institutions, people ascend to leadership positions through all dirty means such as nepotism, fraud, corruption, misrepresentations to name a few. Leadership is no longer competency based. Once the latter is missing, organizations face leadership crisis. Apart from these leaders have tended to be myopic, selfish and self-centered, without provisioning room for succession. The absence of succession plans in organizations has led to collapse of many entities especially after the passing on of their founding members.

3. Review of Related Literature

A literature review is a scholarly paper, which includes the current knowledge including substantive findings, as well as theoretical and methodological contributions to a particular topic. Review of related literature is done to assess existing knowledge vis-a- vis the current phenomena. Best and Khani (2003) postulates that literature review is the study of other people's works in relation to the existing problems. Literature reviews are secondary sources, and do not report new or original experimental work. Thus, literature review is when a researcher goes on a journey of what others have written about on the same topic; it is when other books are read to find out what has already been said by others. Literature review must be purposeful: it must bridge the gap between what others have found and what is. In this paper, literature on past and present leaders, including their styles, successes and failures are discussed.

4. Rationale of Literature View

The rationale of literature review in any research is to show extend of existing knowledge relating to the research. Literature review lets one know what previous research findings were to avoid duplications. It is through literature review that gaps in knowledge are identified, theories are developed, and possible solutions to the problem emerge. Bless-Higson and Smith [1995] explained the purpose of literature review as to sharpen and deepen the theoretical framework of the research.

4.1. Gaps in Knowledge

Early researchers of management who were eager to establish what motivates performance spent most of their time on scientific methods filled with experiments but forgot to study the human element (attitude). An example is the scientific management school of thought led by Taylor (1914) which considered human beings as machines. The scientific management proponents were worried with factors of production without looking at motivation aspect. Also, most experiments were based on the work and worker and little or few concentrated on leaders. After 1950s leadership models emerged to explain the relationship that existed between leadership style and production, employees and production, employee-leadership-production among others. This study therefore is intended to bring new knowledge to the leadership models available and how they affect or effect on performance.

4.2. Leadership versus Management

'Leadership is the ability to influence a group towards the achievement of a vision or set of goals.' (Robins and Judge 2013:368). This is concurred by Smit and Cronje (1997:278) who define leadership as 'the process of influencing and directing the behaviour of individuals and groups in such a way that they work willingly to pursue the objectives and goals of the organization. 'However, Hitt (2003) says a leader is one with the ability to anticipate, envision, and empower others to create strategic changes as necessary. Simply put, a leader is anyone with followers.

A leader requires a lot of shields, chief among them being the ability to create a vision, ability to communicate the vision, ability to empower emotional intelligence and ability to make courage and yet produce decisions that secure organizational trust. This makes Leadership essentially different to management. Managers on the other hand are concerned with directing others in pursuit of end means using formal authority vested in them.

A leader and a manager differ in their approach to work. Managers tend to be analytical, structured, controlled, and are determined to see their work as a quantitative sign. Leaders tend to be more experimenters, visionary, flexible, creative and are more interested in value transition of their work. Managers focus on details, instructions and apply authority. Leaders focus on the bigger picture to inspire and influence. Also, managers rely more on formal authority whilst leaders earn respect from sphere of influence. The source of influence may be formal such as provided by managerial ranks in organization but not all leaders are managers nor for that matter all managers leaders. The fact that organizations provide managers with certain formal rights or authority is no assurance they will lead effectively.

4.3. Origins of Leadership

4.3.1. Born a Leader?

When this is said, some names obviously come to mind like Winston Churchill, Martin Luther King Jr, Mahatma Gandhi, Kwame Nkrumah, Nelson Mandela, Robert Mugabe, Ronald Reagan, Barrack Obama, among others. All these great men were and some are still great leaders. The latest on the list are Ian Khama and Paul Kigame. All had or have stronger influence on their followers. What personality and skills do all these have that make them great leaders? Then it is no doubt that they all have common denominator of charisma. Then let us also look at another group of leaders such as Idi Amin, Samuel Doe, Ian Douglas Smith, P.W. Botha, and others, they were known for hard heartedness, iron fisted and other sorts of ills, yet they are still described as leaders. So, what is a leader? Is a leader a person or the style?

