

LEADERSHIP AND ITS IMPACT ON EMPLOYEE PERFORMANCE – USING PLS SMART

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Abstract

The present study is to investigate the relationship between the leadership styles and its impact on the employee performance. Since the leader is the person who has to inspire, motivate and influence the employees to perform better in attaining the company's objectives. Hence, the present study is an attempt to know how the leadership styles are influencing the employee performance. For the purpose of the present study the structured questionnaire is the tool used to collect the data. A sample of 60 filled in questionnaires was received from the respondents after distributing 250 questionnaires to the employees. The samples were selected by using the convenience sampling method. SPSS and Smart PLS were used for statistical analysis. The results showed that there was a significant impact of leadership on the employees' performance. Demographic variables service and department was found to be significant towards the employees' performance.

Keywords: *Employees' Performance, Leader, Leadership*

I. INTRODUCTION

In this competitive world and financial crisis it raised many number of challenges in front of the organization to succeed. In order to face these challenges and to make the organizations to run towards the success, A only concept helpful for

the organisation was leadership. The leader is a person who guides the employees and inspires them in attaining their goals which simultaneously leads to the success of their organization (Voon, Lo, Ngui, & Ayob, 2010). The transformational leader is the person who makes the employees to be innovative, self motivate, creative in their doing on the job (Ahanger, 2009). Hyderabad is said to be the drug capital of India. The government of Telengana is planning to set up a treatment plant and a township with an investment of Rs.30,000 crores. Because of this there is heavy competition between the pharmaceutical companies. So in order to withstand the competition employees have to contribute their best to the organization. The leader plays a major role in directing the employees to perform better.

In this study is an attempt to identify the impact of leadership on the employees' performance related to MSN Lab, Hyderabad.

Theoretical back ground

Leadership: A good leadership is the leader is a person who guides themselves and directs the others in doing the things in a right ways. Even though they can show the directions they need to use the management skills in guiding the others. From over a long period many of them were trying to define leadership. But it is not possible to define the leader in a single sentence.

No one can accept a single definition for leadership which is accepted universally. Some of them defined the leader as the act of inspiration, some defined it as a systematic way of doing the things, some defined it as the personality traits'. The concept of leadership has started in the era of 1940. Firstly leadership has been treated as the trait of the person. After that many researches have proved that traits are not merely the concept of leadership. Later the research related to leadership has taken a turn, started to study the behavior of the persons. Fisher in the year 1985 gave a statement that leadership is always related to social phenomenon and there are many numbers of variables associated with it.

The effective leader is a person who inspires, motivates, manages and coaches the followers in attaining the vision in an effective manner. Some definitions of leadership are:

- Leadership is the art of getting someone else to do something you want done because he wants to do it. – Dwight D. Eisenhower
- “My definition of a leader. . . Is a man who can persuade people to do what they don’t want to do, or do what they’re too lazy to do, and like it.”— Harry S. Truman, 1884-1972, Thirty-third President of the United States, Miller, More Plan Speaking
- Leadership is the ability of a superior to influence the behavior of a subordinate or group and persuade them to follow a particular course of action.” Chester Bernard

The different types of leadership styles used in the present study are:

- Person centered leadership style
- Job centered leadership style
- Democratic centered leadership style.

Person centered leadership style:

A person who inspires the employees in building confidence in themselves is said to be the person centered leadership style. This is also referred to as relationship focused or people oriented or inspirational leadership style.

As per the research done by the Fiedler, person centered leadership style was found to be the best in working out with teams where there is a requirement of creative thinking and problem solving. The professions which require person centered leadership style are talent resources, health care industry, police departments, etc. The employees or the individuals working in the teams expect an empathetic nature and also look towards the top management expecting them to take care of their well beings. This sought of an individual's attitude can be satisfied only with the person centered leadership style.

