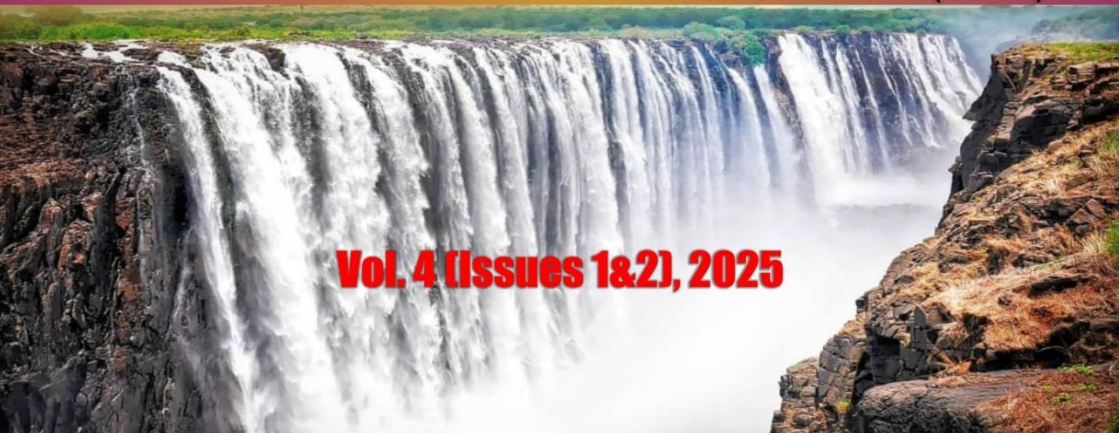




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THE IMPACT OF LEADERSHIP ON ORGANISATIONAL PERFORMANCE: A CASE OF FARM AND CITY CENTRE, CHIPINGE, ZIMBABWE

ANNIAH SIMANGO¹, IGNETIOUS FARAI BANDA² AND ELIAH ZVIMBA³

Abstract

The study seeks to assess the effect of leadership on organisational performance at Farm and City Centre (FCC) in Chipinge, Zimbabwe. Theoretically, the study is guided by the Trait Theory, the Stakeholder Theory, the Contingency Theory and the Resource-based Theory which can be adapted in different situations to help leaders to improve their effectiveness in guiding terms towards success, and the literature review from other contexts worldwide. The study methodologically employs a quantitative approach where closed ended questionnaires were used to collect data using stratified sampling and managed to get 40 respondents out of the total population of 60. The SPSS was used to examine the results that were received, using regression analysis. Based on the results of the study, servant leadership is the dominant leadership style employed by FCC. The results also show the impact of leadership style on organisational performance is not statistically significant, meaning that leadership style has no impact on organisational performance. The research bring forward strategies that improve leadership style and enhance organisational performance, which include leadership training, employee empowerment, effective communication and being customer centric.

Keywords: organisation, regression, trait, stakeholder, resources.

INTRODUCTION

The study aims to investigate the impact of leadership on organisational performance using Farm and City Centre (FCC) in Chipinge, Zimbabwe, as a case study. The objectives of the study are to determine the dominant leadership in the organisation and analyse the impact of leadership on

¹ Zimbabwe Ezekiel Guti University, Department of Economics, Marketing and Entrepreneurship (simangoanniah@gmail.com).

² Zimbabwe Ezekiel Guti University, Department of Economics, Marketing and Entrepreneurship (OCRID: 0009-0004-5924-1172, ibanda@staff.zegu.ac.zw).

³ Zimbabwe Ezekiel Guti University, Department of Accounting, Finance and Human Capital Management (ezvimba@staff.zegu.ac.zw).

organisational performance. Leadership is the ability to direct and inspire others towards achievement of a common goal or vision (Hogan *et al.*, 2021). Leadership involves a combination of personal qualities, skills and behaviours that enable an individual to have a positive influence on a group. Leadership is the capacity to translate vision to reality (Sadler, 2003), that is, changing a strategic vision into tangible outcomes. Leadership helps improve efficiency by ensuring everyone in the organisation is working towards the same goal and doing what they do best (Pamfillie *et al.*, 2019). According to Zimmermman *et al.* (2020), globally, a successful leader makes all the difference in a team's productivity, that is, motivated employees are likely to be more productive whilst leadership can cause employees to become disengaged and uninterested in their work. Effective leadership is crucial in Africa in driving productivity and growth whilst minimising economic inequalities (Lawton-Misra and Pretorius, 2021). In Zimbabwe, leadership is important as it allows organisations to navigate the complex operating environment and contribute positively to economic development of the country (Chikove and Shiri, 2021).