4.3.2. Leadership Styles

A style, simply put, is best defined by English Dictionary as a mode of presentation, conformity to a recognised standard, manner which is deemed elegant and appropriate, especially in social demeanour. A leadership style there fore refers to a leader's characteristic behaviours when directing, motivating, guiding and managing groups of people. In real world there is a belief that Great leaders can inspire political movements and social change as will be discussed of some renowned leaders. They can also motivate others to perform, create and innovate. As we start to consider some of the people who we think of as great leaders, we can immediately see that there are often vast differences in how each person leads.

Fortunately, several studies have developed a number of different theories and frameworks that allow us to better identify and understand these different leadership styles. Kurt Lewin, a psychologist in far back as 1939 together with other researchers identified certain leadership styles which became influential and were easily identified in leaders namely authoritarian, democratic or laissez-fair.

4.3.2. Authoritarian Leadership Style (Autocratic)

Authoritarian leaders, also known as autocratic leaders provide clear expectations for what needs to be done, when it should be done, and how it should be done. 'The autocratic style described a leader who typically tended to centralize authority, dictate work methods, make unilateral decisions and limit employee participation.' (Robbins and Coulter 2002:460) This style of leadership is strongly focused on ability of a leader to command and control the followers. There is also a clear division between the leader and the members and their relationship is clearly like 'master-servant.' Authoritarian leaders make decisions independently with little or no input from the rest of the group. The style is viewed as effective in military set-ups as well as other dreaded missions.

Kurt Lewin says the authoritarian leadership is also best applied to situations where there is little time for group decision-making or where the leader is the most knowledgeable member of the group. The autocratic approach can be a good thing when the situation calls for rapid decisions and decisive actions. However, it tends to create dysfunctional and even hostile environments, often pitting followers against the domineering leader. Researchers found that decision-making was less creative under authoritarian leadership. Lewin also concluded that while leaders may change styles, it is harder to move from an authoritarian style to a democratic style than vice versa. Abuse of this method is usually viewed as controlling, bossy, and dictatorial.

4.3.2.1. Critique of Authoritarian Leadership Style

While authoritarian leadership certainly is not the best choice for each and every situation, it can be effective and beneficial in cases where followers need a great deal of direction and where rules and standards must be followed to the latter (Bass and Bass 2008). Another often overlooked benefit of the authoritarian style is the ability to maintain a sense of order. In military or highly disciplined commanded institutions, this style is effective. Some impromptu or threatening situations may demand such action for immediate results and one can move to other style after accomplishment of the task.

4.3.3. Participative Leadership Style (Democratic)

'Democratic style described a leader who tended to involve employees in decision making, delegate authority, and encourage participation in deciding work methods and goals and use feedback as an opportunity for coaching employees.' (Robbins and Coulter 2002:460). It is the opposite of autocratic style. Democratic leaders offer guidance to group members, but they also participate in the group and allow input from other group members. Lewin's study found that participative leadership is typically the most effective leadership style for organizations and performance. Participative leaders encourage group members to participate but retain the final say in the decision-making process. Group members feel engaged in the process and are more motivated and creative. Democratic leaders tend to make followers feel like they are an important part of the team, which helps foster commitment to the goals of the group. As such employee involvement in company decision making motivates employees to perform.

4.3.3.1. Critique of Participative Leadership Style

Bass and Bass (ibid) note that democratic leadership tends to be centered on the followers and is an effective approach when trying to maintain relationships with others. People who work under such leaders tend to get along well, support one another and consult other members of the group when making decisions. This style is too bureaucratic, encompasses a lot of consultations and in a way delays action. McGregor's theory X assumes that man is lazy and does not want work or responsibility and therefore if given a chance may only want benefits without expending energy. In this leadership style, employees may lackadaisically work without being commanded. A leader therefore needs to work extra mile of creating incentives to motivate or persuade employees to work.

