

**“The effectiveness of leadership in promoting employee productivity and satisfaction”**

## **Acknowledgement**

I would like to express my sincere gratitude to my dissertation supervisor for her invaluable guidance and support throughout this research journey. Her expertise and dedication have been instrumental in shaping the outcome of my work. Thank you for your steadfast commitment and for pushing me to achieve my best.

### **Declaration**

This research on the “**The effectiveness of leadership in promoting employee productivity and satisfaction**” is my own work. I have completed the entire part of this research by myself. The reference and acknowledgement part of this research is also done by me for this research.

## **Abstract**

### **Background and Purpose of the Study**

The research has identified an absence of leadership tactics in the corporate world something that hinders employee performance and satisfaction. The absence of leadership goes on to affect the entire performance of an entity. This research investigated the impact of leadership on employee productivity and satisfaction within contemporary workplaces.

Effective leadership is largely considered a crucial component of institutional success as it has a big effect on employee results like productivity and job satisfaction. Having this in mind this study sought to investigate the link between effectiveness of leadership and the impact it has on employee productivity and contentment in various organizational settings.

The key objectives that guided the study included examining the effectiveness of bureaucratic, laissez faire, democratic and autocratic leadership styles in promoting employee productivity and satisfaction.

### **Potential outcome of literature review**

The use of certain theories and frameworks to the study's execution has been assessed in the literature review section. The study has covered specific aspects of employee skill sets that are necessary to sustain worker productivity and satisfaction. Utilizing concepts like situational theory and the contingency theory of leadership has aided the literature review in evaluating how different leadership philosophies impact worker satisfaction and output.

### **Potential Outcome of Research Methodology and methods**

The study used descriptive design that comprised a review of available literature on the areas of organizational behavior, leadership and management of human resources to pick out the basis for comprehending the importance of effective leadership in pushing employee productivity and performance.

### **Key findings**

The findings of this research are anticipated to help contribute rich insights on the field of employee relations and management and therefore offer insights for institutions intending at developing and fostering effective leadership practices.

### **Research impact and conclusion**

The findings will help the policy makers and human resources personnel to benefit from the study and thereby cultivate a positive work environment which will ultimately promote worker engagement and welfare which will eventually lead to improved institutional performance and competitiveness. The corporate industry has faced many challenges linked with the decrease in employee productivity and satisfaction skills gaps within the institutions. Enforcing proper leadership styles will help improve the two parameters that will help improve output in institutions.





## CHAPTER ONE

### 1.0 Introduction

This study looked into the crucial role of leadership in enhancing employee productivity and satisfaction. Its significance lies in the profound impact that effective leadership can go on to have on organizational success, employee well-being, and overall performance. In an era of dynamic work environments, comprehending and optimizing leadership practices is critical for continued growth and competitiveness (Melnyk & Raderstorf, 2021). The rationale for this study stems from the recognized link between leadership behavior and employee outcomes. The leadership styles, communication, and decision-making in an institution impacts work climates and employee motivation and this study investigated how this occurs. The problem statement highlighted the need for empirical investigation to provide evidence-based insights into how specific leadership approaches can best foster a productive and contented workforce.

The research aimed at empirically assessing the impact of leadership on employee productivity and satisfaction, using qualitative methods. Objectives included identifying key leadership styles, measuring their effects on productivity metrics, and gauging employee satisfaction based on a particular leadership style. The research questions focused on discerning the most effective leadership styles and practices for enhancing productivity, and understanding their influence on employee satisfaction levels. The study was justified by the potential benefits for organizations seeking to optimize leadership strategies for heightened performance and employee well-being, ultimately contributing to a more prosperous and harmonious work environment.

### 1.1 Background of the study

Leadership plays a crucial role in any sector which calls for the relationship between employees and their managers to be positive to guarantee better results and appreciation. Based on this notion, this study therefore looked at how leadership is crucial in ensuring that there is better productivity and satisfaction. In the changing world of the working places, the role of leadership stands out as the pillar that determines the success of any organization (Cvenkel, 2020). The leaders are supposed to act as the guiding force, shaping the culture, direction and values of the company by playing the supporting role of influencing the productivity and satisfaction levels of employees. These values act as the key indicators of institutional performance and

sustainability and as globalization continues to gather pace, institutions continue to face challenges ranging from competition, advancements in technology and the rapidly changing demographics (Dik et al., 2013). It is for these and other reasons that effective leadership is needed with leaders being expected to provide strategic objectives and nurturing a unified and motivated team that works towards attaining these goals. As a result, comprehending the intricacies of leadership effectiveness becomes important for any institution that wants to have a good output in a highly charged and competitive environment.

Employee productivity is a crucial metric that unswervingly influences an institution's capacity to realize its intended objectives. It consists of quality and quantity of the work input by employees, their engagement levels, motivation and compliance with institutional goals. Leaders who are effective are therefore required to possess the capacity to inspire and motivate their teams by working to ensure that every member of their team comprehends the role they should play and contribution expected of them to the overall aim (Kwanya & Stilwell, 2018). The leaders are expected to provide direction, feedback and avail opportunities for development of skills by employees through creation of an environment that is conducive for employees to give their best. The role of leadership is critical for the advancement and prosperity of organizational growth which call for development of leadership skills in the higher management levels (Blanchard & Broadwell, 2018).

The impact of leadership should lead to better job satisfaction by bringing on board a wide array of factors like recognition, compensation and work life balance among others factors. The leaders should be able to recognize and address the various needs and aspiration of their team members with an expectation that they introduce a culture of open communication, trust and empathy which are factors critical for the realization of satisfying work experience. To achieve good performance, there is need for managers to offer leadership, guidance and influence on those that they govern so that they do that which they are supposed to do in order to realize intended results (Pawar, 2019). Leadership comprises of interacting with employees with the leader being expected to inspire, make decisions and be responsible. Managers are therefore anticipated to put maximum efforts and use their abilities in ensuring that employee's productivity and satisfaction is attained. They are therefore needed to have appropriate skills and experience in order for them to be independent thinkers and meet

responsibilities while understanding the market and the business environment (Singh, et al., 2016).

Leadership is a key issue in the success of any institution. It is the pushing power that defines the culture and shapes the decision-making process and lays the groundwork for employee engagement (Pawar, 2019). Earlier research done in this field has highlighted the crucial link between effectiveness of leadership and performance of employees with good leadership contributing immensely to enhanced productivity, job satisfaction and worker retention. On the other hand, poor leadership will often lead to disengagement, low productivity levels and increased turnover rate (Demirtas & Karaca, 2020).

The process of globalization has presented different types of resources available to businesses and competition among businesses has also stirred up the sector. There has also been discovery of new and innovative ideas by different employees which means that employees are now able to offer much more than just taking orders and completing tasks. The leaders have now moved from traditional forms of leadership where decisions are made based on a leader's expertise and perspectives with leadership now becoming consensus based. As the world is becoming modern, there are expectations of top-notch services and the working conditions of employees has become crucial. The type of leadership in place influences the behavior and culture of employees as it plays a role in building, embedding and developing cultures that resonate with developing employee performance in a competitive market (Chalofsky, Rocco & Morris, 2014).

The human resource departments work effectively in the attempt of improving employee performance and optimizing their work satisfaction. Leadership on the other hand continues to play a critical role in improving employee performance with leaders being expected to motivate to adopt organizational principles and also raise their values, developmental needs and concerns (MacRae & Furnham, 2017). Emphasis on establishing efficient skills to develop strong leadership helps solve most problems within the administrative services. Good leadership strategies help with formulating ideas that go on to benefit from enhanced employee performance and customer which go on to sustain competitive growth.

While several researchers have researched on the association between leadership and workers output, there is still need to explore the various leadership styles, behaviors and practices that help in increasing productivity and satisfaction.

(Pawar,2019). This research sought to narrow this gap by undertaking an all-inclusive investigation into the mechanisms through which leadership influences employee productivity and satisfaction, contributing to the existing frame of knowledge in the area of employee handing and leadership.