Prior literature suggests that the role of leadership is to drive organisational performance. Organisational performance refers to the measure of how effectively an organisation achieves its intended objectives and goals (Keller and Kotler, 2015). Organisational performance refers to the process of transferring organisational inputs into tangible outputs and outcomes (Chen and Silverthorne, 2019). Organisational performance encompasses various aspects of an organisation's operations, including financial, operational and strategic outcomes (Abu *et al.*, 2010). Organisational performance is measured in various ways and these include employee turnover, sales revenue, profits, market share and productivity (Ibrahim and Daniel, 2019). The goal of any organisation is not only to survive, but to ensure that it constantly improves its performance throughout its existence.

Currently, many organisations are faced with high staff turnover, dwindling profits, lack of innovation and poor resource utilisation (Hurduzeu, 2020). These problems across the globe point towards deficiencies in leadership in organisations which has been hampering organisational performance (Ciulla and Ciulla, 2020). Thus, there is demand for competent leaders capable of organising and coordinating resources in order to achieve desirable states of organisational performance. In Zimbabwe, Farm and City Centre has seen a decline in organisational performance as the sales volume

declined by 15% in 2023 (Matola, 2024). The decline in organisational performance has been attributed to declining disposable incomes and volatile economic conditions (Amar and Nader 2023). However, Mapakame (2024) states that economic conditions are not reasons to justify poor performance, as some organisations are performing well in the same environment.

Empirical literature shows that there is no consensus among scholars on the effect of leadership on organisational performance. Studies by Pfeffer (2021) and Shafiu *et al.* (2019) show that leadership does not play an important role in enhancing organisational performance. Conversely, Sadler (2020) shows that leadership has a positive impact on organisational performance. Aboyassin and Abood (2013) report that leadership can have a negative impact on performance, especially if the leaders are applying leadership styles that are not appropriate for the organisational culture. Given the inconsistencies in literature, the major empirical question that arises pertains to whether or not leadership has an impact on performance.

The privately-owned company FCC has recorded declining performance, attributed to poor leadership (Enacy, 2022). In particular, authoritarian leadership at the company has been charged as the major cause of poor performance. However, literature shows that there is no consensus on the impact of leadership on organisational performance. The economic environment and the declining disposable incomes have been attributed as the drivers of poor performance at FCC. Therefore, there is need to analyse whether or not leadership has an effect on organisational performance. The research problem is posed as a question; what is the effect of leadership on organisational performance? Wang *et al.* (2011) note that there is need to further study the link between organisational performance and leadership as literature has produced contradictory results. This study aims to investigate the impact of leadership on organisational performance using FCC as a case study. The study tests the following hypotheses:

Hypothesis 1

H_0 : There is no dominant leadership in the organisation

H_1 : There is a dominant leadership in the organisation

Hypothesis 2

H_0 : Leadership has no impact on organisational performance

H_1 : Leadership has an impact on organisational performance

LITERATURE REVIEW

ORGANISATIONAL PERFORMANCE

Organisational performance refers to the effectiveness and efficiency with which an organisation achieves its goals and objectives (Sethibe and Steyn, 2019). It takes into consideration various factors, that is, the ability to maximise outputs with minimal inputs, ensuring resources are used wisely, and also the degree to which an organisation achieves its untended outcomes and meets the needs of stakeholders (Bloom *et al.*, 2021). Organisational performance can be identified by profitability of the organisation, productivity; employee turnover and customer lead conversion. Profitability refers to the ability of an organisation to generate income relative to its expenses over a specific period (Ehrhardt, 2011). By actively managing and understanding the components influencing profitability, organisations can enhance their financial performance, strategically invest in growth and ultimately create values for stakeholders (Enakrire and Smuts, 2023).

Productivity as an indicator of organisational performance, measures the efficiency of production, often expressed as the ratio of outputs to inputs (McKinsey, 2024). Streamlined processes and effective use of resources can reduce employee frustration, leading to higher job satisfaction and retention, whilst reducing employee turnover (Gallup, 2020). Employee turnover refers to the rate at which employees leave an organisation and are replaced. High turnover can lead to increased recruitment and training costs, impacting profitability, and can result in loss of experienced employees, affecting productivity and customer service quality (Parnell *et al.*, 2024). Customer lead conversion, measuring the percentage of potential customers that turn into actual paying customers, indicates how effectively a business can attract and persuade customers to make a purchase, and higher conversion rates directly translate to increased sales and revenue for the organisation (Keller and Kotler, 2022). Understanding how leadership affects organisational performance allows the organisation to put forward strategies to improve it.

LEADERSHIP STYLES

Leadership is the art of motivating and influencing others to work towards a shared vision or goal (Bass, 2019). Leadership involves understanding the needs and strengths of individuals within a team, fostering collaboration and creating an environment where everyone feels valued and empowered

(Luedi, 2022). Effective leaders build trust, encourage innovation and facilitate collaboration while being responsive to the dynamics of their environment (Gandolfi and Stone, 2018). A leadership style is an approach that seeks to accomplish organisational goals and has an impact on all facets of how an organisation operates. A leader's style refers to how they handle tasks, carry them out, and motivate subordinates to achieve goals (Mansaray, 2019). Fischer and Sitkin (2023) assert that a company's leadership style is one of the main factors which greatly influence a workforce's lack of interest in and loyalty to the company. The common leadership styles include the transformative leadership style and the transactional leadership style.

