

Relationship between leadership style and employee's performance

A work submitted in partial fulfilment of the requirements for the degree of Master's in International Cooperation and Humanitarian Aid.

Final Assignment

Name of the assignment

Impact of Leadership Style on Employee' performance In (Non- profit Organizations) Taiz, Ibb Yemen Case Study

Solicited

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1.2 Declaration by author

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1.3 Contributions by others

We get support from one IT friend called Wesam in designing the questionnaires in ONA

1.4 Statement of parts of the thesis submitted to qualify for the award of another degree

"None"

1.5 Own publications included in this thesis

"None."

1.6 Acknowledgements

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The research team is very much thankful to the support of the tutor, Ms. Karin Michotte as well special thanks to Mr. Salah Alwagee who assisted in conducting and sending the questionnaires to provide information into this research.

Worthiness to mention the support of the FSAC coordinator and the NGOs workers who have given us their time, and insights to produce this research.



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1.7 Dedication

This work is dedicated to the Yemeni workers and leaders especially for those who work in humanitarian field in NGOs.

2 About this document

2.1 Categories

Countries	Document Type	Subject	Institutions	Language
Yemen	Case study	Leadership style Leadership Development	International	English

2.2 Author



Salah Alwagee (5 December 1985) is a humanitarian person with 8 years of experience in the humanitarian field for INGOs. Currently working as a program manager for international organization in Yemen and good experience in emergency, recovery programs in a conflicted areas in Yemen which considers the worst crisis around the world prepared me appropriately to take higher responsibilities to operate in any hard area around the world.



Wail Abdullah Hashem, 47 years old, is a humanitarian aid worker with more than 10 years of experience in humanitarian sector, throughout the years of my experience in field security and access, has instilled in me the ability to provide support to all staff to ensure their safety is on place.



Hesham Suqail is a humanitarian aid and development practitioner with demonstrated history of five years of experience in non-profit management, currently working for the UNWFP in Partnership division. Hesham's started his humanitarian pursuit in 2015 with a local NGO then moved to work with an international NGO to alleviate the suffering of the vulnerable communities and participate in building humanitarian-development nexus.

2.3 Executive Summary

Employees performance is a critical factor in organizations success. An effective employee is a combination of an excellent skill set and a production of work environment. There are numerous factors that affect employees' performance. One of them is leadership style, the objective of the study is to establish the perceived factors of leadership style that affect employees' performance in the non-profit organization. To examine that, process of collecting and gathering information from employees was introduced using questionnaires technique, random sampling methodology



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was used to select the samples which provide sufficient data from the intended selected areas. The leadership styles were measured through a Multifactor Leadership Questionnaire (MLQ) developed by Avolio and Bass (1995). Questionnaires were modified to adapt to the context of the study and the scope of the study was set to measure employees' performance in term of productivity of their performance. The questions of the survey were rated using a five-point Likert scale, while the data were analysed quantitatively using Statistical Package for Social Scientists (SPSS). The study aim was to obtain around 60-70 respondents, questionnaires were distributed to professionals working with International Organization and Non-governmental Organization. Furthermore, the electronic questionnaires created by ONA platform were applied for economic and facilitation purposes on one hand, and due to the restrictions of face-to-face interviews imposed by COVID-19 outbreak of on the other hand. The findings of the research suggest that leadership style significantly influence organization effectiveness as transformational leaders encourage subordinates to put in extra effort and to go beyond what they are expected to achieve. Transformational leaders achieve the greatest performance from subordinates since they can inspire their subordinates to raise their capabilities for success and develop subordinates innovative problem-solving skills. All variables of transformational leadership style have a strong positive relationship with organizational performance. It is therefore recommended that managers should: strive to become role models to their subordinates; inspire subordinates by providing meaning and challenge to work; stimulate subordinate efforts to become innovative and creative; pay attention to each individual's need for achievement and growth.