4.3.4. Delegative (Laissez-Faire) Style of Leadership

The leader just ensures adequate organization performance through balancing the necessity to get out work with maintaining morale of people at satisfactory level. 'The laissez faire leader generally gives the group complete freedom to makes decisions and completes the work in whatever way it sees fit.' (Robbins and Coulter 2002:460) According to Griffin [2000] there is low interaction among leader and the led. It is called Laissez-faire as the leader does not take an active role in the process. According to Lewin, the delegative leadership was the least productive of all three groups. Results of his research revealed that people in this group also made more demands on the leader, showed little cooperation and were unable to work independently.

4.3.4.1. Critique of Delegative Leadership

Delegative leaders offer little or no guidance to group members and leave decision-making up to group members. While this style can be useful in situations involving highly qualified experts, it often leads to poorly defined roles and a lack of motivation. Lewin noted that laissez-faire leadership tended to result in groups that lacked direction where members blamed each other for mistakes, refused to accept personal responsibility, and produced a lack of progress and work. Medical Doctors in some parts of the world especially in developing countries are known to use this approach

4.3.5. Additional Leadership Styles

After Kurt Lewin, several researches continued which resulted in more additional styles explored such as transformational as well as transactional styles. Transformational leadership models emerged from the political sociology writings of James MacGregor Burns who had the dual focus on who a leader is as well as what a leader does, merging both personal characteristic and behavioural theories of leadership. It involves rallying people behind a dream or vision of something that as yet has been out of reach. Some also believe that it is also built based on leader attitude, personal characteristics, values, influence among others and notable characters were people like Sir Richard Branson, Mahatma Gandhi, Martin Luther King Jr.

4.3.6. Transformational Leadership Style

As the name implies, this style encompasses changes in the leadership displayed 'where a leader transformed with the situation'. This style was first observed during the late 1970s and later expanded upon by researcher Bernard M. Bass. Some of the key characteristics of his style of leadership are the abilities to motivate and inspire followers and to direct positive changes in groups (Bass and Bass 2008). Transformational leaders tend to be emotionally intelligent, energetic, and passionate. They are not only committed to helping the organization achieve its goals, but also to helping group members fulfil their potential.

Research has revealed that this style of leadership resulted in higher performance and improved group satisfaction than other leadership styles. One study also found that transformation leadership led to improved well-being among group members.

4.3.7. Transactional Leadership

The transactional leadership style views the leader-follower relationship as a transaction. By accepting a position as a member of the group, the individual has agreed to obey the leader (Bass and Bass 2008). In most situations, this involves the employer-employee relationship, and the transaction focuses on the follower completing required tasks in exchange for rewards or monetary compensation. One of the main advantages of this style is that it creates clearly defined roles. People know what they are required to do and what they will be receiving in exchange for completing these tasks. It also allows leaders to offer a great deal of supervision and direction if it is needed. Group members are willing or may also

be motivated to perform well to receive rewards. One of the biggest downsides is that the transactional style tends to stifle creativity and out-of-the-box thinking. Rewards seem to condition employees as the end is already defined for them. However, some may argue that employees may want to perform to achieve targets to be rewarded and hence the style could be handy.

4.4. Origins of Performance Management Theories

There are many management theories that try to link management to performance. Performance management is a concept in the field of human resources management. It is a continuous process of identifying, measuring and developing the performance of individuals and aligning performance with the strategic goals of the organization (Aguinis, 2009). Performance management theories provide an opportunity to trace the major developments in management that have led to the concentration of attention on topics and subjects such as motivation, organizational structure, leadership, teams, recruitment, and training, among others. There is no single universally accepted model of performance management. Various experts have explained the concepts in their own ways. Mabey et al (1999) in analysing performance, has prescribed the model in the form of 'performance management cycle'. The cycle has 5 elements which suggest how performance management system should be implemented in an organization. The components of the cycle include

- Setting objectives
- Measuring performance
- Feedback of results
- Reward system based on performance outcomes
- And amendments to objectives and activities

Figure 1

Source: www.projectguru.in/publications

To augment the above concept of performance management, Salaman et al (2005) says there are two theories that can also be used: the goal setting theory and the expectancy theory.