According to Grin *et al.* (2018), the transformative leadership style inspires and motivates followers to achieve their full potential and exceed their own self-interest for the sake of the organisation or a greater cause. This leads to better performance in the organisation. Conversely, the transactional leadership style focuses on the exchange between the leader and followers, where leaders use rewards and punishments to drive compliance and performance (Purwanto *et al.*, 2020). The transactions involve a variety of elements, such as wage increase, promotion, performance evaluations, and more duties. The transactional leadership style stifles creativity, innovation and organisational performance, as it focuses primarily on maintaining existing processes, rather than encouraging new ideas (Dong, 2023). The democratic or participative leadership style fosters collaboration and values input from all members, promoting a sense of unity and teamwork which are essential for improved organisational performance (Hariyani and Sigita, 2022). Diverse opinions can lead to disagreements and conflicts, which, if not managed effectively, can create a hostile environment resulting in poor organisational performance (Noviani, 2024).

Unlike democratic leadership, under the autocratic leadership style, goals and tasks are clearly outlined, leaving little room for ambiguity and team members have minimal participation in discussions or decisions (Jain *et al.*, 2022). Autocratic leadership can have both positive and negative impacts on organisational performance. Autocratic leaders can make decisions quickly without needing consensus, enabling the organisation to be flexible and perform optimally in a dynamic and ever-changing operating environment (Setiawan *et al.*, 2021). However, this leadership style can hinder performance, creativity and innovation as teams may feel discouraged from sharing ideas or taking initiative (Jain *et al.*, 2022). Servant leadership

emphasizes serving others first, with the goal of empowering and uplifting team members. It leads with modesty and willingness to learn and also listen attentively to understand and respond to others' needs and take responsibility for actions and decisions (Gandolfi and Stone, 2018). Servant leadership has a significant positive impact on organisational performance, since leaders prioritise the needs of their members, which fosters a sense of belonging and commitment (Hai and Van, 2021). Engaged employees are more productive and motivated to contribute to organisational goals.

THEORIES ON LEADERSHIP

There is no universally accepted leadership theory, and over the years, various theoretical frameworks on leadership have been developed. Some of the theories used in analysing leadership have been borrowed from different disciplines such as economics, law, psychology and sociology, among others. The Trait Theory suggests that people are born with certain qualities and traits that make them better suited to leadership (Doldor *et al.*, 2019). The theory takes into consideration a certain personality or behavioural characteristics shared by leaders which include extroversion, self-confidence and courage and these potentially result in great leaders (Wellman *et al.*, 2022). Effective leaders often share several key traits which contribute to their ability to inspire, guide and motivate others and these include EI, confidence and resilience (Chemonges, 2023). However, the theory neglects situational factors that influence one's ability to drive performance (Swan, 2023). Other critics argue that the theory may reflect western values and is seen as too rigid, failing to account for cultural differences and the dynamic nature of personality development over time (Verawati and Hartono, 2020).

Another leadership theory is the Stakeholder Theory, that advocates for a collaborative approach to leadership and decision-making which considers its impacts on all stakeholders, with the aim of fostering positive relationships in the organisation (Kujala *et al.*, 2019). Based on this theory, leadership should ensure that the needs of all stakeholders are met, through stakeholder identification and mapping, that is, recognising all relevant stakeholders, including employees, customers, suppliers, investors and the community (Mahajan *et al.*, 2023). By prioritising stakeholder interests, organisations position themselves for positive organisational performance, sustainable growth, balancing profit with ethical and social responsibilities (Jones, 2023). The theory has been criticised for being too

broad and offering no guidance for leadership in the case of stakeholder conflicts (Hubbart, 2024).

The Contingency Theory suggests that an organisation is composed of decision-makers and argues that there is no one right way to make a decision (Heller, 2019). The theory argues that the best decision or choice must differ from one leader to another, so choices are dependent on various factors facing the leader (Shala *et al.*, 2021). The theory also recognises that effective leadership is not one-size-fits all, highlighting the importance of situational factors (Santos, 2021). The theory provides a framework for leaders to assess and respond to various challenges effectively, making it applicable in diverse organisational settings. However, the theory requires the need to evaluate multiple situational variables complicating practical application and decision-making (Zaoudi, 2020). Some studies indicate that the theory does not consistently predict leadership effectiveness across different contexts and cultures. The focus on situational factors may neglect intrinsic qualities and traits of leaders that contribute to their effectiveness and drive performance (Raju, 2018). In terms of objectives of the study, the Contingency Theory predicts the situational leadership style to be the dominant style and the impact of leadership on performance may not be straightforward and more pronounced.