Principles of person centered leadership style:



Figure 1 principles

Table I: Pros and cons of the Person centered leadership style:

Pros	Cons
Innovativeness and creativity can be armored	Relationship building is a time consuming process.
Culture of companionship is inculcated	Chance of manipulations
Mutual trust can be developed between leaders and members	May lead to bitter disagreements
Togetherness among the people can lead to increase in the productivity.	Concentration on personal relations may lead to decrease in the productivity

Job centered leadership style

The leader as whom monitors the performance of the employees very closely to increase the efficiency of the organization is said to be job centered leader. This type of leader follows rewards, punishments and power to influence the employees in making them to perform better. It was

first identified by Likert. In this style the leader directs the employees in right path with clear roles and goals. This type of leaders always keep their employees continuously busy on the job. These leaders always stress on the work and attainment of goals rather than on the well being of the employees.

Table II : Pros and Cons of job centered leadership style:

Pros	Cons
Clear and easy work procedures	Lack of freedom and creativity among the employees
High standards of optimal efficiency	Very low morale in the work environment
Work is more organized and done with deadlines	Effects culture of the organization because of excessive stress on deadlines.

Democratic centered leadership style

Gastil is the author who defined democratic leadership in the best manner. His definition is as follows: “Distributing responsibility among the membership, empowering group

members, and aiding the group’s decision-making process”. This kind of leader always inspires the employees to take part in decision making. The main characteristics of the democratic leaders are as follows:

Table III: Pros and cons of democratic leadership style:

Pros	Cons
Rate of increase in the job satisfaction and empowerment	Dependency on the subordinates may increase
Increase in trust between the leader and subordinates.	Team building may lead to time consuming
Enhances the commitment levels of the employees and lowers the absenteeism	Fast decision making process may not be possible
Develops problem solving skills and improves productivity.	Expecting consensus may sometimes lead to failures
Building teams and inculcates the innovativeness and creativity	Leaders may become hampered

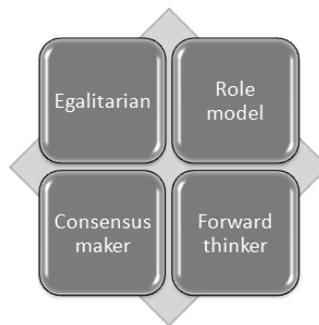


Figure 2 characteristics of democratic leader

Employee Performance

The Companies concentrate on maximizing the profits. The companies should keep monitoring and measuring the performance of the employees and organisation as the primary objective. The companies should possess the quantitative and qualitative methods for measuring the performance of the both employees and

organization. The quantitative methods help in analyzing the performance with mathematical and statistical tools. The qualitative method helps with analyzing and drawing the inferences of the company operations. Employees’ performance directly influences an organization a performance whether its employees’ directly deal with the customers or do not deal with the customers. The

organizations which seriously monitors the performance its employees can attain its objectives easily and simultaneously can maximize its profits. The competitiveness of the organizations' depend on the employees' performance. The organisations' performance depend on employees' performance. The performance of the employees' has to began from the moment they join in the organization. The manager has to plan perfectly for the performance of the employees given by clear goals and direction to attain their assigned goals. The leaders of the various department monitor the performance of the new employee and will be in a position to tackle the poor performances. Employee performance is the systematic process of establishing the performance expectations, measuring and monitoring the expected results. Employees performance significantly lead to organizational performance. In this the manager, higher dictates or the leader sets the performance expectations for each and every employee, sets very clear goals and provides the regular feedbacks about the employees' performance so as to improve the performance of the employees. The ways to make the employees' to performing better are: quality work, efficiency of employees, training programs and individual goals. Improvement in the performance of employees' simultaneously has a significant effect on organizational performance (Patterson, M.G. et al (1998)).

The question arises why the employee performance is essential for any organization. The following are the few reasons which high lights the importance of the Employee performance in any organization:

- Development of the employees performance
- To plan perfectly for the Training and development programs
- It is all for the attainment of the organization and individual goals.

- Employees' may expect to know about their standard of performance
- It helps the organization to plan fair policy regarding rewards and recognition
- It can also improve the process of communication flow
- Regular monitoring and measuring of the employees' performance can streamline the systematic way of doing the things.