3 Introduction and Background of the study

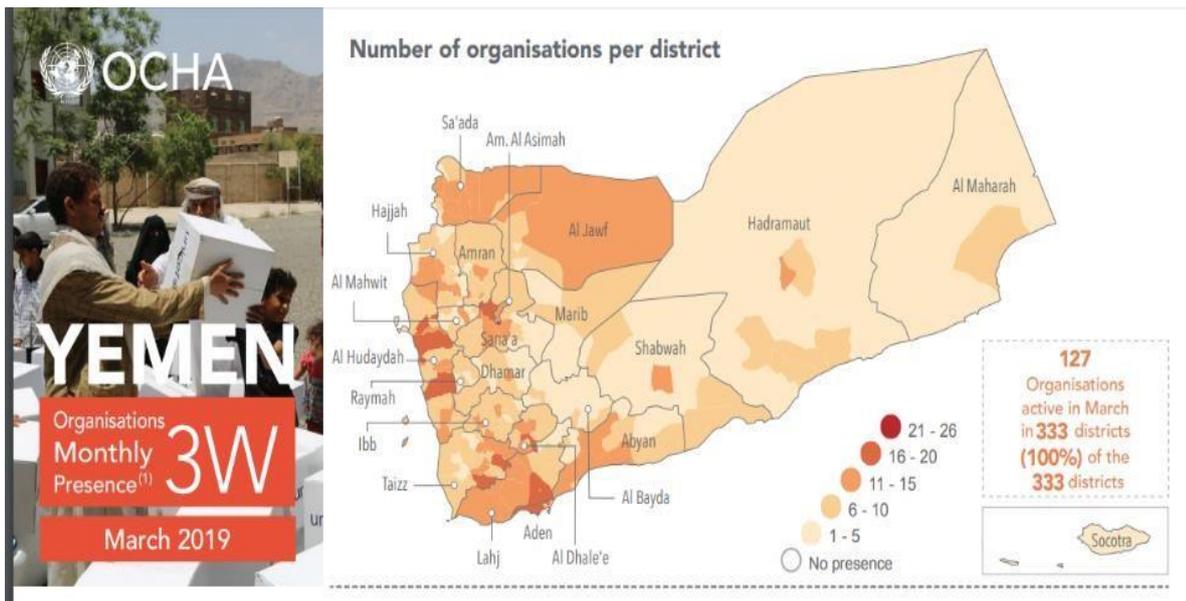
(The following structure / sections are not compulsory but are frequent in a research work. Therefore you can adapt it to your needs)

3.1 Introduction

Yemen, one of the poorest Arab countries, is highly dependent on declining revenues from its relatively small oil and gas reserves. There were some industry companies, which worked in different sectors food, building materials, textiles, leatherwear, jewelry, importing products and detergent. Besides that, there were some international companies such as oil and gas and some embassies. All that sectors employed many Yemeni people. A complex and intense civil war since 2014 has stopped all that. Most of companies, industry sectors, embassies have stopped. Majority of employees became jobless and economic situation becomes worst. War has generated a humanitarian crisis and exacerbated economic problems, unemployment, and shortages of food, water, and medical resources.



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Source (OCHA report 2019) Figure 1.1

According to that situation, number of International non-Government Organizations (INGOs) (Non-profit organization) and NGOs non – government organizations have been started working in Yemen in different sectors. Number of non-profit organization increased rapidly that cause many vacancies in the labor sector. In March 2019, OCHA reported that, there are around 127 non-profit organizations are working in Yemen. People moved to work in INGOs but changing from work environment to another could affect the employee’s performance positively or negatively depend on some factors. Managers, who lead organizations, want to enhance and improve their followers to achieve organizations’ goals.

Employee use about 50 percent of their existence within work environments, which extremely affect their status of mind, aptitudes, and actions in addition to their performance (Sundstrom, 1994). Human Resource Management (HRM) department of any organization

is one of the most critical elements of the business, and one of its main aims is to maximize output from limited human resources and ensure that the organization is experiencing substantial growth through the strengthening of its employees. Working of the human resource department is highly significant and includes different tasks such as employee recruitment, skills development, trainings, payroll, dismissals, safety, benefits, etc. The department also has to focus on ways to improve employee productivity and satisfaction in an organization by catering to their needs (Karim, 2017).