The Resource-based Theory (RBT) takes into consideration the importance of a firm's internal resources and capabilities as the primary drivers of competitive advantage and performance. The RBT emphasizes the importance of leveraging internal strength to achieve competitive advantage, allowing firms to build strategies based on their capabilities (Razzaque *et al.*, 2024). The theory helps explain how firms can sustain competitive advantage over time by developing resources that are difficult for competitors to replicate (Yuesti *et al.*, 2018). The RBT provides frameworks for assessing and developing core competencies such as leadership, which can lead to improved Strategic Planning and operational efficiency. By focusing on unique resources and capabilities, leadership allows the organisation to better position itself in the marketplace, achieve sustainable competitive advantage, and improve overall performance.

EMPIRICAL LITERATURE

Various empirical studies have been conducted over the years to establish the link between leadership and organisational performance. Sharma and

Kaur (2024) utilised quantitative approach to analyse how leadership affected performance of 34 companies in China from 2021 to 2024. The study findings show that leadership positively impacts organisational performance. Wang *et al.* (2021) found that organisations with transformational leaders experienced a 15% increase in financial performance compared to those with more traditional leadership styles. The study attributes the positive relationship between leadership and organisational performance to higher employee engagement and innovation levels. Allen *et al.* (2022) demonstrates that supportive leadership significantly reduces employee turnover. Organisations with leaders who foster positive relationships and provide support saw turnover rates decrease by up to 25%.

Al Khajeh (2018) shows that autocratic leadership can enhance organisational performance in crisis situations by enabling quick decision-making and clear direction. However, the effectiveness may vary, depending on organisational context and employee dynamics. Conversely, Hilton *et al.* (2021) find that democratic leadership fosters high levels of employee engagement, satisfaction and team cohesion, enhancing overall organisational performance. Empirical literature indicates that different leadership styles significantly impact various aspects of organisational behaviour, including employee motivation, job satisfaction, performance and overall workplace culture. Leaders should consider these dynamics when adopting a leadership style to enhance organisational effectiveness. Thus, an organisation performance may differ from one organisation to another, depending on the type of leadership style that is dominant in the organisation.

METHODOLOGY

The section focuses on the research methods and tools used in the study to analyse the impact of leadership on organisational performance.

RESEARCH PHILOSOPHY, APPROACH AND DESIGN

A research philosophy is a framework that guides the research process, influencing how researchers perceive the nature of knowledge, reality and methods they employ in their studies (Tamminen and Poucher, 2020). There are two broad research philosophies, and these are interpretivism and positivism. The study employs a positivist philosophy. Positivism is a way of thinking that believes knowledge should be obtained from the elements

which can be observed, measured and tested, hence it focuses on facts and evidence, rather than personal feelings or beliefs (Park *et al.*, 2020). Positivist research reduces personal biases and the use of standardised methods and procedures, and allows for more valid, reliable and credible results across different studies (Maretha, 2023). The study employs positivism in order to minimise bias and attain results that are credible, valid and reliable. The research philosophy influences how researchers approach their studies, formulate questions and interpret findings (Hirose and Creswell, 2023).

A research approach refers to the overall strategy or plan that guides a researcher in conducting a study and encompasses the methods and procedures used to collect and analyse data, as well as the assumptions underlying the research (Opie, 2019). Quantitative research relies on numerical data, which allows for precise measurement of variables and reduces the influence of researcher bias (Mulisa, 2022). The research employs statistical methods to analyse data, enabling researchers to identify patterns, correlations and casual relationships. The ability to apply statistical findings to larger populations enhances the generalisability of results, making it possible to draw broader conclusions from a sample (Fischer *et al.*, 2023). The quantitative research approach is adopted to enable generalisability of the study results, allowing broader conclusions to be drawn on the effect of leadership on organisational performance. The research approach determines the research design that the study employs (Ghanad, 2023).

The research design is the blueprint of research and includes tools, sample and procedures to be used for collection of relevant data (Krause, 2018). Research design details the act and steps taken by the researcher to achieve research objectives (Asenahabi, 2019). Correlational research design is employed in this study. Correlational research is well-suited for exploring the relationship between variables, allowing the study to identify whether a relationship exists or not and how strong that relationship may be (Krause, 2018). Correlation research design is employed in order to establish the statistical relationship between leadership and organisational performance.

POPULATION AND SAMPLING

A population refers to a specific group of individuals that researchers aim to study or reach (Shah, 2023). Understanding the target population and the

process of sampling is crucial for obtaining valid and reliable results (Stratton, 2021). The target population were 100 people at FCC, including managers and supervisors, and other employees who are directly or indirectly influenced by the leadership style within the organisation. Sampling refers to the methods used to select individuals or observations from a population for the purpose of research (Cornesse *et al.*, 2020). There are two broad sampling methods, and these are probability and non-probability sampling. While non-probability sampling selects items from a population using non-random criteria, probability sampling is backed by the fact that each population component is known and has a comparable likelihood of being chosen (Wiśniowski *et al.*, 2020). The majority of quantitative studies apply probability sampling methods (Pace, 2021). The probability sampling method is used in order to achieve results that are comparable to other quantitative studies.