4.4.1. The Goal Setting Theory

The theory was proposed by Edwin Locke in the year 1968. This theory suggests that the individual goals established by an employee play an important role in motivating him for superior performance especially if given autonomy to develop own goals on task achievement at workplace. This is because the employees keep following their goals. If these goals are not achieved, they either improve their performance or modify the goals and make them more realistic. In case the performance improves it will result in achievement of the performance management system aims (Salaman et al, 2005). This means performance in this case becomes a voluntary aspect motivated by individual initiatives and not based on the leader or style.

4.4.2. Expectancy Theory

The Expectancy theory was developed by Victor Vroom at the Yale School of Management and it suggests that employee behaviour is motivated by anticipated results or consequences (corroborates transactional style). Vroom observed that a person decides to behave in a certain way based on expected result of the chosen behaviour. In other words, he was suggesting that performance is usually linked to a reward, for example, people will be willing to work harder if they think their efforts will be rewarded. In essence, individuals make choices based on the estimates of how well the expected results of a given behaviour are going to match up with or eventually lead to the desired results. The theory therefore came to be associated with three major components namely expectancy (E), reward (R) and Growth. Expectancy theory, when properly followed, can help managers understand how individuals are motivated to choose among various behavioural alternatives. To enhance the connection between performance and outcomes, it is prudent for managers to use systems that tie rewards very closely to performance. They can also use training to help employees improve their abilities and believe that added effort will, in fact, lead to better performance. Certain organizations also

introduce performance-based bonuses to stimulate performance. Therefore, the theory seems to be inclined to a transactional leader.

4.5. Leadership Theories

John van Maurik (2001) posits that over the last 80 years or so, there has been four main generations of leadership theories namely trait, behavioural, situational and transformative. He however contended that none of the four generations is mutually exclusive or totally time bound.

4.5.1. Trait Theories

Trait theory is based on the assumption that leaders are born and not made. Trait theory of leadership is one of the first academic theories of leadership and attempts to answer why some people are good leaders and others are not. In fact, the theory can be traced back to the nineteenth century, whereby a man called Thomas Carlyle used such understanding to identify the talents, skills and characteristics of men who rose to power. Simply put, it assumes that people inherit certain qualities and traits that make them better suited to leadership. The theory identifies particular personality or behavioural characteristics shared by leaders. Some researchers concluded that certain physical and psychological traits or qualities constituted trait leadership which are high energy level, tall stature, appearance, dominance, aggressiveness, self-reliance, honesty and integrity, persuasiveness, emotional intelligence among others. These traits were used as pre-requisite for ascension to leadership positions.

However, the shortfall of trait theories was the failure to explain why some who possessed all the traits failed to become leaders and why some who possessed half the traits were successful leaders. Think of Fredrick Chiluba, His Excellency, former Zambian Head of State [Now late MHSRIP], there were so many stories based on his origins and ascension, people argued, he did not meet all the trait qualities, yet he was one of the leaders whose contribution to the development of modern Zambia will never be ignored. Traits were then treated as good at predicting that a manager may be an effective leader rather than actually distinguishing between effective leaders from ineffective. Also, the fact that work environments vary, leadership requirements also need to vary.

4.5.2. Behavioural Leadership Theories

Behavioural theories attempt to explain distinctive styles used by effective leaders to define the nature of their work. Henry Mintzberg's managerial roles best explain the expected behavioural leadership acumen one should display while in leadership position.