This research aim to study the relationship and effect between some vital factors and employees' performance, who are working in non-profit sector. The productivity and efficiency of human resource depend upon a number of dynamic factors, which range from personal factors to organizational policies. We will take leadership style factors and analysis their attributes and examine the relationship with employees’ performance.



3.2 Statement of the Problem

Employees start move from work to another and they change their work environment, which encompasses several factors, affect the way the employees perform their work. According to Tripathi (2014), the work environment can be defined as the environment in which people work that include physical setting, job profile, culture and market condition. Each aspect is inter linked and impacts on employees overall performance and productivity. It is the quality of the employees' workplace environment that most affects their level of motivation subsequently performance. One of these factors is leadership style, which is the manner and approach of providing direction, implementing plans, and motivating people. As seen by the employees, it includes the total pattern of explicit and implicit actions performed by their leader (Newstrom, Davis, 1993). Leadership style has many types such as authoritative , paternalistic, democratic, Laissez-faire, transactional and transformational. leader's method of providing direction, implementing plans, and motivating people. Employees change from leader to another that could affect employees' performance.

In the last years, leadership has engaged as a new effective approach for managing the employees and organization at large. The old-style concept of personnel administration has regularly substituted with the human resource management. This give importance to the strategic integration of new leadership styles into effective management of employees and to improve the employee productivity (Gong, 2009). Leaders are accountable for the performance of their organization or the success of the government, which is dependent on employee's performance. Leadership is an indispensable requisite for the success of any organization (Lewis, 2013). Since an organization requires a leader to shape the behavior of employees and lead them to the desired direction. Managers, who are leading organization activities, want to improve the employees' performance to accomplish the organizations objectives. They have to use different leadership styles with their subordinators. We will study leadership style, which are transformational and transactional affect the employees' performance.

3.3 Research goal & Research questions

The main purpose of this research is studying factors, which affect employee performance within non-profit organizations in Taiz/Ibb governorates, Yemen.

The study wants to answer the following questions:-

1. What is the effect of transformational leadership style on employees' performance in non-profit organizations?
2. How is transactional leadership style affecting the employees' performance in nonprofit organizations?

3.4 Significance of the Study

This study will be undertaken to advance the awareness in various human resource management factors, which affect the employees' performance within the non-profit organizations. Understanding these factors will enhance the productivity in organizations



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and that lead the sufficient job performance. In our study, we will determine employee performance, which influenced by leadership style from these attributes transformational and transactional. The result of this study may positively convince the top management with the importance of enhancing leadership behaviors as an important factor for increasing change management efficiency.

3.5 Scope of the Study / Added value

This study based on non-profit organizations, and it focused on exploring the impact of leadership styles namely transformational and transactional on employees' performance. Non-profit organizations have received employees who came from different working environment. Managers, who lead those organizations, want to improve employees' performance by using leadership styles.

3.6 Limitations of the Study

The study was limited on some factors, which may affect the employees' performance such as leadership style (transformational and transactional) and there are many factors affect performance that could be study in future.

Moreover, working environment may change in future. Most companies stopped due the war in Yemen since 2014. After this war, the situation may change, industrial companies and other work sectors may return, and the working environment will change hence other studies will be established.

3.7 Description of the Study Area

The main purpose of this research is studying factors, which affect employee performance within non-profit organizations in Taiz governorate, the study was based on ground search and questionnaires with INGOs workers, on studying factors, which affect employee performance and the effectiveness of leadership style on employee performance

4 Research results

Based on the objectives of the study, the study required primary data from the humanitarian staff of INGOs in Taiz /Ibb governorates. Thus, a questionnaires instrument was used in gathering data from 61 employees that were randomly sampled.

Descriptive analysis includes the means and the standard deviations for the dependent and independent variables which are explained in the following sub-sections. Table 1 shows how the verbal evaluation was calculated for the SPSS output of the descriptive statistics.