### **1.2 Significance of the study**

The findings of this study will help contribute to institutional management and permit the leaders to better comprehend the need for strong leadership and management styles in correlation with employee job satisfaction and how it contributes to the overall output of an institution. This research will help in making a contribution to literature on institutional commitment, change management and leadership. This study raises important insights into how forms of leadership impact the output of employees and also raises acumens for managers in any organizations. This study recommends how leaders can inspire and motivate employees and manage other relationships so that the workforce is able to commit with their all for the benefit of the business. It therefore helps enlighten the management of an institution on why they need effective leaders. The employees will be able to know their roles and obligations. It helps identify the why employees react positively to certain leaderships styles. The results seek to provide information to leaders to enable them make informed choices and decisions that will ultimately lead to job satisfaction and ultimately the institutional success.

The study findings are important since they can be used to develop policy guidelines that are relevant and sensitive to the forces that influence the industry that they are in. This study will benefit developers of governance and leadership models whose ultimate purposes are to reestablish trust in companies, push growth levels and build a resilient workforce in the particular industries. For the research world, this study helps contribute to the existing body of knowledge and literature in the area of leadership types and qualities. It helps trigger the need for further research on the field of leadership.

### **1.3 Research Rationale**

Any business entity requires good leadership so that it is able to stay afloat and have a competitive edge (Cvenkel, 2020). Suleyman (2018) observes that effective leadership has been recognized as the epitome of realizing organizational goals, pushing productivity and nurturing contented and satisfied employees. Notwithstanding the understanding of the importance of effective leadership to an institution, there remains an outstanding gap in empirical research that exclusively examines the relationship

between the effectiveness of leadership and the impact it has on the productivity of employees and their satisfaction levels. Demirtas & Karaca (2020) have studied leadership in isolation and this research was expected to bridge the existing gap by doing an investigation into the effectiveness of leadership practices and styles on employee output and efficiency. Additionally, the implications of this study go past theoretical contributions. By unearthing the particular leadership styles, behaviors, and approaches that are most favorable to increasing productivity and satisfaction, this research study offers real-world understandings for organizational leadership. Armed with this knowledge, leaders can make informed decisions to enhance their leadership tactics, thereby nurturing a more productive and satisfied workforce.

#### **1.4 Statement of the problem**

Earlier studies have pointed out the importance of leadership to the success of an organization. There has however been few research studies that have examined the subject of linking leadership and especially the styles of leadership to the performance of an institution. The effectiveness of leadership in promoting productivity levels of employees and job satisfaction is a critical and complicated research area in the field of organizational behavior and leadership management. Despite the widely held view of significance of leadership in pushing institutional success and employee outputs there is a need to explore the various styles of leadership, behaviors and practices that have a noteworthy impact on enhancing productivity and job contentment.

By comprehending the main factors that advance successful leadership and the impact it has on employees, this research study sought to contribute to the present body of knowledge in the field of business management. The results will help institutions and policymakers in enhancing their leadership practices by giving them guidelines that foster a positive work environment thereby maximizing productivity and promoting the satisfaction of employees.

Companies need to comprehend and implement leadership tactics that will help push for the performance of employees so that they attain the anticipated results. This has been cumbersome principally given the competitive nature of the business environment (Stack, 2013). Employee performance metrics include implementing the defined duties, being competent, meeting deadlines combined with employee efficiency and effectiveness when they are undertaking their work. This calls for institutions to implement strong human resource management practices that will contribute to enhancing employee performance. Most institutions encounter hiccups like poor

innovation, diminished productivity and being unable to meet performance targets. Such problems occur mainly due to the management failing to implement proper leadership attributes. Most of the leadership fail to strike a balance between human social life and a thriving work environment something that goes on to affect employee productivity and contentment (Bruce et al., 2011). This research therefore investigated how good leadership can assist in promoting better employee productivity and satisfaction.

As a business needs to thrive, it has to adapt to change in technology and the shifting demographic trends (Dik et al., 2013). To crown this, the dynamics of leadership need to rhyme well with these changes so that there is efficiency and effectiveness. With current research lacking a thorough research on leadership effectiveness, this study sought to address the gap by researching in this field. It worked by identifying the particular leadership styles, behaviors and strategies that are most conducive to adding productivity and satisfaction. This research helped in coming up with insights that can be leveraged by institutions to enhance their leadership approach. By using a research design that involved quantitative surveys, qualitative interviews and literature review, this study helped identify how leadership helped promote effectiveness and efficiency. Leaders will benefit and improve their leadership practices and likewise improve the performance of their employees in today's dynamic workplace environment.

### **1.5 Research aim**

This study sought to investigate the effectiveness of leadership in promoting employee productivity and satisfaction. It sought to unearth the influence of leadership practices on productivity and satisfaction of employees within contemporary organizational settings. This research sought to outline the particular leadership styles, behaviors, and strategies that have an impact on employee outcomes eventually offering valuable acumens for institutional leaders to improve their leadership approach. By espousing a multidisciplinary approach encircling empirical data collection, comprehensive literature review, and qualitative analysis, it sought to fill in the existing gap in the already available studies revealing the relation between leadership effectiveness, employee productivity, and satisfaction. The research study findings will help empower leaders with the tools and knowledge that are appropriate in making good employee productivity and satisfaction.

#### **1.5.1 General Objective**

To investigate the effectiveness of leadership in promoting workforce productivity and satisfaction.

#### **1.5.1.1 Specific objectives**

- (i) To assess the effect of autocratic style of leadership in promoting workforce productivity and satisfaction.
- (ii) To investigate the bearing of democratic style of leadership in promoting workforce productivity and satisfaction.
- (iii) To explore the influence of laissez-faire style of leadership in promoting workforce productivity and satisfaction.
- (iv) To evaluate the influence of bureaucratic style of leadership in promoting employee productivity and satisfaction.

#### **1.5.1.2 Research Questions**

The study followed the below research questions

- (i). To what degree has autocratic leadership style impacted in promoting employee productivity and satisfaction.
- (ii). What is the influence of democratic style of leadership in promoting worker productivity and satisfaction.
- (iii). What is the influence of laissez-faire style of leadership in promoting worker productivity and satisfaction.
- (iv). How has bureaucratic leadership style impacted in promoting employee productivity and satisfaction.

#### **1.6 Justification of the study**

Effective leadership is widely taken as a key domain in shaping institutional achievement since it influences the employee's results. Comprehending the link between leadership and employee output and satisfaction can help offer valuable insights for institutions intending to optimize performance and keep the right talent (Bruce et al., 2011). The chosen topic aligned well with the field of business and management in particular the organizational behavior, human resources and leadership studies. It contributes to a comprehensive understanding of the psychological processes that take part among the employees and leader by picking out the attributes that have the most noteworthy effect on employee productivity and job contentment with the importance of this study going beyond individual institutions. The findings have an impact on policymaking and leadership development programs thereby offering guidance and

inculcating effective leadership practices that positively affect employee well-being and the overall institutional performance.

### **1.7 Outline of the study**

#### **Chapter 1: Introduction**

This chapter stated the intention of the study, significance of the study, rationale of the study, problem statement, research aims and justification of the study. It built the momentum by spelling out the objectives of the study and the research questions that guides the study. A summary part has been given for gathering the entire points that have been created within this chapter.

#### **Chapter 2: Literature review**

This chapter offered the particular information to help spell out the concept concerning the topic of study. It begins by stating the theoretical framework that guided the study followed by review of the past studies that have been done on the field of leadership effect on the employee empowerment. A gap of the literature reviewed is also indicated.

#### **Chapter 3: Methodology**

This section discussed the data collection method that is conducted to make the study feasible. To add to this, a time plan was also created for maintaining the time schedule.

#### **Chapter 4: Findings**

This section presented 'Thematic Analysis' that gives the findings of the entire study

#### **Chapter 5: Discussion**

This section gave the recommendations and what future research should focus on.



**Figure 1. Research Structure**

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The chapter focused on the implication of specific theories and models for analyzing the effect of various leadership styles on the improvement of employee performance and satisfaction in the corporate industry. It is expected that analyzing the effect of leadership styles can be effective in improving strategies for enhancing the productivity of a particular company. This section looked at what other researchers have studied on the field of leadership to build the momentum for this research. The section reviewed existing literature that touched on various types of leadership styles and the role of leadership in promoting employee effectiveness and efficiency. The review began by looking at the Contingency theory and Situational theory in order to build momentum for the study. The theories provided the intellectual scaffolding on which the study is constructed, enabling the researcher to navigate the complex landscape of existing knowledge and make meaningful contributions to their field.