Review of Literature

- The authors Ganga & Ogola, 2017 has done the study on the influence of idealized influence leadership behavior on employee performance. The main objective of the study is to study the intellectual stimulation leadership behavior on the employee performance. The tools used for the analysis of the data are correlation, regression and chi square. The results showed that strong, positive correlation between intellectual leadership and the employee performance. The study also concluded that effective performance from the employees can be expected when there is continuous encouragement from their leaders.
- Alru'maih, 2017 has done a study on Developing the Employees Leadership Skills and Its Relation to Job Performance . They concluded that leadership is very closely linked with the employee performance, simultaneously leading to the performance of the organization and strengthening the organization to with stand the competition in the market.
- The authors Rafael Paun, Agustina J. Ledoh, Jeni Eoh Public, 2017 has done a study on the influence of organizational culture, leadership style and organizational commitment to employees performance (a case study in the provincial health department of east nusa

tenggara). The main aim of the study is to know the effect of organizational culture, leadership style and organizational commitment on the performance. They applied SEM to develop a model from the study. The results showed that significant impact of organizational culture on leadership, organizational commitment and performance. There was also a significant effect of organizational commitment on leadership but there was no significant impact of leadership on the performance.

- Al Zefeiti, S. M. B. (2017) in their research on the Influence of Transformational Leadership Behaviours on Oman Public Employees' Work Performance found that transformational leadership styles have a significant impact on the contextual performance of the employees'. And also the transformational leadership styles giving support for the individuals had a significant impact on the job performance of the employees.
- The researchers B. L., M., & Muchran, M. (2017) has done a study on the Influence of Transformational Leadership Style to Performance of Islamic Bank Bank with Work Motivation as a Mediating Variable. Their main aim was to investigate the impact of transformational leadership style on performance of the bank employees by introducing the work motivation as a mediating variable. There was a significant relationship between transformational leadership and work motivation and there was no significant relationship between transformational leadership and performance and even after the introducing of mediating variable work motivation there was no significant effect between independent and dependent variable.
- Rasyid et al 2017 has studied the effect of leadership style on motivation and employee performance. The main objective of the study is to investigate the impact of leadership style on motivation and employee performance. They found that transactional leadership style was having more significant impact on the motivation and employee performance than that of the transformational leadership style. The study showed both the leadership styles were having significant impact on motivation and employee performance.
- Sudiantha David and Armanu, Troena Eka Afnan 2017, have studied the effects of transformational leadership and personality on employee performance in nissan malang mediated by organizational commitment. They aimed at studying the impact on transformational leadership, personality, and organizational commitment on the employee performance. The results showed a significant relationship between personality and organizational commitment. When personality was introduced as the mediator there was a significant mediation between transformational leadership and employee performance. There was no mediation effect of organizational commitment between transformational leadership and employee performance.
- Shabbir, M. A., & Zia-ud-din, M. (2017) has done the study on the Impact of Hybrid leadership on Employee performance in Textile Sector of Pakistan. In this the authors studied the mediation effect of job satisfaction between the hybrid leadership an employee performance. There was a significant correlation between the hybrid leadership style and employee performance with the mediation factor job satisfaction.
- Aqib et al 2017, has done a research on impact

of strategic leadership on employee performance. The main aim of the study is to know the mediation of work engagement in relationship with strategic leadership and employee performance. There was a significant relationship between strategic leadership and employee performance. Strategic leadership was also significant with work engagement. There was also mediation effect of work engagement between strategic leadership and employee performance.

- Alrowwad, A., Obeidat, B. Y., Tarhini, A., & Aqqad, N. (2016) has investigated on the Impact of Transformational Leadership on Organizational Performance via the Mediating Role of Corporate Social Responsibility: A Structural Equation Modeling Approach. The main aim of the study is to find the association between, transformational leadership, corporate social responsibility and organizational performance. The results showed no significant impact of transformational leadership on organizational performance, corporate social responsibility and corporate social responsibility did not have any significant impact on organizational performance.
- The authors Iqabl et al (2015) studied the Effects of Leadership style on Employee performance. The aim of the study is to know the effect of autocratic, democratic, free rein leadership styles on the employee performance. The results showed that the participative style of leadership showed high impact on the employee performance. The employee performance was found to be better in democratic rather than in autocratic type of leadership.