4.5.3. Situational Leadership

Situational leadership theories highlight the importance of 'context' in deciding the right leadership approach in any given situation. The theory is based on the assumption that a leader changes style depending on the situation confronting him. Notable models are Blake and Mouton managerial grid, Fielder's contingency theory, Hersey-Blanchard situational model, Path-goal theory and Vroom's normative model. All the theorists concur that leadership style should be situational and that leaders must be flexible to study the situation or environment and then apply the best style to match the task and situation at hand. However, critics argue that sometimes it would be difficult to change a style if one once benefited a lot from it.

In a nut shell, the leadership styles studied indicated that leaders must apply the best style based on the situation and this will determine performance.

5. Research Methodology

Schwardt (2007) defines research methodology as a theory of how an inquiry should proceed. It acts as a framework, a guide or a path to be followed. It involves analysis of the assumptions, principles and procedures in a particular approach to inquiry. According to Schwardt (2007), Creswell and Tashakkori (2007), and Teddlie and Tashakkori (2007), methodologies elucidate and define the kinds of problems that are worth investigating; what constitutes a researchable problem; testable hypotheses; how to frame a problem in such a way that it can be investigated using particular designs and procedures; and how to select and develop appropriate means of collecting data. In this study, a researcher is also a senior manager also directly involved in one leadership style or the other, subjecting same to be also subject of study as well as studying counterparts at work-place and elsewhere.

5.1. Research Design

The researcher used both descriptive research design and surveys in carrying out the Study (including simulative approach). Bryman and Bell (2011), states that the research design gives a framework for the collection and analysis of data. Survey research design enabled the researcher to obtain an in-depth understanding of the topic under study and descriptive research design assisted the researcher to draw certain magnitudes of a relationship in the general population. It also assisted the researcher to have deeper understanding and describe the phenomena in greater depth.

5.2. Target Population

According to Bryman and Bell (2011), population is the universe of units from which the sample is to be selected. This is corroborated by (Gibson et al, 2001) who say it is the total objects or individuals or events the researcher aims to carry a study on, those who would take part in this investigation include Heads at private and public sectors to have a

better appreciation on leadership applicable to each sector as well as the correlation between leadership style and performance. Six corporates were identified, three from private sector and two from the public sector and one from security sector, all based in Harare

5.3. Sample Size and Sampling Framework

Khan (2003) describes a sample as a small part of anything considered to show the style, quality and nature of the whole population. LaFountain and Bartos (2002), states that the sample can be an individual element or a group of elements selected from the research population under study. In the light of the above, the researcher understands that a sample is a representative of the population suitable for research with regard to cost effectiveness, time allocation, manageability, convenience and accessibility. As such, 12 managers were considered in the study through a simple stratified sampling from the identified corporates.

5.4. Research Instruments

According to Hair et al (2003) research instruments are defined as tools which are used for collecting information and data needed to find solutions to problems under investigation. Crowther and Lancaster (2009) have noted that a questionnaire is the most widely used and valuable means of data collection. This is corroborated by Haralambos and Holborn (2008) who noted that a questionnaire is a practical way to collect data. The data collection tools used by the researcher in this study were questionnaires and interviews. Interviews were used to augment questionnaires where more information was needed.

5.5. Validating and Reliability of Research Results

Validity of a questionnaire relates to the extent to which it describes or measures what it is supposed to describe or measure, (Crowther and Lancaster 2009). A pilot study was done to achieve the validity of the questionnaire by checking inconsistencies, misunderstanding as well as checking whether desired results could be reached at.

5.6. Ethical Consideration

The researcher observed ethical issues during the research process of consent, confidentiality, and convenience, among others.

6. Data Presentation, Analysis and Interpretation

Data analysis involves the process of turning data into information, (Crowther and Lancaster:2009). After all data was collected and retrieved, the researcher checked for errors and irregularities using various assessment methods. Data was then presented and analyzed using tables, bar graphs, and pie charts, all formed the basis of presentation of findings.

6.1. Results/Findings

The results and findings from the questionnaires and interviews were as follows

6.2. Response Rate from Questionnaires

All the questionnaires that were distributed were received back constituting 100% return rate.