Effective leadership meaningfully influences employee productivity and satisfaction within an institution (Bakhshandeh, et al., 2023). Such a leader will be expected to provide clear direction, set attainable goals, and offer positive feedback,

creating a sense of purpose and course for employees. In addition, these leaders inculcate a positive work environment through open communication, teamwork, and recognition of accomplishments, establishing a culture of trust and teamwork (Geffen, 2018). Furthermore, an effective leader understands personal strengths and weaknesses, allocating everyday jobs accordingly to maximize performance. Consequently, they also prioritize employee well-being, ensuring a supportive work atmosphere. When workers feel valued and empowered, their motivation and job satisfaction improve, leading to more productivity and overall institutional success (Blanchard & Broadwell, 2018). Studies done on the role of leadership consistently reveal that strong leadership positively correlates with higher levels of employee engagement, retention, and performance. Therefore, effective leadership is a critical driver in creating a motivated, satisfied, and high-performing workforce, ultimately benefiting the organization as a whole.

In order to comprehend the various leadership philosophies, their theoretical foundations, and their effects on employee satisfaction and productivity, a comprehensive evaluation of the body of literature has been carried out in this literature review. The review helps to illustrate how effective leadership plays a critical role in pushing the success of an organization by influencing employee productivity and satisfaction (Ishbia, 2019). This literature review examined the substantial body of research regarding the impact of leadership styles, behavior, and strategies on employee performance as well as job satisfaction. Similarly, it provided valuable insights into the relevant variables and methodologies employed to study this relationship.

### **2.1.1 Contingency Theory**

Contingency theory, originating in the late 1960s, was pioneered by organizational scholars like Joan Woodward, Paul Lawrence, and Jay Lorsch (Donaldson, 1995). It asserts that effective management practices depend on situational factors, such as the environment, technology, and organizational structure, rather than universal principles. Contingency theory proposes that effective leadership is dependent on several situational factors (Ranjit & Paulo, 2015). It suggests that there is no one-size-fits-all approach to leadership, as what works in one situation may not be effective in another. This theory stresses the importance of matching leadership styles to specific circumstances, such as the organization's culture, the nature of tasks, and the characteristics of followers (Waweru, 2010). For example, a directive leadership style

might be more appropriate in a crisis where quick decisions are critical, while a participative approach could be better in scenarios needing teamwork and imagination. In addition, this theory recognizes that leaders must adapt and be flexible, showing flexibility in their approach (Hunter & Tan, 2004). Furthermore, it identifies that leaders may need to take in different styles with different categories of employees, based on their skills, experience, and motivation.

### **2.1.1 Situational Theory**

Situational leadership theory, developed in the late 1960s by Paul Hersey and Ken Blanchard, argues that effective leadership adapts to the specific needs and readiness of followers (Friese et al., 2018). It emphasizes matching leadership styles to the situation at hand, asserting that there is no one-size-fits-all approach. The theory asserts that leaders should adjust their behavior based on factors like the task at hand, the abilities of the followers, and the level of support needed. Situational leadership theory revolutionized leadership thinking by highlighting the dynamic interplay between leaders, followers, and the context in which they operate, offering a flexible framework for effective leadership practices.

The Situational Theory avers that different situations need different leadership styles to maximize outcomes (Clarke, et al., 2018). For example, a critical situation may require an authoritative leadership style as it may be the most effective method of management as it gives clear direction and resoluteness. Contrariwise, in a collaborative or creative setup, a more transactional leadership style where employees are involved in decision-making, might bring a greater sense of ownership and creativity (Hardie, 2020). This theory also stresses the importance of leaders being able to adapt and capable of assessing the situation to develop the most suitable leadership style. Such leaders must be able to analyze factors like the nature of the task and, the skills and experience of the team members (Henry, 2022). This theory stresses the dynamic nature of leadership. This way, it becomes easy to promote employee productivity and satisfaction.

## **2.2 Leadership in promoting employee productivity and satisfaction**

Effective leadership plays a crucial role in stimulating employee productivity and satisfaction. Such a type of leader is anticipated to give clear direction, set accurate goals, and offer helpful feedback. Consequently, they are expected to foster a positive work culture that values open communication, teamwork, and recognition of achievements (Yoder-Wise & Kowalski, 2010). By comprehending individual strengths and needs, a leader will be able to allocate tasks fittingly and provide opportunities for

growth. Furthermore, they are expected to prioritize the well-being of employees by making the environment conducive. When workers feel supported, empowered, and valued, their motivation and job satisfaction improve, leading to more output and overall institutional success. Leadership therefore acts as a foundation for establishing motivated, engaged, and high-performing employees (Blair & Gesner, 2019).

An organization's overall success is greatly influenced by its leadership, which involves personal qualities that allow certain people to carry out specific tasks (Rich, et al., 2018). It can take many different forms, depending on the culture of the organization, the individual, intelligence, wisdom, and power over others. Therefore, the productivity and pleasure of employees inside an organization is greatly influenced by this type of leadership style (Tierney, 2022). Different leadership philosophies have different effects on workers, and leaders can foster a healthy work environment and accomplish organisational objectives by being aware of these consequences.

### **2.3 Transformational and democratic leadership**

Transformational leadership is influential in cultivating an effective workforce (Netolicky, 2022). Therefore, leaders who employ this style inspire and motivate their team to exceed their potential. Through clear communication and a persuasive vision, they inculcate a sense of resolve and direction. They foster a culture of trust, enabling workers to take risks and innovate. Transformational leaders provide mentorship, recognizing employee strengths and areas for growth (Blair & Gesner, 2019). They encourage autonomy and responsibility, empowering employees to take ownership of their tasks. By challenging conventional thinking and promoting continuous learning, this approach enhances skills and performance, ultimately driving personal and organizational success. Transformational leadership has been associated with increased job satisfaction, high levels of employee engagement, and enhanced institutional performance.

Democratic leadership revolves around inclusivity and collaboration. Where leaders who deploy this style incorporate their subjects in decision-making, valuing their input and opinions (Hart & Patapan, 2009). Eventually, this move helps create a sense of ownership and obligation among employees by enabling communication to flow freely, inspiring creativity and diverse perspectives. Even though the leader upholds final authority, they seek consensus and respect individual employee autonomy. Furthermore, this form of leadership creates a positive work environment, where every worker feels that their opinion counts and is valued. It encourages a culture of culpability and shared

responsibility, eventually leading to higher job satisfaction, productivity, and a strong sense of collective accomplishment within the organization (Henry, 2023).

#### **2.4 Transactional leadership**

Transactional leadership is a practical approach to management where leaders focus on clear opportunities, rewards, and consequences (Watkins, 2009). In addition, these leaders create well-defined roles and tasks, offering direction and feedback to ensure acquiescence with set standards. These rewards include praise, promotions, or tangible incentives and they help in motivating performance. On the contrary, there are repercussions for deviations from established norms. Similarly, this style of leadership accentuates a structured, results-driven environment, where efficiency and productivity are supreme. However, for this form of leadership style while effective in repetitive circumstances, it may lack in nurturing creativity or adaptability. Transactional leaders excel in keeping order and attaining short-term goals, making it appropriate for stable, task-oriented environments.

This type of leadership style dwells on exchanging rewards and punishments pegged on the performance of an employee and emphasizes on having clear expectations, rewards, and corrective actions when the goals are not met. It consequently helps with effectively maintaining performance standards and employee satisfaction. However, this style is known to have less inspiration and employee engagement in the long term (Hart & Patapan, 2009).

#### **2.5 Leadership in driving employee job satisfaction**

Effective leadership style plays a crucial role in shaping institutional performance, engagement of employees, and ultimate job satisfaction. Effective communication comes out as one key issue that helps in promoting successful leadership and leaders should communicate clearly, transparently, and with empathy so that they enable trust and mutual understanding among the workforce (Mayfield J & Mayfield M, 2018). Similarly, having clear communication on the institutional goals, expectations and feedback helps align individual efforts with bigger objectives thereby enhancing both productivity and satisfaction.