Probability sampling techniques include simple random sampling, cluster sampling, systematic sampling and stratified sampling technique (Adeoye, 2023). Stratified sampling is utilised in this study since various subgroups within the organisation (management, non-management, contract workers, and casual workers) are adequately represented in the research. Stratified sampling ensures that various subgroups within an organisation are adequately represented, hence ensuring that the sample is a true representative of the population (Bhardwaj, 2019). The study uses a sample size of 60 respondents since the target population was relatively small and this ensures that the sample provides a representative of the population and achieves credible results. The central limits theorem is used to determine the sample size, where a sample of more than 30 is considered adequate to produce valid and reliable results (Fukuda, 2024).

DATA COLLECTION

A data collection or research instrument is a tool or device used to collect measure and analyse data in a research study (Ediyanto *et al.*, 2022). A research instrument helps in conducting a precise and reliable research and it is the tools that are used to collect data and obtain meaningful insights (Wa-Mbaleka, 2020). The research instrument designed to collect data for this research is a questionnaire. A questionnaire is a research instrument consisting of series of questions designed to gather information from respondents (Oben, 2021). The use of a survey questionnaire is justified by the fact that it is a cost-effective and unbiased method of gathering

information from the research participants at the organisation and that each participant will receive the same set of questions. According to Boparai *et al.* (2021), the benefits of a questionnaire are it is unbiased, has broad coverage, requires minimal effort and is cheap, making it possible to use a big sample size and a wide geographic distribution. Questionnaires were handed in to the Human Resource Department which distributed them through their internal mailing system in attempt to ensure that the respondents would receive the documents in the shortest possible time.

DATA ANALYSIS

Data analysis is a method or way the researcher uses to make qualitative and quantitative data meaningful and interpretable (Ghanad, 2023). To analyse the data, a regression analysis is used, the variables specified as follows:

$$AOrg\ perf = a + \beta_1 TranscLead + \beta_2 DemoLead + \beta_3 AutoLead + \beta_4 TransfLead + \beta_5 SevLead + E$$

Org perf is organisational performance (measured by overall organisational performance, market share, organisational efficiency, organisational profitability and number of employees);

TranscLead is transactional leadership;

DemoLead is democratic leadership,

TransfLead is transformational leadership; and

SevLead is servant leadership.

β_1 ; β_2 ; β_3 ; β_4 and β_5 represent the effect of each type of leadership style on organisational performance.

Regression analysis allows for the quantification of the relationship between leadership styles (independent variable) and organisational performance (dependent variable) and helps in understanding how changes in leadership style can affect performance metrics (Singh *et al.*, 2022).

RELIABILITY AND VALIDITY

Reliability and validity in research findings measure the degree to which a study has been successful in measuring the intended values and the differences found reflect the true differences among the respondents (Sliwinski *et al.*, 2018). Reliability is the consistency of a respondent's answer to a data collecting instrument, regardless of how many times the respondents complete the survey (Fuller *et al.*, 2020). In order to ensure

reliability in the study, the data process was well documented in the research methodology section and data collection was standardised across all respondents to ensure that collection methods were consistently applied. Validity means ascertaining the accuracy of the instruments by establishing whether the instruments focus on data they are intended to collect (Sahin, 2018). To ensure validity, the construction of the research instrument is based on thorough examination of literature. In addition, the peer review of the instrument is used to ensure validity of the instrument, where the research reviews the questionnaire prior to data collection.

ETHICAL CONSIDERATIONS

Research ethics contains the principles and guidelines that govern the conduct of research, ensuring the integrity of the research process and the protection of participants. The study was conducted in line with ethical considerations of the Zimbabwe Ezekiel Guti University (ZEGU) where informed consent was obtained from the participants, and permission to conduct the study was sought from gatekeepers (FCC Chipinge and ZEGU). To maintain confidentiality and anonymity, personal identifying information was removed from the datasets and pseudonyms used in any reports or publications resulting from the research.

DATA PRESENTATION

This section contains data presentation and discussion of results on the impact of leadership style on organisational performance at FCC Chipinge.

STUDY RESPONSE RATE

The respondents who participated in the research were from managerial and non-managerial positions. A total of 40 respondents out of 60 (66,7%) were able to successfully respond and return the questionnaire for analysis. The accepted response rate should be 60-100% (Ewald and Wasserman, 2023). Table 1 below shows the study response rate.

Table 1: Response Rate

Number of total respondents	Number of those who responded	Response rate (%)
60	40	66.7

As shown in Table 1, the response rate of 66.7% is considered reasonably well, as it indicates that the majority of the targeted respondents provided

their input for the study, which helps improve reliability and validity of the research results.