Research Methodology

The present study is based upon the primary data collected by using the structured questionnaire as a tool. The questionnaire consists of 23 variables related to leadership and 15 related to employees' performance. In the present study independent variable is leadership styles and dependent variable is employee performance. The scale used is Likert scale with 5 point dimensions. The ordinal values used are 5 for strongly agree, 4 for agree, 3 for neutral, 2 for disagreeing and 1 for strongly disagree for the positive type of questions and vice versa. There are demographic variables used in the questionnaire like gender, age, service and department. The total population is 300. The employees were selected by using the convenience sampling method. It is a descriptive type of research design. The questionnaire is distributed to 200 employees and in return we received 60. These 60 were found to be suitable for analysis of the present study. The PLS smart is used to study the model since the sample size received was very small. SPSS is also used in the analysis part. Normality test is used to study the normal distribution of the data. ANOVA is used to study the significant mean differences between the demographic variables and Dependent variable and independent variables.

Statement of the problem

The leader is the person who inspires and influences the employees in attaining their individual goals. Employees can perform better when the leader is supportive and encouraging. The study is confined to the MSN laboratory. Now a day because of the heavy competition among the pharmaceutical companies the employees' performance is the most essential. Hence it is essential to study the impact of leadership styles adopted by the organization and its impact on the employees' performance.

II. OBJECTIVES

The following are the objectives of the study:

1. To study leadership styles in the organization.
2. To study the performance level of the employees in the organization.
3. To find the impact of leadership styles on the employee performance levels.

Hypotheses of the study

H₁: There is a significant association between of Leadership styles and employee performance levels

H₂: There is a significant mean difference between the experience of the employees and the employee performance levels.

H₃: There is a significant mean difference between the department of the employees and the employee performance levels.

Data analysis and results

Descriptive statistics:

The descriptive statistics is used to identify the percentage of the responses. The following table IV shows the percentage of the responses in the data.

Table IV : Descriptive statistics

Demographic Variable	Category	Frequency	Percentage	Mean	Standard Deviation
Department	External sources	13	21	3.06	1.793
	Finance	17	27.4		
	HRM	9	14.5		
	Legal	6	6.5		
	Sales	4	9.7		
	others	11	17.7		
Service	0-1	17	27.4	2.20	1.005
	1-3	22	35.5		
	5-10	13	21		
	Above 10	8	12.9		
Cadre	Management	24	40	1.6	0.494
	Non-Management	36	60		

The above table IV shows the Mean and standard deviation of the demographic variables. Department the mean is 3.06 and the standard deviation is 1.793. Service the mean is 2.20 and standard deviation is 1.005. Cadre the mean is 1.6 and the standard deviation is 0.494. The maximum number of respondents was form the finance department (27.4%) and next was the employees from external sources with 21 %. The maximum number of employees has the experience between 1-3 years and the employees having the experience above 10 years were very less in number. Regarding the cadre of the employee 40% of the employees belonged to the management cadre and 60% were from Non- management cadre.

Test of normality

The two variables in the study are tested to know their normal distribution of the data. The results are tabulated in the following table V. Kolmogorov-Smirnov test shows the significance at 99% of significant level (at 1% confidence level). The P value in the Kolmogorov-Smirnov test is greater than 0.01 which shows that existence of normal distribution of the data.

Variables	Kolmogorov-Smirnov ^a		
	Statistic	df	Sig.
Leadership	.129	60	.015
Employee Performance	.120	60	.032

Table V: Test of Normality:

In the view of knowing the reliability of the items in the questionnaire used for the study, individual item reliability, internal consistency reliability and discriminate validity are used. Initially, individual item reliability of the 2

variables used in the study is examined by using the outer loadings of the each construct (Hair, Hult, Ringle, & Sarstedt, 2014; Hulland, 1999). The results are interpreted in the following table VI.