Leaders should learn to empower employees by delegating responsibilities and providing autonomy to promote positivity in job satisfaction and productivity. When employees feel trusted and valued, they will feel positive to take work ownership and be highly committed to achieving the institutional goals (Falcone, 2022). Furthermore, the

leaders will also need to have emotional intelligence so that they are able to understand and manage their emotions and be able to recognize and influence the emotions of others. Similarly, such leaders are able to build positive relationships and resolve conflicts easily thereby creating a positive work environment that increases employee satisfaction and productivity. Leadership should be transparent and trustworthy to instill confidence and loyalty among their subjects. In such a setup, employees are able to take more risks, collaborate, and contribute their best efforts which also goes on to increase productivity and job satisfaction.

## **2.6 Leadership behaviors and employee satisfaction.**

Leadership behaviors like employee empowerment, communication, and trust building are crucial in fostering employee satisfaction with leaders who offer good communication and emotional support helping create a positive work environment which ultimately leads to high levels of job satisfaction (Falcone, 2022). Likewise, leaders should empower their employees by delegating authority and decision-making responsibilities. Employees who perceive their leaders are empowering them exhibit high levels of job satisfaction since they feel a sense of ownership of their undertakings.

Leadership strategies like mentoring and coaching also help promote employee well-being. It leads to higher job satisfaction since those mentored get to experience increased confidence and competence in their roles (Falcone, 2022). Coaching comes out as one-on-one guidance and development and it also helps in promoting employee well-being. Leaders who invest in coaching are credited in promoting growth and learning in employees which also leads to overall well-being and job satisfaction.

## **2.7 Measuring leadership to determine its effectiveness**

Measuring leadership effectiveness consists of assessing a leader's impact on organizational goals and team dynamics with the main key indicators comprising employee satisfaction, productivity, and retention rates. Feedback mechanisms like surveys and performance evaluations offer valued intuitions into leadership style and its influence on the work environment (Kennedy, 2018). Furthermore, scrutinizing goal realization, project success, and financial performance offers tangible metrics. A leader's capability to adapt, inspire, and empower team members is crucial. Observing their communication skills, decision-making, and conflict resolution also informs effectiveness and eventually, an effective leader is expected to align their style with

institutional objectives, steering positive outcomes and fostering a motivated, high-performing team

The Multifactor Leadership Questionnaire is one of the standard instruments used in assessing transactional and transformational leadership behavior. It is employed for measuring a wide range of leadership styles helping identify the characteristics of a type of leader and assisting employees in gauging themselves in how they measure up in comparison with their colleagues. In addition, the success of leadership is measured through a retesting program that helps track changes in leadership style. The first transformational scale in this questionnaire is Inspirational Motivation. When a leader articulates the future with a positive attitude, the employees also become motivated. The second scale is Idealized Influence. It denotes the attribution of the charisma of the leader to his subjects. This includes values, focusing on high ideals, and perceived power. These attributes help a leader build strong emotional connections with employees. It eventually leads to more trust and confidence by the employees on the leaders. Idealized influence stresses on collective sense of mission and values and acting on them. The third scale is Individualized Consideration. Under this scale, the individual needs of employees are considered as well as how their individual strengths can be improved. The leader is expected to focus on the defined tasks of employees and reward them if they meet the target needs. The fourth scale is Active Management by Exception. Under this, a leader watches and searches actively for deviations from rules and standards so as to avoid these deviations and where necessary take corrective actions. Furthermore, productivity measurement helps in communicating future directions, bringing accountability, and charting the path for the future (Schriesheim et al., 2009). The measures should be cost effective and make use of the available sources and should be valid and reliable.

## **2.8 Work Culture in Promoting Employee Productivity**

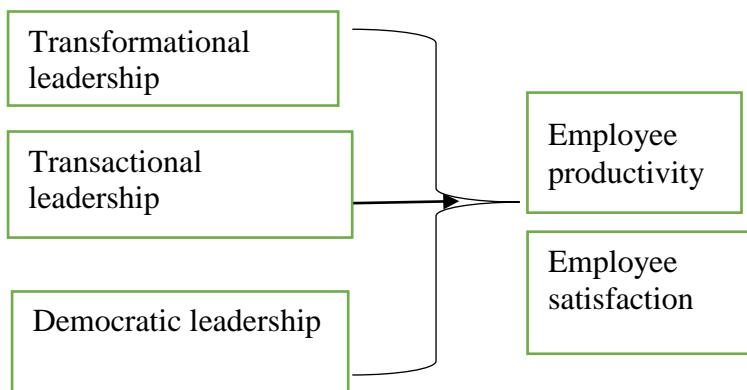
Work culture denotes the habit that is executed repeatedly by employees in an institution. The violation of the culture does not result in any sanctions but these cultures help with achieving organizational goals. Similarly, work culture involves compliance with laws, working time, traffic, procedures, regulations, and interacting with partners. Employees should be ready to receive correct information from their colleagues show respect for them and execute their responsibilities. A strong work culture creates a good corporate culture and also reflects that the culture has strong roots in the workplace and has actually been actualized in daily activities (Blair & Gesner, 2019). Enhancing

employee performance depends on how much employees implement organizational culture between them so that they can provide maximum performance for the organization. An employee who has a high organizational culture is most likely to see themselves as a true member of the institution that they work in. It can therefore be concluded that a good work culture will help in creating a good corporate culture and therefore good performance.

The effectiveness of leadership in promoting employee productivity and satisfaction comprises several styles, strategies, and behaviors. Transformational and transactional leadership styles, combined with engaging communication, empowerment, trust-building, and mentoring, have all been pointed out as crucial components in inducing organizational outcomes. Comprehending the nuanced interplay between leadership and employee outcomes is crucial for institutions looking forward to optimizing their performance and fostering a positive work environment (Henry, 2023).

## 2.9 Conceptual framework

This research aimed at exploring the dynamic relationship between leadership effectiveness and its impact on employee productivity and satisfaction. Grounded in contingency and situational theories, the conceptual framework posits that leaders fostering a positive work environment, providing clear communication, and supporting employee growth contribute to improved job satisfaction. Simultaneously, effective leadership is expected to stimulate intrinsic motivation, teamwork, and goal alignment, thereby enhancing overall productivity. Methodologically, the study employed secondary to measure leadership behaviors, employee satisfaction, and productivity levels. The findings are anticipated to inform organizational practices and contribute to the existing literature on leadership and employee well-being (Blair & Gesner, 2019).



**Source:** Researcher (2023)

## **2.10 Summary of Literature Reviewed and Research Gaps**

The literature review looked at the role effective leadership styles play in promoting employee productivity and satisfaction within an organization. It established that leadership styles can significantly impact the overall work environment, employee motivation, and team dynamics. In addition, the literature review looked at various leadership approaches that have been studied to understand their influence on productivity and job satisfaction. It established that leadership styles significantly influence employee productivity and satisfaction. The study found that transformational and participative leadership styles tend to yield positive results, fostering a motivated and content workforce. While transactional and autocratic styles may have certain benefits, they can lead to lower levels of job satisfaction in the long run. Leaders who recognize the importance of balancing productivity goals with employee well-being can create a more harmonious and prosperous work environment. Workplaces can become more peaceful and prosperous when leaders understand how important it is to strike a balance between productivity targets and employee well-being. Understanding the relationship between leadership and employees will help institutions to develop and mentor leaders who will be effective in their undertaking. There is a need to invest in a culture of regular communication and trust with empowerment being the main step towards creating an environment that increases productivity and employee satisfaction. Effective leadership goes on to not only promote organizational success but also help in creating fulfilling work experiences for the employees.

The studies that highlighted leadership effectiveness were conducted in a generic organizational context. Yoder-Wise & Kowalski (2010) summarize that leaders need to give clear goals, direction and make the environment conducive to enable good leadership. Rich, et al (2018) fronts that leadership takes many forms depending on the organizational culture, personal qualities, intelligence, wisdom, and influence over other people. As a result, leadership style plays a key role in determining employee productivity and satisfaction within an institution. Trivedy (2018) fronts that transformational leadership helps in the enhancement of employee satisfaction, commitment, and productivity through the creation of a positive and engaging work environment. Similarly, he argued that these types of leaders help inspire and motivate employees by setting a vision for them which brings about personal growth. These and the other literature highlighted focus mainly on leadership role on enhancing employee

effectiveness. They do not go beyond leadership style effect on employee performance. However, there was a need for research that specifically focused on particular industries, organizational sizes, or cultural contexts, as leadership dynamics can vary significantly as most existing research tends to be cross-sectional, providing a snapshot of a particular point in time. There was a gap in longitudinal studies that track the impact of leadership practices over an extended period, providing a more nuanced understanding of the long-term effects.