Table 1 Verbal Evaluation.



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How to calculate the verbal evaluation	
If the average is	Verbal Evaluation
Less than 1.79	Strongly Disagree
From 1.85 and less than 2.59	Disagree
From 2.60 and less than 3.39	Neutral
From 3.4 and less than 4.19	Agree
From 4.20 to 5	Strongly Agree

The questionnaire was divided into three sections. Section 'A', 'B' and 'C' sought for data on demographic characteristics of the respondents, respondents' perception of their superiors' leadership styles, and employees' assessment of their job performance respectively.

The leadership was measured using a 5-point Likert scale (from strongly agree '5' to strongly disagree '1'). While the performance scales was measured using a 5-point Likert scale (From very high '5' to very low 1)

However, the test on twenty four (24) related items on different leadership styles {(Q1, to Q12 for TRANSFORMATIONAL LEADERSHIP), and (Q13 to 24 is for TRANSACTIONAL LEADERSHIP) and four other related items on employees' job performance (Q25, Q26, Q27, and Q28) .

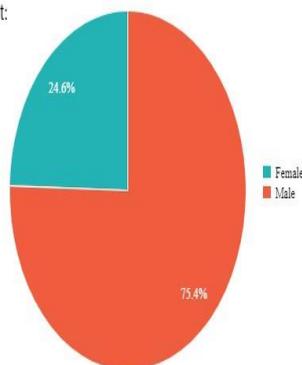
4.1 Demographic characteristics of the respondents

The demographic characteristics of this research were measured by, age, gender, qualification, organization, department and position.

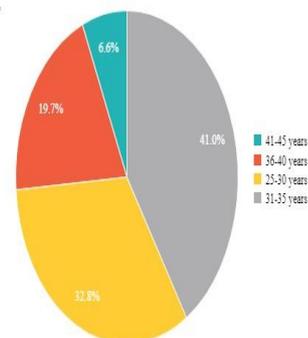
Gender was categorized into females and males; 15 females and 46 males.

The percentages are 24.6 percent and 75.4 percent respectively. Age was grouped into bellow 25, 25- 30, 31-35, 36-40 and 41 - 45; the frequency of respondents are 0, 20, 25, 12 and 4 respectively. The percentages are 0, 32.8, 41, 19.7 and 6.6 percent respectively.

A2. Gender of respondent:



A1. What is your age?



Qualification was grouped into Secondary school, higher diploma, Bachelor, Master and PHD. The frequency of respondents 0, 4, 50, 7, 0 and the percentages are 0, 6.6, 82, 11.5 and 0 respectively. While department were classified into program, MEAL,

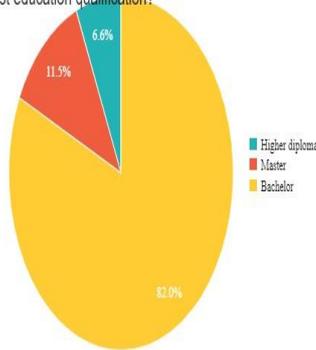


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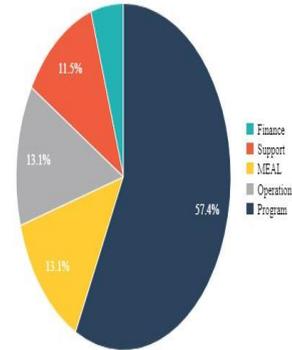
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finance , , operation and support, the frequency of respondents are 35, 8, 3, 8, and 7 the percentages are 57.377,13.114,4.918,13.114 and 11.475 percentage respectively.

A3. What is your highest education qualification?