Table VI: Factor Loadings:

Variable	Items	Factor loadings	AVE	CR	Cronbach's alpha
Leadership	L1	0.863	0.917	0.994	0.994
	L2	0.949			
	L3	0.963			
	L4	0.932			
	L5	0.943			
	L6	0.968			
	L7	0.965			
	L8	0.960			
	L9	0.905			
	L10	0.980			
	L11	0.989			
	L12	0.853			
	L13	0.977			
	L14	0.915			
	L15	0.977			
	L16	0.972			
	L17	0.968			
	L18	0.983			
	L19	0.974			
	L20	0.962			
	L21	0.940			
	L22	0.977			
	L23	0.972			
Employee performance	EP1	0.863	0.907	0.996	0.995
	EP2	0.978			
	EP3	0.956			
	EP4	0.965			
	EP5	0.956			
	EP6	0.978			
	EP7	0.949			
	EP8	0.982			
	EP9	0.952			
	EP10	0.985			
	EP11	0.980			
Variable	Items	Factor loadings	AVE	CR	Cronbach's alpha
Employee performances	EP12	0.983	0.907	0.996	0.995
	EP13	0.908			
	EP14	0.981			
	EP15	0.942			

The factors loadings are greater than 0.5(Barclay, Thompson, & Higgins, 1995; Chin, 1998). In order to ascertain the internal item

consistent reliability, composite reliability is applied. The CR value is 0.994 for the leadership variable and 0.996 for employee performance

variable. The least accepted value is 0.7 (Bagozzi & Yi, 1988; and Hair et al., 2011). Hence from this it is concluded that the internal consistency is relatively high. In the present study the cronbach's alpha value is 0.994 for the leadership styles independent variable and 0.995 for the dependent variable employee performance. The cronbach's alpha value has to range from 0 to 1. The acceptable value must be greater than 0.7 In order to study discriminant validity average variance extracted (AVE) is used. AVE greater than 0.5 shows the existence of discriminant validity. Discriminant values obtained are the square root of the AVE values. The discriminant validity is resulted in the following table VII. The table shows the Discriminant values greater than 0.9. This

concludes that adequate discriminant validity exists among the constructs in the study.

Table VII: Discriminant validity

Variables	1	2
Leadership	0.958	
Employee performance	-	0.952

Model results

H₁: There is a significant association between of Leadership styles and employee performance levels

In order to investigate the significant impact of leadership styles on the employees' performance bootstrapping procedure with 5000 bootstrap samples and 60 cases. This helps to find the standard errors and the t –statistics. The significant relationship path is given in the figure 3 and the table VIII.

Table VIII: path coefficients

Hypothesis	Relationship	Beta	SE	T-statistics	P-value	R ² value
H ₁	Leadership>employee performance	0.993	0.001	737.768	0.000	0.995

The coefficient of the path from leadership to employee performance is 0.995 and the t value is 737.768 and a P value is 0.000<0.05. Hence the null is to be rejected. Therefore, it can be concluded that there is a significant effect of Leadership on the employees' performance. The R square value is 0.995, which indicates that 99.5 % of employee performance is influenced by the leader. The cross validity redundancy test is done to know the predictive power (Fornell & Cha, 1994). The Q² value greater than 0 says that the model has predictive relevance (Chin, 1998). The Q² value of the present study is 0.909, which indicates that the model has predictive relevance. H₂: There is significant mean difference between

the experience of the employees and the employee performance levels and their leadership styles.

The above hypothesis is tested by using ANOVA. In this test service is considered as the independent variable and leadership and employee performance are the dependent variables. The results are tabulated in the following table IX. The P value is 0.000 at 95% confidence level and 5% significant level , in all the cases services is found to have a significant mean difference between the experience levels of the employees and their performance. Also, there is a significant mean difference between the experience and the leadership style.

Table IX:ANOVA

Variables		Mean Square	F	Sig.
ML	Between Groups	26.187	194.212	.000
	Within Groups	.135		
MEP	Between Groups	30.252	223.643	.000
	Within Groups	.135		