6.3. Data Reliability

Cronbach's Alpha testing was used to test data reliability. The greater the percentage, the more reliable the results were. In this case the test indicated value of **0,7015** leading to the interpretation that data was reliable.

6.4. Respondent Demographics

6.4.1. Gender

There was reasonable representation from both sexes. Males constituted 65% while females were 35%. This is a fair representation as females are fewer as we go up the ladder in most organizations.

6.5. Experience at Work and Educational Qualifications

Most respondents were mature and had stayed relatively longer with their organizations. 10 % had served between 10-15 years and 90% had served for more than 15 years. This means that respondents were well versed with leading organizations. Also, respondents were either educated or well trained. Among the respondents, one had a PhD, 3 had Masters Degrees, 4 had first degrees, 2 Diplomas, 2 certificates or other training, and all had gone through four years of secondary education ('O' Level). This shows that respondents were literate and could comprehend matter under study

6.6. Major Findings

6.6.1. Leadership Style Dictated By Culture of Organization

On average, 67% of respondents indicated that organizations determine the leadership style a manager adopts. Officials from the public sector, especially the security sector indicated that their organizations have hard and fast laid rules pertaining conditioning of their behaviour. They also define lines of segregating senior officers from junior members.

Recently in February 2019, Zimbabwe Defence Forces enacted a law prohibiting senior officers from marrying junior members and those who were already in such marriages were asked to resign as this was perceived as compromising leadership qualities of senior officers (www.thezimbabweanmail.com). In the forces, performance is commanded and not discussed. Also, private companies indicated that managers should not over-familiarise with junior staff as this may have negative effect on performance. Therefore, in this regard, the study also found out that leadership style was determined by the organization one worked for. The autocratic style was viewed as effective in military set-ups as well as other dreaded missions as was put in the literature review. Also, Kurt Lewin says the authoritarian leadership is best applied to situations where there is little time for group decision-making or where the leader is the most knowledgeable member of the group but advised that leaders should not take this style as their permanent as it may ruin initiative, innovation and growth. The autocratic approach can be a good thing when the situation calls for rapid decisions and decisive actions only. Also, to support this is Shein (1985) who attributes leadership style of a manager to organizational culture. Shein (ibid) said in an organization with strong culture managers' decisions are conditioned as well as their behaviour and leadership style.

6.6.2. Leadership Style Dictated By Situation

10 out of the 12 respondents cited that sometimes the situation itself could also determine the style of leadership needed at any particular moment. They agreed that autocratic was inevitable in times of emergencies and democratic was appropriate in skilled fields where innovation is encouraged and laissez-faire was also possible in highly professional fields like the medical (applied by medical doctors) fraternity. Analyzing further this aspect, logically, an emergency like a war situation, suppression of commotions and other civil unrests would not require anything other than autocratic style. Augustine Chihuri, when he was Police Chief (Zimbabwe Republic Police 2002) and when he was asked to comment during an inquest where 13 people lost their lives in a soccer stadium due to tear smoke allegedly fired by police, indicated that tear smoke was tear smoke and people shouldn't expect it to act as perfume and that's why people lost lives. (www.allafrica.com/stories/200211120343.html.) He was trying to show that the rioter's situation had opened way to firing of tear smoke and people were supposed to expect the consequence. Fielder's contingency model also supports this fact that leaders must study the situation at hand and apply the appropriate style of leadership based on the situation. Fielder's contingency model seem to still apply in present day management as leaders play or display different styles based on the environment facing them.

6.6.3. Generation Gaps

8 out of 12 respondents indicated that modern leadership needed flexibility to enable performance. The managers indicated that leading is more than science or art, and can also be accounting principle of transactions. They believed that managers and employees must always strike a balance where employees perform to be rewarded and leaders must always reward performers. This is transactional leadership. The new generation of managers believes in motivating employees for performance. Bass and Bass (2008) say one of the main advantages of this style is that it creates clearly defined roles. People know what they are required to do and what they will be receiving (rewards) in exchange for completing these tasks. Modern leaders believe that this mode provides for performance with little supervision. Employees already know what they would receive if they perform and they will work hard to complete tasks for those rewards. However simple and smooth as it may sound, there is need for employers to honour their promises.