While transformational leadership is often highlighted, there had been less exploration of other leadership styles like laissez-faire and their specific impact on productivity and satisfaction. In addition, research on the effectiveness of leadership training and development programs in enhancing leadership skills and subsequently influencing employee productivity and satisfaction was limited. Most of the available studies focused on the leader's behavior and this created a need to investigate how employees perceive and interpret leadership actions, and how this perception influenced their satisfaction and productivity.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

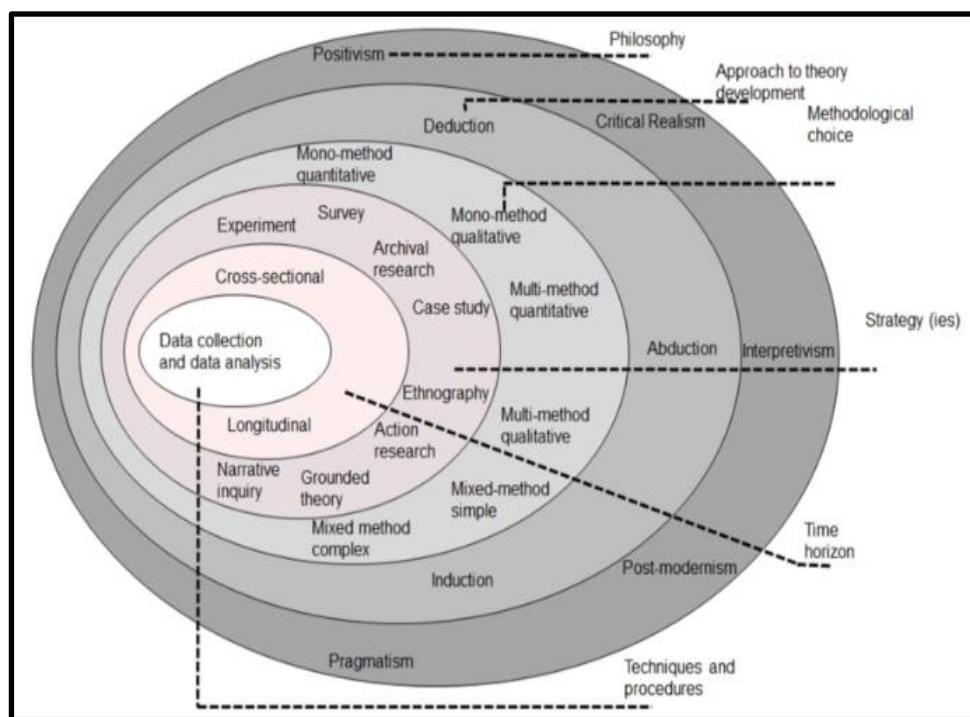
#### **3.1 Introduction**

This chapter spelt out the research methodology that was used for this study. The study consisted of the research design, data collection, sample selection and the data analysis used in the study, the ethical considerations and the limitations of the research. This study adopted qualitative data analysis method approach, combining both positivism and interpretivism. Positivism aligns with qualitative data collection methods, providing measurable insights into leadership's impact on productivity and satisfaction (Chandra & Sharma, 2013). Interpretivism, on the other hand, allows for a qualitative exploration of the subjective experiences of employees, offering a holistic understanding.

#### **3.2 Research Onion**

The "Research Onion" will served as a comprehensive methodological framework that summarized the entire research process, offering a structured approach for conducting meaningful studies. It consisted several sequential stages, each building upon the previous, thereby facilitating a systematic and rigorous investigation (Saliya, 2023). It began with "Research Philosophy," which established the fundamental beliefs and assumptions guiding the research endeavor. This philosophy underpinned subsequent

decisions and methodologies. It was then followed by the "Research Approach" which outlined the overall plan or perspective adopted for data collection and analysis. It encompassed deductive, inductive, or abductive reasoning approaches. Next in line is the "Research Strategy. It outlined the broader plan for realizing research objectives. This stage involved decisions on the overall design, such as experimental, survey, case study, or ethnographic approaches. Subsequently, the 'Research Methods' section delineated the particular techniques deployed for data collection, including surveys, interviews, observations, or document analysis. Moving forward, the 'Research Analysis' phase involved processing and interpreting gathered data using statistical tools or qualitative analysis techniques. Finally, the 'Research Method' encompassed the detailed procedures and tools employed at a granular level to implement the chosen research strategy.



**Figure 3.2.1: Research onion** (Saunders et al;2019, p.108)

### 3.3 Research Design

The research design gave a comprehensive framework for doing secondary research on leadership. The study systematically gathered and analyzed existing literature on leadership. By doing this the study aimed at elucidating the diverse dimensions of leadership, its impact on organizational effectiveness and the contextual factors determining leadership practices. The research design laid the foundation for a rigorous and insightful examination of contemporary leadership theories and practices.

This secondary research intended to comprehensively analyze existing literature on leadership, dwelling on various perspectives, theories, and empirical studies. The research design spelt out the methodology for gathering and synthesizing relevant information to get a deeper understanding of leadership concepts and practices (Rosenstein, 2019). The objectives of the research design were as follows

- To identify key theoretical frameworks and models of leadership.
- To explore the impact of leadership styles on organizational performance.
- To evaluate the impact of contextual factors on effective leadership.
- To analyze the evolving trends and challenges in contemporary leadership practices.

This study adopted qualitative analysis using secondary sources to analyze the existing literature, empirical studies and theoretical frameworks that were available on the topic of leadership effectiveness in enhancing employee productivity and satisfaction. This method was picked since it allowed in-depth exploration of the subject of study since it allowed for deep analysis from several studies written on the field of leadership from several disciplines including organizational behavior, psychology and management (Green & Thorogood, 2018).

### **3.4 Research Philosophy**

The research philosophy offered a framework for guiding how to approach the research process. One of the ways of doing this was through interpretivism research philosophy where the researcher focused on multiple pieces of information that had been selected concerning the subject of the study (Edson et al., 2017).

Constructivism philosophy asserts that reality is socially constructed and subjective, shaped by individuals' interpretations and experiences (El-Hani et al., 2019). Researchers in this paradigm seek to understand multiple perspectives, often using qualitative methods to explore complex, context-dependent phenomena. The critical philosophy paradigm challenges power dynamics and social inequalities. It scrutinizes societal structures and seeks emancipation from oppression. Researchers within this paradigm engage in advocacy, often using qualitative methods, and aim to empower marginalized groups.

The interpretivism research philosophy has been chosen. Interpretivism emphasizes the subjective understanding of social phenomena, recognizing that reality is socially constructed and that individuals interpret their experiences in unique ways (Rosenstein, 2019). This philosophy is particularly relevant in studying complex human interactions and perceptions within organizational settings.

### **3.5 Research Approach**

There exist several research approaches in research methodology. The first is the deductive research approach which normally involves analyzing, collecting and data comparison (Rosenstein, 2019). It begins with stating of clear and well-defined research question to assist in focusing on the research process thereby ensuring that the research is relevant and meaningful. It maintains the entire reliability that gives an accurate method of doing research work. It also comes with the advantage of giving clear direction and assists in obtaining precise data thereby improving quality of the research work. Inductive research approach method on the other hand starts with specific observations or data and seeks to uncover broader patterns, generalizations, or theories (Saliya, 2023). It involves collecting and analyzing data to generate new insights and hypotheses, often used in qualitative studies. Inductive reasoning aims to build understanding from the ground up.

The deductive research approach has been opted as part of the research methodology to analyze, collect and do data comparison. This approach was picked as it allowed for a start with well-defined research question which ultimately helped in ensuring that the research was relevant and meaningful. This approach was also favored as it was less expensive and it also helped in giving precise data pegged on the research topic.

### **3.6 Data Analysis Techniques**

#### **3.6.1 Thematic Content Analysis**

Thematic Content Analysis is principally valuable for synthesizing assorted sources and obtaining meaningful intuitions (Wheeler, 2022). It normally permits to go beyond individual studies and identify all-encompassing patterns in the literature, offering a detailed view of the evolution of leadership concepts and practices over time. Furthermore, it has allowed for the identification of gaps or contradictions in the literature. By methodically classifying and examining the content, it has been able to pinpoint fields where more investigation was required, contributing to the improvement of knowledge in the field of leadership (Bapat & Vashisht, 2023).