DESCRIPTIVE STATISTICS

Descriptive statistics (shown in Table 2) is a branch of statistics that focuses on summarising and describing the main features of a data set.

Table 2: Descriptive statistics

Variable	N	Range	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Transactional leadership	40	4.00	1.21529	-.476	.374	-.471	.733
Democratic leadership	40	4.00	1.07537	-.541	.374	.095	.733
Autocratic leadership	40	4.00	1.40489	.070	.374	-1.188	.733
Transformational leadership	40	4.00	1.23517	-.440	.374	-1.128	.733
Servant leadership	40	4.00	1.18105	-.967	.374	.377	.733
Overall organisational performance	40	4.00	1.04237	-.882	.374	.314	.733
Market share	40	3.00	1.10824	-.611	.374	-1.003	.733
Employee count	40	4.00	1.19158	-.552	.374	-.255	.733
Organisational profitability	40	4.00	1.12774	-.601	.374	-.281	.733
Organisational efficiency	40	4.00	1.05612	-.567	.374	-.246	.733

Table 2 shows that the standard deviations for transactional, democratic, autocratic, transformational and servant leadership are all around 1.2, indicating a moderate level of variation in the sample. Organisational performance variables, that is, market share, employee count, and organisational profitability standard deviation, range from around 1.0 to 1.2, suggesting a fairly consistent level of performance across the sample. The skewness values are all negative, indicating the distributions are skewed left. The kurtosis values are positive, suggesting the distributions have heavier tails than a normal distribution. The range for most variables is 4, showing a consistent spread or difference between the minimum and maximum values across the sample.

DOMINANT LEADERSHIP IN THE ORGANISATION

The study sought to determine the dominant leadership style at FCC. Table 3 depicts the study results on the dominant leadership style.

Table 3: Dominant leadership style

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Overall organisational performance	40	1.00	5.00	3.8750	1.04237
Transactional leadership	40	1.00	5.00	3.4000	1.21529
Democratic leadership	40	1.00	5.00	3.6500	1.07537
Autocratic leadership	40	1.00	5.00	3.0250	1.40489
Transformational leadership	40	1.00	5.00	3.7500	1.23517
Servant leadership	40	1.00	5.00	3.8000	1.18105

The results in Table 3 show the mean of the variables and the servant leadership style has the highest mean of 3,8 meaning to say servant leadership is the dominant strategy implemented by Farm and City Centre. The autocratic leadership style with a mean of 3.0250, is the least dominant leadership style.

IMPACT OF LEADERSHIP ON ORGANISATIONAL PERFORMANCE

Regression was conducted to establish the impact of leadership on different measures of organisational performance, i.e. overall organisational performance, market share, number of employees, profitability and efficiency. Table 4 shows the results of the impact of leadership on overall market share.

Table 4: Impact of leadership on overall market share.

Model	Unstandardised Coefficients		Standardised Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.408	.707		4.818	.000
Transactional leadership	.139	.215	.152	.646	.523
Democratic leadership	-.114	.292	-.110	-.390	.699
Autocratic leadership	-.241	.154	-.305	-1.565	.127
Transformational leadership	.157	.206	.175	.762	.451
Servant leadership	.165	.237	.176	.697	.491

a. Dependent variable: market share

R squared: 0.099, Adjusted R-Squared: 0.33; F statistic: 0.748; F statistical probability: 0.593

R-squared value of 0.099 shows 9.9% explained variance in the dependent variable (market share). The adjusted R-squared of -0.033 shows the models predictive power is quite low and the estimates standard error is relatively high at 1.12662 showing a fair amount of unexplained variance. The F-statistics of 0.748, with p-value of 0.593, suggests the overall model is not statistically significant. The results suggest that the different leadership styles included in the model do not explain a substantial amount of the variance in the organisations market share. The low R-squared and non-significant overall model indicate that other factors not captured in the analysis are likely important in determining the organisational market performance. Table 5 shows the impact of leadership on the number of employees.

Table 5: Impact of leadership on the number of employees

Model	Unstandardised Coefficients		Standardised Coefficients	T	Sig.
	B	Std. Error	Beta		
2 (Constant)	3.169	.764		4.150	.000
Transactional leadership	-.331	.232	-.337	-1.426	.163
Democratic leadership	.187	.316	.168	.592	.558
Autocratic leadership	.204	.166	.240	1.228	.228
Transformational leadership	.091	.222	.094	.410	.685
Servant leadership	-.016	.256	-.016	-.062	.951

a. Dependent Variable: Employee count

R squared: 0.091; Adjusted R-squared: 0.042; F statistic: 0.683; F-statistical probability:0.640

R-squared of 0.091 indicates about 9.1% of the variance explained in the dependent variable (employee count). The adjusted R-squared of 0.042 suggests the models' predictive power is quite low. The F-statistics of 0.683, with p-value of 0.640, implies the overall model is not statistically significant. Results show that the various leadership styles do not explain a variance in the organisations employee count. The low R-Squared and non-significant overall model indicate that other factors not captured in the analysis are likely more important in determining the number of employees. Table 6 below shows the results on the impact of leadership on organisational profitability.