6.6.4. Trait Leadership

7 out of 12 respondents posted that traits still contribute to leadership. Traits are behaviours or qualities an individual possesses. Previously, there was a general notion that assumed that leaders were born and not made and as was explained in the literature review, leaders needed to possess certain qualities that made them good leaders or not. Traditionally, the most ardent versions of trait theory see these 'leadership characteristics' as innate, and as such, some people are seen to be 'born leaders', due to their psychological makeup. Proponents to this theory, which is now considered largely out of date, believe that leadership development consists of identifying and measuring leadership qualities, screening potential leaders from non-leaders, and then training those with potential. Respondents also further indicated that trait goes hand in hand with charisma. Charismatic leaders are those leaders who are just liked because of what they are no matter their behaviour or style. Employees are willing to perform to please such leaders irrespective of rewards. The style is associated with allegiance than anything else.

6.6.5. The Work Environment

The respondents indicated that work environment may also contribute either to leadership style or performance but they seemed to separate the two. On this aspect, 6 out of the 12 respondents (50%) preferred that work itself can be a satisfier or vice versa and hence contribute to performance without necessarily paying attention to style of leadership. Again 6 out of 12 (50%) respondents argued that the work environment is created by the quality or style of leadership and hence the two are inseparable. They contended that leaders create work environments through their style of leadership. The work environment cited by the first set of respondents included rewards, perquisites, promotions and advancements, job context like training and development etc. A closer analysis from the researcher's point of view seems to agree with the said facts. A happy employee is motivated to perform. However, the latter set of respondents indicated that leaders create work environments and that performance follows what leaders would have created may need further probing as some work environments are determined by culture of the organization than individual leaders as earlier discussed.

6.6.6. Political and Economic Factors

Respondents indicated that the economic melt-down and threat of retrenchments the nation (Zimbabwe) faced of late impacted negatively on performance. Respondents also indicated that some employees were turning to political parties and trade unions for job security. Such scenarios impacted on performance as leaders would be blackmailed more often to play to the style dictated by employees themselves than leaders taking the leading role. All the respondents 100% indicated that no organization operated in a vacuum and hence to some extent external forces such as the economic situation and politics of the day also determined leadership style and performance. Government policies were also highlighted as contributing to leadership styles and performance. Policies determined working hours, remunerations, conditions of service and leaders sometimes have to cast their style bend on government policies or else they risked lawsuits.

7. Conclusion

Based on the preceding findings, the study concludes that performance is basically depended on leadership. Leaders must be able to steer, direct or inspire organizational performance. Leaders also create the work environment that resultantly influence on performance. The work environment consists of organizational culture which determines the style a manager may display at any given time. Organizations with strong culture create an environment where a manager will only come to fit in. The general perception by many respondents which also form the basis of this conclusion is that leadership style by the manager revolves along the culture and dictates of the organization

8. Further Study

The research was conducted only in 12 selected organizations. With resources permitting, a wider study is necessary to be conducted also at other centres or areas outside Harare, to also have views from other people especially where culture is involved. Zimbabwe has regions which differ in both traditional cultures which may as well influence on organizational culture.

Also, there is need to explore further to what extent organizational culture influences leadership style of managers in organizations.

9. Acknowledgements

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10. Dedication

I dedicate this article to my Children Tarsy Chitova, Jesca, Caroline, Samuel, Kupakwashe, Tawananyasha and Tapiwanashe whom I failed to have enough time with as I was studying.

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Appendix

Questionnaire

Introductory Letter for All Respondents

Reformed Church University
P.O. Box 80
Masvingo

...../..... / 2020

Dear Respondent.