Thematic Content Analysis research methodology was particularly useful in this study on the effects of leadership styles where the approach involved identifying, analyzing, and reporting patterns or themes within a body of literature with the intention of getting deeper insights into the research topic. In this study's context, the study began with an extensive review of existing literature from various academic databases, journals, books, and reports. The collected material was then systematically analyzed for recurring themes related to leadership theories, styles, and their organizational impacts.

Firstly, the literature was familiarized, getting a deeper comprehension of the various standpoints and theories touching on leadership. Then organized and coded the gathered data with codes representing concepts, ideas, or patterns connected to leadership. These codes were then put into categories, forming the initial themes. As the analysis progressed, themes were polished and connections between them were identified. This process allowed for a deeper understanding of how different leadership styles and theories are interconnected and how they manifest in various organizational contexts (Rosenstein, 2019).

The collected data went through a thematic content analysis to pick out recurring themes, patterns, and trends connected to leadership effectiveness and its impact on employee productivity and satisfaction. This approach involved methodically classifying and encrypting information from the settled on secondary sources.

### **3.6.2 Comparative Analysis**

A comparative analysis was done to evaluate different leadership styles and their respective effects on employee outcomes. The process involved synthesizing findings from secondary sources to pick out commonalities and discrepancies in the literature (Kane & Kahwati, 2020). Comparative Analysis began with an elaborate review of existing literature from several academic databases, journals, books, and reports. The collected material was then organized based on an appropriate criterion, such as leadership styles, theories, and their impacts on institutional outcomes. Through the Comparative Analysis, it was able to discern trends, contradictions and gaps in the literature. In addition, Comparative Analysis served to contextualize and corroborate findings by comparing them against a broader body of literature (Mertova & Webster, 2020). This methodology enabled the researcher to draw noteworthy conclusions regarding the strengths and limitations of different leadership paradigms, contributing to a deeper understanding of leadership practices.

### **3.7 Data Collection**

### **3.7.1 Selection of secondary sources**

The secondary data that was used in this study was collected from reputable academic journals, conference proceedings, books and reports that had been published in the last seven years. The selection criteria included bearing to the research topic, peer-reviewed status, and credibility of the source. The databases like ProQuest, JSTOR, Google Scholar, and EBSCOhost were attempted to gather the required information. The study used eight articles and four themes. The study used peer reviewed articles and journal that revolved around the topic of leadership styles influencing employee productivity and output.

### **3.7.2 Inclusion and exclusion criteria**

Inclusion criteria comprised literature that focused on leadership styles, behaviors, and strategies that directly impacted employee productivity and satisfaction. The study excluded sources that lacked empirical evidence, non-academic publications, and outdated studies. In addition, the research studies that were not presented in the English language were excluded due to limitations in translation resources.

### **3.7.3 Primary and Secondary data collection methods**

The primary data collection involves structured surveys to quantify employee satisfaction and productivity levels (Lusher & Sterland, 2022). This may include Likert-scale questions to gauge attitudes and performance metrics for productivity assessment. Additionally, interviews and focus groups can be conducted to gather qualitative insights, allowing employees to elaborate on their experiences.

Secondary data which was adopted for this study involved reviewing extensively the existing literature on leadership styles, their influence on employee productivity and satisfaction, and relevant organizational theories. This provided a comprehensive theoretical framework and contextual backdrop for the study.

### **3.7.4 Justification for using secondary data**

First, leadership effectiveness and its impact on productivity and satisfaction has been extensively studied. A review of secondary data helped in synthesizing established theories and models, enriching the theoretical foundation of the study (Manu & Akotia, 2021). Second, secondary data allowed for the inclusion of historical data, enabling a longitudinal analysis of leadership trends and their effects on employee outcomes. Third, utilizing existing data was more time and cost-effective compared to primary data collection, especially when large-scale surveys or longitudinal studies are involved.

### **3.8 Ethical Considerations.**

When doing this research using secondary sources, ethical considerations played a pivotal role in ensuring the integrity, credibility, and respect for intellectual property rights. It was important to uphold principles of citation and attribution by correctly citing all sources used in the research. Furthermore, the objectivity has been maintained, and the introduction of bias or subjective interpretations has been refrained from. Ethical conduct necessitated presenting information objectively, allowing readers to form their own conclusions based on the evidence provided (Tumilty, 2022). The permission has been sought for the use of copyrighted material where it was necessary and also suitably employed techniques like paraphrasing to avoid infringement.

#### **3.8.1 Plagiarism and Attribution**

Throughout the research process, academic integrity has been upheld, with proper citations and references being maintained for all the sources utilized, acknowledging the original authors for their work.

#### **3.8.2 Avoidance of bias**

Conscious efforts were made to eliminate the possibility of bias by critically evaluating the quality and validity of the selected sources. Furthermore, diverse outlooks and conflicting findings were taken into consideration to provide a balanced and comprehensive analysis.

### **3.9 Chapter Summary**

This chapter outlined the research methodology deployed for the study on leadership effectiveness in promoting employee productivity and satisfaction. The adoption of a qualitative approach, along with systematic data collection and analysis techniques provided an elaborate understanding of the topic. Ethical considerations and limitations were also addressed to ensure the integrity and validity of the research findings.

## **CHAPTER FOUR**

## **ANALYSIS AND DISCUSSION**

### **4.1 Introduction**

This chapter delved into a comprehensive discussion and analysis of the research. The study aimed at investigating the relationship between leadership styles and their impact on employee productivity in the context of modern institutions. This chapter gave a thematic analysis of the data collected through secondary data sources analysis. In

addition, it gave a synthesis of key insights obtained from the study highlighting implications for both theory and practice.

#### 4.2 Thematic Analysis

Authors	Theme	Description
Moldoveanu and Narayandas (2019), Guzmán <i>et al.</i> (2020)	Skills development and training helps improve employee knowledge and awareness to relate better with others	<p>There should be a skill development program as it makes leadership easy to implement.</p> <p>It helps leaders to easily identify the issues that are encountered by employees. Upon identifying these issues, it becomes easy to offer trainings to them. This is achievable through democratic leadership.</p> <p>The authors of the books noted that more than half of leaders put efforts to development of talent to develop skills in employees.</p>
Ritala <i>et al.</i> (2021) Ramanadhan et al. (2021)	The managers obtaining information regarding	It is important to understand the challenges that are faced by employees.

	<p>challenges of employees helps improve their wellbeing and productivity</p>	<p>This calls for application of effective leadership which helps bring in functionality and operationalization of functions within an institution that will end helping employees giving their best and being satisfied.</p> <p>The leaders are required to put emphasis on new technology and to provide supportive guidance to employees</p>
Aldawood and Skinner (2019), Sampson <i>et al.</i> (2020)	<p>Rolling out team dynamics enables employees to work together and compliment one another where one of them could be weak</p>	<p>The managers should encourage working as a team. This way it becomes easier for any employee to bring out their strong areas increasing productivity and satisfaction</p>

Juliana C. Gani L. & Jermias J. (2021).	Managers should offer strategic leadership and have resolve on making employees work comfortably.	Offering good leadership to employees ushers in a conducive environment for them to perform which ultimately leads to more productivity
Welis & Whittington, (2020)	The environment should be conducive to enable employees work with ease. The right materials should be made present	When the working environment is good the employees will have an atmosphere that allows them to exercise their authority and they do so with ease. This in turn leads to more employee satisfaction

Appelbaum, Degbe, MacDonald & Nguyen-Quang (2015).	Managers should be ready to step in and offer leadership when the company is facing challenges and obstacles (Crisis leadership)	Appropriate leadership is part and parcel of navigating obstacles that crop up from time to time. This acts as a good way of assuring employees that their managers have their back when there is a crisis.
Gliddon & Rothwell (2018)	Employees should be encouraged to exercise innovation.	Employees ought to be encouraged to apply their own self innovation in pushing for better output of the company. Allowing room for creativity and innovation will make the employees more eager to work as they will see that their ideas are being considered and put into practice.
Zulfiqar A. Ghulam A. Muhammad A. Fouzia A. Muhammad A. & Qandeel H. (2021).	Appreciation through tokens.	When the best performing employees get recognized through rewards, they feel the

		desire to work even better and with gusto resulting in more output
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### 4.3 Discussion

#### **Discussion on theme 1 (as per the above table)**

Effective leadership plays a pivotal role in fostering employee productivity and satisfaction, and appropriate training is a cornerstone of this success. Leadership training equips managers with the skills to inspire, communicate, and motivate teams, creating a positive work environment (Gliddon & Rothwell, 2018). Leaders trained in conflict resolution and emotional intelligence can address challenges efficiently, reducing workplace stress and enhancing overall job satisfaction.