Department



4.2 Descriptive Statistics of Transformational leadership

items	Mean	Std. Deviation	Verbal Appreciation
1. My supervisor makes others feel good to be around him / her	4.05	0.956	Agree
2. I have complete faith in my supervisor	4.02	0.764	Agree
3. I am proud to be associated with my supervisor	4.28	0.839	Strongly agree
4. My supervisor expresses in a few simple words what we could and should do	3.92	1.005	Agree
5. My supervisor provides appealing images about what we can do	3.84	0.898	Agree
6. My supervisor helps me find meaning in my work	3.93	0.929	Agree
7. My supervisor enables others to think about old problems in new ways	3.70	0.843	Agree
8. My supervisor provides others with new ways of looking at puzzling things.	3.66	0.873	Agree
9. My supervisor gets others to rethink ideas that they had never questioned before. (1 2 3 4 5)	3.49	0.942	Agree
10. My supervisor helps others develop themselves (1 2 3 4 5)	3.89	0.968	Agree
11. My supervisor lets others know how he /she thinks we are doing (1 2 3 4 5)	3.69	0.958	Agree



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12. My supervisor gives personal attention to others who seem rejected. (1 2 3 4 5)	3.21	1.002	11/22 Agree
Total Average	3.80667	0.91475	Agree

Table 2

Table 2 above shows that item (3) got the first rank with a mean of 4.28 (strongly Agree), and standard deviation of .839. Item (12) ranked last with a mean of 3.21 (agree) and standard deviation of 1.002. The overall average of the variables' items is 3.806 (Agree) and standard deviation is 0.91475.

4.3 Descriptive Statistics of Transactional leadership

items	Mean	Std. Deviation	Verbal Appreciation
1. My supervisor believes employees need to be supervised closely they are not likely to do their work. (1 2 3 4 5)	3.11	1.142	Neutral
2. As a rule, my supervisor believes that employees must be given rewards or punishments in order to motivate them to achieve organizational objectives. (1 2 3 4 5)	3.21	1.185	Neutral
3. I feel insecure about my work and need direction. (1 2 3 4 5)	2.33	1.274	Neutral
4. My supervisor is the chief judge of the achievements of employees. (1 2 3 4 5)	3.38	1.199	Neutral
5. My supervisor gives orders and clarifies procedures (1 2 3 4 5)	3.66	1.015	Agree
6. My supervisor believes that most employees in the general population are lazy. (1 2 3 4 5)	2.13	1.072	Disagree
7. My supervisor is always satisfied when others meet agreed-upon standards (1 2 3 4 5)	4.07	0.854	Agree
8. As long as things are working, my supervisor do not try to change anything (1 2 3 4 5)	2.98	1.008	Disagree
9. My supervisor tells us the standards we have to know to carry out our work (1 2 3 4 5)	3.97	0.93	Agree

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10. My supervisor tells others what to do if they want to be rewarded for their work. (1 2 3 4 5)	3.38	1.067	Neutral
11. My supervisor provides recognition/rewards when others reach their goals. (1 2 3 4 5)	3.51	1.059	Agree
12. My supervisor calls attention to what others can get for what they accomplish. (1 2 3 4 5)	3.48	0.993	Agree
Total Average	3.2675	1.0665	Neutral

Table 3

Table 3 above shows that item (7) got the first rank with a mean of 4.07 (Agree), and standard deviation of .854, whereas, item (6) ranked last with a mean of 2.13 (Neutral) and a standard deviation of 1.072. The overall average of the variables' items is 3.2675 (Neutral) and standard deviation is 1.0665.

4.4 Descriptive Statistics of employee performance

Item	Mean	Std. Deviation	Verbal Appreciation
1. How do you rate quality of your performance?	4.21	0.52	High
2. How do you rate your productivity on the job	4.05	0.644	High
1. How do you evaluate the performance of your peers at their jobs compared with yourself doing the same kind of work?	3.66	0.629	Average
2. How do you evaluate the performance of yourself at your job compared with your peers doing the same kind of work?	3.98	0.619	High
Total Average	3.975	0.603	High

Table 4

Table 4 shows that item (1) got the first rank with a mean of 4.21 (strongly Agree), and standard deviation of .520. Item (3) ranked last with a mean of 3.66 (agree) and standard deviation of .629. The overall average of the variables' items is 3.975 (Agree) and standard deviation is 0.603.