Questionnaire

I am *Dr. Oscar Chagwiza*, a Lecturer and Researcher at Reformed Church University (Dept of Management). I am carrying out a study entitled, '*The Paradigm of Leadership Styles on performance.*' My study is intended to find out whether there is any correlation between leadership style and performance. Performance in organizations has been largely speculated as revolving against leader style or behaviour. The study is therefore intended to improve on performance based on the best advice on leadership style. I will appreciate if you will complete the following portions. Any information supplied to this study will remain confidential and will be for academic purposes with recommendations only passed to relevant authorities with a view to improving the entity.

This questionnaire is made up of closed and open-ended questions. Responses to this questionnaire would require you either tick, circle or give additional information. The Likert 5-scale from Strongly Agree, Agree, Not Sure, Disagree and Strongly Disagree (SA, A, NS, D, SD) will also be used

SA	A	NS	D	SD
5	4	3	2	1

Section A: Respondent's Demographics

1. Sex

Male		Female	
------	--	--------	--

2. Age

(a) 18-30 years	
(b) 31-40years	
(c) 41-50 years	
(d) 51 years and above	

3. Position at Work

Operative	
Lower Management	
Middle Management	
Senior Management	
Other	

4. Experience in years in employment

1-5		6-10		11-15		+15	
-----	--	------	--	-------	--	-----	--

5. Highest educational qualification

Qualification	
Diploma	
First degree	
Masters	
Doctorate	
Other [specify]	

Section B: Leadership Styles

6. Which of the following style is displayed by your superior?

Autocratic	
Democratic	
Leissez-faire	
Transformative	
Transactional	

7. How has the style been useful in your organisation?

.....

.....

.....

8. Is it the best style?

Best	Good	Undecided	Worse	Worst
5	4	3	2	1

9. Support Your Answer

.....

.....

.....

There is correlation between leadership style and performance?

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
5	4	3	2	1

10. Leaders Perform the Following Functions

ROLE	5	4	3	2	1
Planning and monitoring					
Determine work plans					
Motivating employees					
Setting operational targets					
Determine Evaluation methods					
Training and development					
Service delivery					
Guidance					
Determine management style					
Take the lead in operations					
Performance evaluation					

11. How has Management style been effective in your

Very effective	effective	Undecided	Ineffective	Very ineffective
5	4	3	2	1

Support your answer?

.....

.....

.....

In this section, you are going to respond to questions on challenges faced by leaders in trying to come up with the best productive style?

Strongly Agree	Agree	Not Sure	Disagree	Strongly disagree
5	4	3	2	1

Challenge	5	4	3	2	1
The following factors influence management style					
Labour policy					
Government policy					
Environmental circumstances					
Economic factors					
Organization culture					
Company policy					
Individual behaviour					
14. The following are the major challenges faced when evaluating performance in relation to management style?					
Lack of capacity building					
Lack of knowledge on style or model					
Limited resources					
It is difficult to evaluate an entity					
No clear policy on results					
Overrating fearing failure					
Poor monitoring					

15. from your own experience what are the other challenges faced by managers' leadership styles?

.....

16. In your own opinion, how can managers overcome challenges mentioned above?

.....

Interview Guide and Questions

I. Introduction (5 minutes)

- Thank participant for consent
- Explain the purpose of the research
- Provide assurance regarding confidentiality and non-attribution of data
- Explain the intention for further contact after the interview – data validation, sharing of findings.
- Request Permission to record

II. Interview questions (25 minutes)

What are the leadership styles that you know?

Does your Organization determine leadership style for its managers?

What leadership style do you prefer to your organization and why?

Is there a link between leadership style and performance?

Has the implementation of any style posed challenges?

If so, what were the challenges and would they be resolved

What leadership style would you recommend for your organization and why?

Thank you for your time

Code	Level	Gender	Qualification	Service in years
IG-1	Permanent Secretary	F	PhD	15+
IG-2	Director	M	Honours Degree	15+
IG-3	Director	M	Honours Degree	15+
IG-4	Principal Director	M	Master's Degree	15+
IG-5	General Manager	M	Master's Degree	15+
IG-6	Manager	F	Other	15+

List of Participants