Training also enables leaders to adapt to evolving business landscapes, fostering agility and innovation within the organization. A well-trained leader can effectively delegate tasks, provide constructive feedback, and recognize employee achievements, contributing to a sense of value and fulfillment. Moreover, leadership training encourages a culture of continuous improvement, where leaders learn to support professional growth and skill development among their teams. Ultimately, investing in leadership training not only enhances the capabilities of individual leaders but also contributes significantly to elevated employee productivity and satisfaction, creating a harmonious and thriving workplace (Demirtas & Karaca, 2020).

#### **Discussion on theme two**

Effectively addressing employee challenges is integral to leadership's role in promoting productivity and satisfaction within a workplace. Leaders who skillfully tackle issues such as communication gaps, workload concerns, or interpersonal conflicts contribute to a healthier work environment. By actively listening to employees and empathetically understanding their concerns, leaders can implement targeted solutions that alleviate stress and improve morale (Cuellar, 2018).

Leadership's ability to provide timely and constructive feedback, recognize achievements, and offer support during challenging times fosters a sense of appreciation and motivation among employees. Moreover, addressing challenges proactively

demonstrates a commitment to employee well-being, building trust and loyalty. Leaders who encourage a collaborative problem-solving approach create a culture of transparency and inclusivity, enhancing overall job satisfaction (Pierce & Newstrom, 2011). In essence, by adeptly navigating and resolving employee challenges, leaders play a pivotal role in cultivating a positive workplace atmosphere conducive to heightened productivity and contentment.

### **Discussion on theme three**

Teamwork and positive team dynamics are crucial elements in enhancing the effectiveness of leadership, thereby promoting employee productivity and satisfaction. Leaders who foster a collaborative environment encourage open communication, shared goals, and mutual support among team members (Haryanto et al., 2022). Effective teamwork enables the pooling of diverse skills and perspectives, leading to innovative problem-solving and increased productivity.

Leadership that emphasizes teamwork creates a sense of belonging and camaraderie, contributing to higher job satisfaction. When team members feel valued and connected, there is a greater likelihood of collaboration, knowledge-sharing, and a collective commitment to achieving common objectives (Demirtas & Karaca, 2020). Additionally, effective team dynamics often result in a more efficient distribution of tasks, preventing burnout and ensuring a balanced workload.

### **Discussion on theme four**

Strategic leadership is instrumental in elevating employee productivity and satisfaction by aligning organizational goals with individual and team objectives. Leaders who adopt a strategic approach set clear, achievable targets and communicate a compelling vision, providing employees with a sense of purpose and direction (Jiaojiao et al., 2023). By strategically allocating resources, leaders ensure that employees have the necessary tools and support to excel in their roles, fostering a positive work environment.

Furthermore, strategic leaders anticipate challenges, adapt to changing circumstances, and guide their teams through transitions. This proactive stance minimizes uncertainties and instills confidence in employees, contributing to job satisfaction. Strategic leadership also involves recognizing and rewarding high performance, promoting a culture of meritocracy that motivates individuals and teams (Tung & Shih, 2023).

### **Discussion on theme five**

An appealing work environment is a critical factor in leadership effectiveness as it significantly influences employee productivity and satisfaction. Leaders who prioritize creating a positive workplace contribute to a culture that fosters motivation and engagement. A well-designed and comfortable workspace, along with amenities that prioritize employee well-being, can enhance job satisfaction by promoting a sense of value and care (Tung & Shih, 2023).

Effective leadership involves understanding the preferences and needs of the workforce, tailoring the environment to accommodate diverse working styles, and encouraging collaboration. A visually appealing and organized workspace can positively impact mood and focus, directly influencing productivity. Additionally, leaders who invest in creating a positive company culture, one that promotes work-life balance, inclusivity, and employee development, contribute to heightened job satisfaction (Nevarez et al., 2023).

### **Discussion on theme six**

Crisis leadership is pivotal in demonstrating the effectiveness of leadership and plays a crucial role in promoting employee productivity and satisfaction during challenging times. In moments of crisis, employees look to their leaders for direction, stability, and reassurance. Leaders who exhibit calmness, decisiveness, and transparency in the face of adversity inspire confidence and mitigate uncertainty, positively impacting employee satisfaction (Helms, 2012).

Effective crisis leadership involves swift decision-making, clear communication of strategies, and a focus on prioritizing the well-being of employees. Leaders who empathetically address concerns, provide support, and maintain open lines of communication contribute to a sense of security and trust, fostering a positive work environment. Moreover, navigating crises adeptly and collaboratively can strengthen team cohesion, instilling a sense of purpose and resilience among employees (Wojtczuk-Turek, 2022).

### **Discussion on theme seven**

Encouraging innovation is a key driver of leadership effectiveness in promoting employee productivity and satisfaction. Leaders who foster a culture of innovation empower employees to think creatively, contribute ideas, and explore new approaches to problem-solving (Smart, 2018). This not only stimulates a dynamic work environment but also inspires a sense of ownership and engagement among employees.

Effective leaders recognize and reward innovative efforts, providing positive reinforcement that boosts morale and job satisfaction. By promoting a culture where risk-taking is encouraged and mistakes are viewed as learning opportunities, leaders create a psychologically safe space for employees to experiment and innovate. This, in turn, leads to increased productivity as employees feel motivated to contribute their best ideas without fear of retribution (Berberick, 2017).

### **Discussion on theme eight**

Providing small tokens to employees is a powerful strategy for enhancing leadership effectiveness and promoting employee productivity and satisfaction. These tokens, whether in the form of recognition awards, personalized notes, or modest gifts, serve as tangible expressions of appreciation. Such gestures create a positive emotional impact, fostering a sense of value and acknowledgment among employees (Abdelaziz & Elsheikh, 2021).

Effective leaders understand the significance of recognizing individual contributions and milestones, boosting morale and motivation. Small tokens act as symbolic rewards, reinforcing a culture of appreciation and camaraderie within the workplace. This, in turn, contributes to increased job satisfaction as employees feel seen and valued for their efforts (Singh et al., 2016).

Moreover, these tokens can serve as motivational triggers, encouraging continued high performance and dedication. In summary, leadership that invests in acknowledging and rewarding employees with small tokens cultivates a positive work environment, boosting both individual and collective productivity while contributing significantly to overall job satisfaction.

### **4.4 Key findings of the research**

The research findings have highlighted the impact of various leadership styles on employee productivity and satisfaction. Firstly, the autocratic leadership style has been found to accelerate decision-making. Secondly, democratic leadership has come out as a strong promoter of both productivity and satisfaction, emphasizing the significance of collaboration and employee input. Equally, laissez-faire leadership has demonstrated possibility for innovation but it has also been linked with reduced overall productivity. Finally, bureaucratic leadership exhibited a positive correlation with productivity but often at the expense of employee satisfaction. These findings underscore the importance of a balanced leadership approach, tailored to the organizational context, to optimize

both efficiency and employee well-being. The study contributes valuable insights for organizations seeking to align their leadership practices with the dual goals of enhancing productivity and fostering employee satisfaction.

#### **4.5 Summary**

This chapter has provided an elaborate discussion and analysis on the research topic titled ‘The effectiveness of leadership in promoting employee productivity and satisfaction. The study unearthed that transformational leadership is the best style in bringing productivity and satisfaction. Transactional leadership, the study found helped in maintaining operational efficiency with laissez-faire style of leadership being linked with low levels satisfaction and productivity.

The study also identifies communication as being a key pillar in the mediation between leadership styles and employee outcomes. The study also observes that effective communication is characterized by active listening and transparency as being the key ingredients in creating conducive work environment. The organizational culture the study established also played a role in the effectiveness of a leadership style with an amalgamation of leadership styles and organizational values being crucial for optimal outcomes. This study gives valuable insights to institutions that are seeking to enhance their leadership skills in a bid to push employee productivity and satisfaction. The study has established that it is important to select the right leadership style that aligns with the particular needs and values of an organization.