4.5 Correlation Analysis

4.5.1 Correlations Analysis between transformational leadership and employee's performance



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Correlations Analysis between transformational leadership and employee's performance			
		Employee performance	Transformational leadership
Employee performance	Pearson Correlation	1	.414**
	Sig. (2-tailed)		.001
	N	61	61
Transformational leadership	Pearson Correlation	.414**	1
	Sig. (2-tailed)	.001	
	N	61	61

** . Correlation is significant at the 0.01 level (2-tailed).

Table 5

In order to examine the relationship between variables, correlation analysis was used. Table 5 above illustrates the correlation matrix between the major variables. In general the results show that there is a correlation between transformational leadership and employees' performance. The results discuss that transformational leadership were correlated with employees performance ($r = .414^{**}$, $p < .01$, 2-tailed). The Pearson's correlation coefficient (r) for the relationship between transformational leadership and employees performance was shown to be $r = .414^{**}$ with a p-value of .001, which is well below the conventional threshold of $p \leq .05$. Therefore, there is a significant relationship between transformational leadership and employee's performance.

4.5.2 Correlation Analysis between transactional leadership and employee's performance

Correlations Analysis between Transactional leadership and employee's performance		
		Transactional leadership
		Employee performance



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Employee performance	Pearson Correlation	1	.070
	Sig. (2-tailed)		.000
	N	61	61
Transactional leadership	Pearson Correlation	.070	1
	Sig. (2-tailed)	.000	
	N	61	61
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 6

Table 6 above shows that transactional leadership was correlated with employee's performance ($r = .070$, $p < .01$, 2-tailed). The Pearson's correlation coefficient (r) for the relationship between transactional leadership and employee's performance was shown to be $r = .070$ with a p -value of $.000$, which is well below the conventional threshold of $p \leq .05$. Therefore, there is a significant relationship between transactional leadership and employee's performance.

From the results of the two table above we can conclude that the transformational leadership is more correlated with employee performance than transactional leadership

The study seeks to evaluate the overall perception that employees may have with regard to their job satisfaction when dealing with managers that project transformational and transactional leadership styles. From the analysis of the results, the overall response levels when dealing with transformational leaders is higher when compared to the response levels when dealing with transactional leaders. That can be attributed to the fact that transformational leaders tend to create a conducive environment from which employees are able to improve on their performance outcomes.

When focusing on the impacts of leadership styles of productivity, the results indicated that employees tend to show a higher level of productivity in cases where they are dealing with transformational managers when compared to dealing with transactional managers

5 Conclusion and recommendations (or main message)

Assuming the essence of leadership is influence, leadership could broadly be defined as the art of mobilizing others to want to struggle for shared aspirations. However, it could be argued this "influence, mobilization and struggle" is of little value in an organizational context unless it ultimately yields an outcome in line with the "shared aspiration" for leadership to be deemed successful. At the same time, the literature suggests that empirical evidence on the link between leadership styles and



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performance in an organizational context is limited and inconclusive. Subsequently, this study investigated the effect of different leadership styles on organizational performance.

From the findings, the researchers conclude that the research explains the nature of relationship between leadership style and organizational effectiveness. It is concluded that leadership style significantly influences organizational effectiveness

On the other hand, transformational leaders encourage subordinates to put in extra effort and to go beyond what they (subordinates) expected before. Transformational leaders achieve the greatest performance from subordinates since they are able to inspire their subordinates to raise their capabilities for success and develop subordinates" innovative problem-solving skills. As expected, relational analysis found that all transformational leadership behaviors have a strong positive correlation with organizational performance.

All variables of transformational leadership style have a strong positive relationship with organizational performance. It is therefore recommended that managers should: strive to become role models to their subordinates; inspire subordinates by providing meaning and challenge to work; stimulate subordinate efforts to become innovative & creative; and pay attention to each individual's need for achievement and growth.