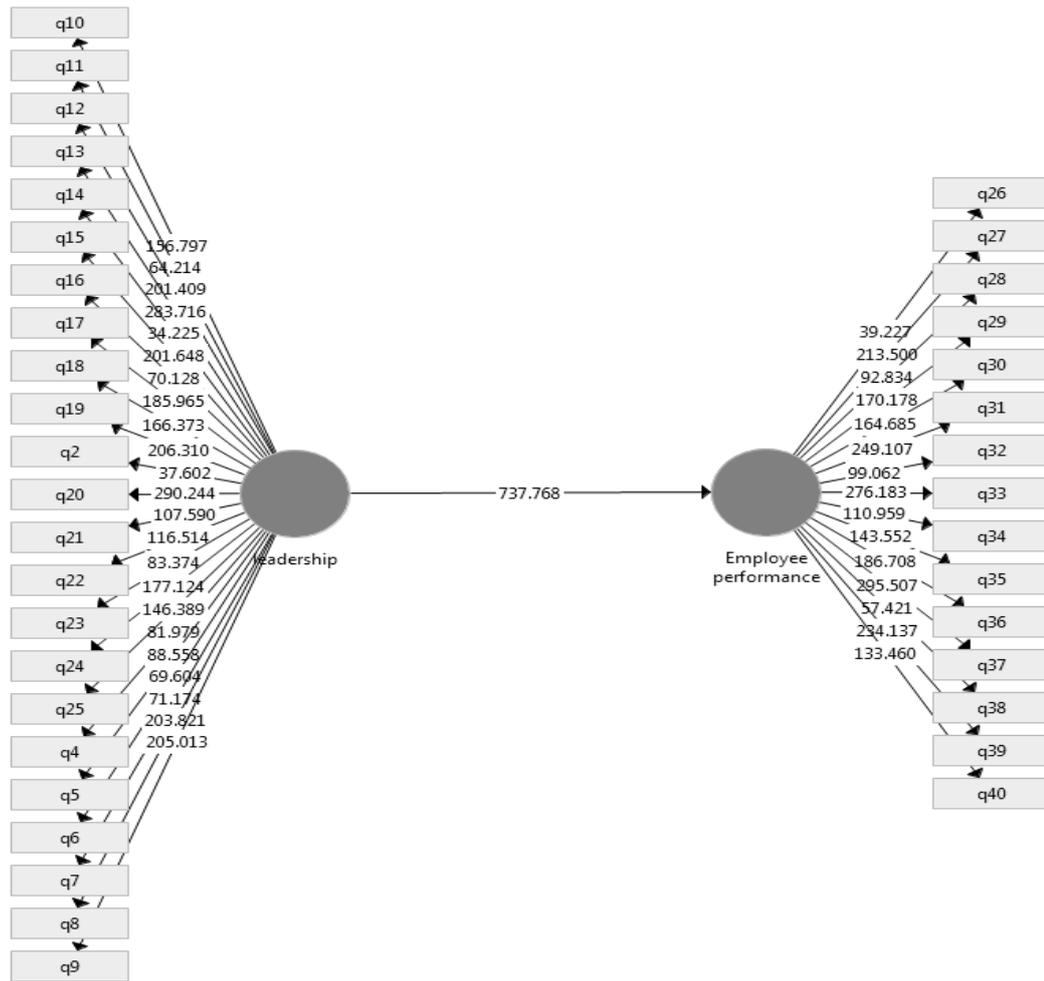


Figure 1 structural model

H₃: There is significant mean difference between the department of the employees and the employee performance levels.

In order to test the above hypothesis ANOVA is used. In this present test the independent variable is department and dependent variables are employee performance and leadership styles. The P value is 0.000 < 0.05 at 95%

confidence level and 5% significant level concludes to reject the null hypothesis. Therefore it can be stated that there is a significant mean difference between the department of the employees and the employee performance. Also there is a significant mean difference between the department of the employees and the leadership styles. The results are given in the table X.

Table X: ANOVA

Variables		Mean Square	F	Sig.
ML	Between Groups	16.046	147.237	.000
	Within Groups	.109		
MEP	Between Groups	18.650	198.336	.000
	Within Groups	.094		

III. CONCLUSION

The present study showed a significant effect of leadership styles on the employee performance. As we thought the service and designation plays a major role in employee performance and leadership styles. The service and department was significantly related to the employee performance and leadership styles. Hence the organization must be very careful in organizing the leadership styles. The management must be aware of the skills of the employees and based up on that the suitable leadership style has to be planned perfectly. Overall it can be concluded that the appropriate leadership style is to be used so as to make the employees' to perform better for attaining their individual goals and the organizational goals.

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