## **CHAPTER 5**

### **CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Conclusion**

The research has shed light on the relationship between leadership styles and employee productivity and satisfaction. There is no one-size-fits-all solution, and the effectiveness of a leadership style depends on the organizational context and the nature of the work. Organizations must navigate the delicate balance between efficiency and employee well-being to foster a productive and satisfying work environment. As we conclude this research work, emphasis should be given to the dynamic nature of leadership, urging institutions to remain adaptable and responsive to the evolving needs of their workforce. As organizations strive to create positive and high-performing work environments, a nuanced and adaptive approach to leadership is paramount. The recommendations provided, grounded in the research findings, emphasize the importance of balance – balancing efficiency with employee well-being, decisiveness with collaboration, and structure with flexibility.

Leadership is a dynamic journey, and as we conclude this chapter, we extend an invitation to leaders and organizations to embrace the evolving landscape, continually learn, and adapt. The commitment to fostering effective leadership practices is an

ongoing process, and with each iteration, organizations have the opportunity to refine their strategies and create environments where both leaders and employees can thrive.

## **5.2 Objective Linking**

Our investigation into the autocratic leadership style revealed a mixed impact on productivity and satisfaction. While it demonstrated efficiency in decision-making, it often correlated with lower employee morale. Organizations should carefully weigh the benefits of quick decision-making against the potential drawbacks of reduced job satisfaction.

The democratic leadership style emerged as a strong proponent of both productivity and satisfaction. By fostering a collaborative environment and valuing employee input, democratic leaders can harness the collective intelligence of their teams. Organizations keen on promoting a positive work culture should consider incorporating democratic elements into their leadership practices.

Our investigation of laissez-faire leadership highlighted its potential to cultivate innovation but also underscored its association with lower productivity. Organizations should exercise caution when adopting laissez-faire approaches, ensuring that they provide sufficient guidance and support to prevent a decline in overall performance.

Bureaucratic leadership is characterized by adherence to rules and procedures and exhibits a strong correlation with productivity but often at the expense of employee satisfaction. Striking a balance between efficiency and employee well-being is crucial for organizations employing bureaucratic leadership styles

## **5.3 Research Limitations**

The study provided valuable insights but notwithstanding, it faced some limitations that could have impacted the generalizability and applicability of findings. The study relied on secondary sources which have their own misgivings. The other limitation was seen in that the study focused on individual leadership styles in isolation. However, in real-world setups, leaders will often use a combination of different styles not just one leadership style as the study focused on. The interplay of different leadership styles within the same institution or even the same leader might contribute to more better outcomes something that the study did not focus on.

The study also does not capture external factors such as economic changes, industry trends, or global events that can significantly impact employee productivity and

satisfaction. The study did not account for these external variables, limiting the ability to establish a direct causal relationship between leadership styles and outcomes. The study focuses on broad leadership styles, but certain subsidiary factors that could influence the effectiveness of these styles, such as organizational communication, team dynamics, and individual differences, are not extensively explored.

The report may also be biased since the study relied on self-reported data from secondary sources whose respondents interviewed at that time might not have disclosed full information or they might have provided responses influenced by social desirability or fear of repercussions. Objective performance metrics and multi-source feedback could complement self-reported data to mitigate this limitation.

#### **5.4 Future Scope**

Future research in this field should investigate how leadership styles intersect with different cultural contexts to enhance more understanding of this field. The effectiveness of a particular leadership style may vary across diverse organizational cultures, necessitating a more holistic approach.

With the increasing prevalence of remote work and digital communication, future studies should explore how leadership styles can be adapted to leverage technology effectively. Understanding the interplay between leadership and technology is vital for organizations navigating the evolving landscape of work.

A longitudinal study tracking the long-term impact of leadership styles on employee outcomes could provide deeper insights. Examining trends over an extended period allows for a more comprehensive understanding of how leadership practices influence organizational dynamics.

There will be a need for a study that investigates how different leadership styles influence employee productivity and satisfaction during crisis situations. The study could assess responses to unforeseen challenges and explore how leaders can effectively navigate and lead teams through turbulent times. Another study could explore the influence of leadership styles in fostering innovation within organizations. It should investigate how leaders can balance the need for structure and guidance with the autonomy required for creative thinking and problem-solving in industries that thrive on innovation. Another study should test intervention strategies on leadership. It should focus on implementing leadership development programs aimed to enhance leadership skills, with a focus on improving productivity and satisfaction.

## 5.5 Recommendations

As companies strive to maximize on their output through their workforce, it is important to take cognizance of the probable implications of leadership styles. The study recommends the following.

The research indicates that a one-size-fits-all leadership style may not be conducive to promoting both productivity and satisfaction. Companies should consider adopting a balanced leadership approach that combines elements of different styles. For instance, integrating democratic principles into an otherwise autocratic framework or vice versa can create a more adaptable and responsive leadership model.

Leadership is a dynamic skill that can be refined and enhanced through continuous training. Organizations should invest in leadership development programs that focus on building a diverse skill set, enabling leaders to flexibly apply different styles depending on the context and needs of their teams.

A company should establish robust mechanisms for soliciting and acting upon employee feedback. This ensures that leadership styles are responsive to the evolving needs and preferences of the workforce. Regular surveys, open forums, and anonymous suggestion boxes will often serve as effective tools for collecting valuable insights.

Leaders should recognize the situational nature of leadership and adopt a balanced approach. Integrating elements from various styles, such as autocratic decisiveness when needed and democratic collaboration for inclusive decision-making, allows leaders to cater to diverse team needs. Leaders should exercise transparency and open communication with their employees. They should articulate clear goals, expectations, and organizational visions. The leaders should allow room for regular updates, feedback sessions, and boardroom meetings to foster a sense of inclusion and keep employees informed about the broader organizational context.

Those in leadership should empower employees by providing autonomy in decision-making to cultivate a sense of ownership and responsibility. They should delegate tasks, encourage innovation, and trust their teams to contribute meaningfully. Doing this will help cultivate a positive work environment where individuals feel valued and capable.

Leaders should learn to acknowledge and appreciate employee contributions as this helps uplift their morale. The leaders should regularly recognize achievements,

whether big or small, and celebrate team successes as by making them to feel valued helps boost job satisfaction and motivates the employees to consistently perform at their best. The study also recommends that management should avail flexible work arrangements, that include remote work options and flexible schedule to demonstrate a commitment to employee well-being. By striking a balance between work and personal life there will be higher job satisfaction and, in many cases, increased productivity.

The study also recommends that there should be clearly defined goals and performance metrics to provide employees with a roadmap for success. The leaders should work collaboratively with teams to set realistic, challenging, and measurable objectives. They should also roll out regular performance assessments, coupled with constructive feedback geared towards guiding individuals on continuous improvement.

Cultivating a positive work culture is crucial in any workplace. The study recommends that leaders should champion values such as respect, collaboration, and diversity. A supportive and inclusive environment will help foster strong interpersonal relationships thereby reducing workplace stress and contributing to overall job satisfaction. The leaders should also Implement wellness programs that address both physical and mental well-being to demonstrate a commitment to the holistic health of employees. They should encourage breaks, promote a healthy work-life balance, and provide resources for stress management. Another positive culture will be to establish a feedback loop where leaders actively seek input from employees therefore creating an environment of continuous improvement. Regular check-ins, surveys, and constructive feedback sessions will allow leaders to understand employee concerns, make necessary adjustments, and reinforce positive practices.

Implementing some of these strategies will help create an environment that allows productivity and satisfaction to thrive. This will need leaders to first understand the unique needs of the employees and then committing towards creating a work place culture that values both individual contributions and collective success.

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## Appendices

**Appendix 1: Research timeline (Gantt chart)**

Tasks	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9
<b>Initiating the Research</b>	■								
<b>Preparing aims and objectives</b>		■							
<b>Article selection</b>			■	■					
<b>Selection of methods</b>					■				
<b>Collecting data</b>						■			
<b>Conducting thematic analysis</b>							■		
<b>Summing up the research</b>								■	
<b>Final Submission</b>									■

**Appendix 2: Ethics Approval Certificate.**