In conclusion, the results from this study support interesting directions for future research. Despite many research findings that transformational leadership is the more optimal style to foster engagement, this research has proven that transactional leadership also positively predicts engagement. Bass (1985) claims that the best leaders are both transformational and transactional however, there are strong emerging patterns of research indicating that transformational leadership has more of a significant effect on employee engagement. It is therefore more beneficial that research be conducted around this phenomenon.

6 Annexes

6.1 List of Acronyms

INGOs International non-Government Organizations

NGO Non-government organization

OCHA Office for the Coordination of Humanitarian Affairs

6.2 Glossary

(Your text here)

6.3 References

Source: Adopted from Bass and Avolio (1992)

Bass, B. M., & Avolio, B. J. 2006. *Multifactor leadership questionnaire, manual and sampler set*. Redwood, CA: Mind Garden. Source (OCHA report 2019) Figure 1.1

Zafar, Marium & Karim, Emadul & Abbas, Omair, 2017. "*Factors of Workplace*



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6.4 Research design and methodology

6.4.1 Introduction

(Franklin (2012) defines methodology as the systematic, theoretical analysis of the procedures applied to a field of study. Typically, it encompasses concepts such as paradigm, theoretical model, phases and quantitative techniques.

This chapter presents a detailed description of the methodology that will be used in this study. It describes the research design, target population, sample design, data collection and data analysis.

6.4.2 Study design

A research design is an overall plan for an empirical study (Mugenda, 2003). The correlational survey design will be adopted to provide a systematic



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description that is as factual and as accurate (Amin, 2005). A correlational survey enables us to find out the relationship between the studies variables (Bailey, 2012). Amin, (2005) states that quantitative approaches are plans for carrying out research oriented towards quantification and are applied in order to describe current conditions or to investigate relationships, including cause and effect relationships.

6.4.3 Study sites

Non-profit organizations, which are working in Taiz-Yemen, have different departments finance, logistic, HR, projects, community services, planning and development and administration.

6.4.4 Study target population and respondent selection

Non-profit organizations, which are working in Yemen, have different departments finance, logistic, HR, projects, community services, planning and development and administration. The actual population will be from all departments. The study targeted various staff, which includes managers, assistant, program managers, accountants, human resource, and field team. Around 60-70 employees will be targeted for the study to represent the employees' population.

Studying the whole of the population will be impossible. For this reason, we will picked a representative sample of the whole population from staff inventory. To achieve a representative sample for a research study, the people who will be studied (i.e. the subjects) will be carefully selected using a simple random sampling methods. we will used a sample of around 60-70 respondents drawn from the population of non-profit organizations' staff. A sample of 60-70 respondents will be chosen and that will represents the non-profit organizations' employees in Yemen and also these respondents have been working for the organizations for more than 3 months leading to reliable assessment of both perception of leadership study/ training and own performance on the job.

6.4.5 Research instruments

The material for this research is collected through the quantitative methodology which would help on understanding the relationship between leadership and employee performance. The core objective of the data collection methodology was to investigate how the leadership style can affect the employee's performance and to find the best style to improve the employee's performance.



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6.5 Research procedures

The research used one method random sampling. Questionnaires were conducted with INGOs aid workers who are directly involved in the leadership process.

6.6 Data management

We will used primary data, which will be collected using a questionnaire develop to address the research objective. (Owens, 2002) says that a questionnaire has the potential to reach out to a large number of respondents within a short time. The questionnaire will be consisted of three sections:-

- Section A demographic characteristics of the respondents
- Section B respondents' perception of their supervisors' leadership styles -
Section C employees' assessment of their job performance.

The questionnaire will be developed using a five point likert scale where the respondents will be asked to rate the extent the various perceived factors affects their performance in non-profit organizations'.

6.7 Other Annexes

6.7.1 QUESTIONNAIRE

Introduction

Dear Respondent,

We are Salah Alwagee, Hesham Suqail, and Wail Hashem, Masters Students at Kalu institute. We are carrying out a study on the "Impact of Leadership Styles on Employees' performance at the nonprofit organization". This is required as part of the fulfillment of the requirement for the award of Master of International cooperation in humanitarian aid. **PART**

A: General Information

1. What is your age?

Below 25 years () 25-30 years () 31-35 years () 36-40 years () 41-45 years () .