Table 6: Impact of leadership on organisational profitability

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
3 (Constant)	2.375	.702		3.384	.002
Transactional leadership	-.194	.213	-.209	-.909	.370
Democratic leadership	.274	.290	.262	.946	.351
Autocratic leadership	-.008	.153	-.010	-.053	.958
Transformational leadership	.239	.204	.261	1.169	.251
Servant leadership	.003	.235	.003	.013	.989

a. Dependent Variable: Organisation Profitability

R Squared: 0.144; Adjusted R-Squared: 0.018; F-statistic: 1.141; F-statistical probability: 0.358

R-squared of 0.144 indicates that the model explained about 14.4% of the variance in the dependent variable (organisational profitability). R-squared of 0.018 suggests models' predictive power is quite low. The standard error of the estimate is relatively high at 1.11771, showing a fair amount of unexplained variance. The F-statistic of 1.141, with p-value of 0.358, suggests the overall model is not statistically significant. The low R-squared implies that some other factors are likely important in determining the organisational profitability. Table 7 shows the results on the impact of leadership on organisational efficiency.

Table 7: Impact of leadership on organisational efficiency.

Model	Unstandardised Coefficients		Standardised Coefficients	T	Sig.
	B	Std. Error	Beta		
4 (Constant)	1.681	.376		2.917	.006
Transactional leadership	-.142	.175	-.163	-.810	.424
Democratic leadership	.383	.238	.390	1.610	.117
Autocratic leadership	-.013	.125	-.017	-.101	.920
Transformational leadership	.280	.168	.328	1.673	.104
Servant leadership	.036	.193	.041	.188	.852

a. Dependent Variable: Organisational efficiency

R Squared: 0.342; Adjusted R-Squared: 0.245; F-statistic: 3.529; F-statistical probability: 0.011

R-squared value of 0.584 indicates that the model explained about 58.4% of the variance in the dependent variable (organisational efficiency). The

adjusted R-squared of 0.245 suggests the models' predictive power is moderate. The F-statistics of 3.529, with a p-value of 0.011, implies the overall model is statistically significant at the 5% level. The results show that the various leadership styles included in the model not statistically significant on organisational efficiency as a measure of organisational performance. Table 8 shows the result of leadership on overall organisational performance.

Table 8: Impact of leadership on overall organisational performance.

Mode 1	Unstandardised Coefficients		Standardised Coefficients	T	Sig.
	B	Std. Error	Beta		
5 (Constant)	2.236	.609		3.672	.001
Transactional leadership	-.252	.185	-.294	-	.181
Democratic leadership	.480	.252	.495	1.909	.065
Autocratic leadership	.118	.132	.159	.890	.380
Transformational leadership	-.040	.177	-.048	-.228	.821
Servant leadership	.142	.204	.161	.696	.491

a. Dependent variable: Overall organisational performance

R Squared: 0.245; Adjusted R-Squared:0.134; F-statistic: 2.210; F-statistical probability: 0.076

The R-squared value of 0.245 shows that the model explained about 24.5% of the variance in the dependent variable (overall organisational performance). The adjusted R-squared of 0.134 indicates the models' predictive power is moderate. The standard error of the estimate is relatively high at 0.96988, showing a fair amount of unexplained variance. The F-statistics of 2.210, with a p-value of 0.076, suggests the overall model is marginally statistically significant at the 10% level. Overall results imply that there is no variable which is statistically significant; therefore leadership has no impact on overall organisational performance.

DISCUSSION OF RESULTS

The results are discussed based on the study hypothesis as follows:

Hypothesis 1

H_0 : There is no dominant leadership in the organisation

H_1 : There is a dominant leadership in the organisation

The results show that the servant leadership style is the dominant strategy implemented by Farm and City Centre and the autocratic leadership style being the least dominant leadership style. Therefore, the null hypothesis is not accepted, implying that servant leadership style is dominant in the organisation.

The servant leadership style can be effectively linked to several leadership theories, but it shares a particular strong connection with the Stakeholder Theory. The theory suggests that organisations should consider interests of all stakeholder, including customers, suppliers and community, not just shareholders (Kumar and Kumar, 2020). Servant leadership aligns well with this theory since its main focus is on serving others. Servant leadership prioritise the needs and wellbeing of team members and other stakeholders, creating a culture of mutual benefit and ethical decision-making, encouraging leaders to consider broader an impact of their actions on all stakeholders, promoting sustainability and social responsibility (Smith and Lichtenstein, 2023).

The dominance of the servant leadership style can be attributed to diverse expectations, that is, organisations become more diverse, employees, especially younger the generation, seek workplaces that prioritise collaboration and ethical behaviour (Kumar and Kumar, 2020). Also, the growing emphasis on life-work balance and employee wellbeing which servant leadership adopts by focusing on the needs of employees, leads to the dominance of the leadership style (Nabawanuka and Ekmekcioglu, 2022). Servant leadership becomes an attractive approach since companies seek to improve engagement metrics, and research shows that servant leadership fosters greater employee engagement (Liu, 2019). Additionally, in an era marked by cooperate scandals and calls for accountability, servant leadership focuses on ethics and moral responsibility resonates with stakeholders, and organisations are prioritising leaders who demonstrate integrity and ethical behaviour, thereby adopting servant leadership (Nobles, 2019).

Hypothesis 2

H_0 : Leadership has no impact on organisational performance.

H_1 : Leadership has an impact on organisational performance.

The study results show that the impact of leadership styles on overall organisational performance, organisational profitability, organisational

efficiency, market share and number of employees is not statistically significant. Therefore, the null hypothesis is not rejected, showing that leadership style has no impact on organisational performance.

The results contradict a study by Sharma (2024) whose findings show that leadership positively impacts organisational performance. Some studies suggest that transactional leadership, which emphasizes reward and punishment, may not significantly enhance performance, compared to the transformational leadership style. Buil *et al.* (2019) indicate that while transformational leadership has a strong positive effect on performance, transactional leadership effects are limited, implying that not all leadership styles contribute equally. Martin *et al.* (2019) note that certain organisational factors like employee training and customer service can be substitutes for leadership, thereby reducing leadership overall impact on performance, hence establishing a causal relationship between leadership and performance is complex. Studies indicate that high performing organisations may attract better leaders rather than the leaders themselves creating high performance and raises questions about the direct impact of leadership on performance outcomes (Tourish, 2019).

Leadership may have no impact on organisational performance at FCC, indicating the need for the organisation to have well-defined structures and comprehensive training programmes that reduce the need for direct leadership. Leadership has little impact on performance. The organisational culture is more influential than leadership (Sharma and Kaur, 2024), hence FCC may need a strong organisational culture that drives performance independently of leadership styles or actions. Sometimes not all leadership styles are affective in every context. If the leaders' approach does not align with the organisational needs, their impact may be negligible (Chen *et al.*, 2019).

CONCLUSION AND RECOMMENDATIONS

Effective leadership can inspire all members of an organisation to perform at their best, fostering a positive working environment that allows for sustained organisational performance. Conversely, poor leadership can lead to disengagement, conflict, a toxic workplace and has a negative effect on performance prospects of an organisation. Managers need to invest in leadership development programmes that cater for specific needs and contexts of their teams, recognising that different situations require different

styles. The study results show that a leadership style has no impact on organisational performance. Based on the finding, the study recommends the use of other leadership styles. A leadership style like democratic leadership helps leaders to develop skills that foster engagement motivation and a supportive working environment. There can also be establishment of mentorship programmes where the few remaining experienced leaders in the organisation can guide others, promoting a culture of continuous learning.

In addition, effective communication can be utilised so as to foster an environment in which feedback flows freely in both directions, that is, upward and downward. Regular meetings can be held so as to keep employees informed about organisational changes, goals and performance metrics to build trust and engagement. Effective communication facilitates collaboration, resolves conflicts and ensures information flows efficiently throughout the organisation through clear and transparent communication channels. The study also recommends employee empowerment which helps the organisation to retain employees as compared to its competitors, as the employees develop a sense of belonging. Acknowledging and rewarding employees' achievements and contributions after performing certain tasks, helps to motivate and reinforce positive behaviour. Moreover, the organisation can adopt the customer centric approach, whereby they conduct regular market analysis to understand customer needs as the preferences and the needs of customers change from time to time and adapt strategies accordingly, knowing the needs will enable the organisation to improve its market share and profitability. The organisation can implement systems to gather and act on customer feedback, ensuring that products and services meet market demands.

The study recommends conducting studies on the effect of leadership styles on organisational performance across various industries and sectors. Specifically, the research can focus on exploring the relationship between leadership styles and organisational performance in government institutions and large corporations. It is further recommended that the studies be conducted in a different geographical location with a larger and more diverse sample size. This will help ensure that the findings are not limited to a specific context and can be generalised to broader populations. By including participants from different organisations and sectors, the research can provide a more comprehensive understanding of the effect of leadership

styles on organisational performance. The study further recommends the consideration of alternative methods to capture data. This can involve using pure qualitative approaches, such as in-depth interviews or focus groups, to gain rich insights into employees' perceptions and experiences with different leadership styles.

The study has managerial implications as it shows that leadership has no impact on organisational performance. This implies that organisations need to utilise other measures such as communication, resources and customer centric approach in order to drive

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