2. What is your gender?

Male () Female ()

3. What is your highest education qualification?

Secondary school () Higher diploma () Bachelor () Master () PHD ()

4. What is your organization

5. What is your department



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Program MEAL Finance Operation Support

6. What is your job/Title

PART B: LEADERSHIP STYLE

The sets of statements aimed at helping you assess your feelings or perceptions of the leadership style of your immediate supervisor. You are requested to rating yourself against each statement to indicate your level of agreement with what the statement is suggesting, where the following ratings are:

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Please place a tick (✓) or a mark (x) in the box (cell) that represents your appropriate level of Agreement

TRANSFORMATIONAL LEADERSHIP

Idealized Influence (II)

1. My supervisor makes others feel good to be around him / her (1 2 3 4 5)
2. I have complete faith in my supervisor (1 2 3 4 5)
3. I am proud to be associated with my supervisor (1 2 3 4 5)

Inspirational Motivation (IM)

1. My supervisor expresses in a few simple words what we could and should do (1 2 3 4 5)
2. My supervisor provides appealing images about what we can do (1 2 3 4 5)
3. My supervisor helps me find meaning in my work (1 2 3 4 5)

Intellectual Simulation (IS)

1. My supervisor enables others to think about old problems in new ways (1 2 3 4 5)
2. My supervisor provides others with new ways of looking at puzzling things. (1 2 3 4 5)
3. My supervisor gets others to rethink ideas that they had never questioned before. (1 2 3 4 5)

Individual Consideration (IC)

1. My supervisor helps others develop themselves (1 2 3 4 5)



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2. My supervisor lets others know how he /she thinks we are doing (1 2 3 4 5)
3. My supervisor gives personal attention to others who seem rejected. (1 2 3 4 5)

TRANSACTIONAL LEADERSHIP

Contingent Reward (CR)

1. My supervisor tells others what to do if they want to be rewarded for their work. (1 2 3 4 5)
2. My supervisor provides recognition/rewards when others reach their goals. (1 2 3 4 5)
3. My supervisor calls attention to what others can get for what they accomplish. (1 2 3 4 5)

Management by exception (MBE)

1. My supervisor is always satisfied when others meet agreed-upon standards (1 2 3 4 5)
2. As long as things are working, my supervisor do not try to change anything (1 2 3 4 5)
3. My supervisor tells us the standards we have to know to carry out our work (1 2 3 4 5)

Authoritative leadership

1. My supervisor believes employees need to be supervised closely they are not likely to do their work. (1 2 3 4 5)
2. As a rule, my supervisor believes that employees must be given rewards or punishments in order to motivate them to achieve organizational objectives. (1 2 3 4 5)
3. I feel insecure about my work and need direction. (1 2 3 4 5)
4. My supervisor is the chief judge of the achievements of employees. (1 2 3 4 5)
5. My supervisor gives orders and clarifies procedures (1 2 3 4 5)
6. My supervisor believes that most employees in the general population are lazy. (1 2 3 4 5)



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Part C: EMPLOYEE PERFORMANCE

The sets of statements aimed at helping you assess your performance at your job in the organization. You are requested to rate yourself against each statement to indicate your self-assessment of your own performance, where the following ratings are:

1 = very low 2 = low 3 = Average 4 = high 5 = very high

Please place a tick (√) or a mark (x) in the box (cell) that represents your appropriate level of Performance rating

	1	2	3	4	5
Quality of your performance and productivity.					
1. How do you rate quality of your performance?					
2. How do you rate your productivity on the job					
Individual's quality of performance and productivity compared with other is doing similar jobs.					
1. How do you evaluate the performance of your peers at their jobs compared with yourself doing the same kind of work?					
2. How do you evaluate the performance of yourself at your job compared with your peers doing the same kind of work?					

Source: Adopted from Yousef (2000)

Appreciation

We wish to thank you very much for spending your valuable time to respond to this questionnaire.



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