



MUNHUMUTAPA SCHOOL OF COMMERCE

DEPARTMENT OF MANAGEMENT STUDIES

MASTER OF COMMERCE IN STRATEGIC MANAGEMENT DEGREE

**STRATEGIC LEADERSHIP AND JOB SATISFACTION: A CASE STUDY OF
SMES EMPLOYEES IN MASVINGO**

BY

NYEMBEZI JULIET MOYO

M070966

SUPERVISOR:

DR. M. MASHINGAIDZE

**A DISSERTATION SUBMITTED TO THE DEPARTMENT OF MANAGEMENT
STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR MASTER
OF COMMERCE IN STRATEGIC MANAGEMENT DEGREE**

2023

RELEASE FORM

NAME OF STUDENT: NYEMBEZI JULIET MOYO

DISSERTATION TITLE: STRATEGIC LEADERSHIP AND JOB SATISFACTION: A CASE STUDY OF SMES EMPLOYEES IN MASVINGO

DEGREE TITLE: MASTER OF COMMERCE IN STRATEGIC MANAGEMENT DEGREE

REG NUMBER: M070966

YEAR OF THE DEGREE: 2023

Permission is hereby granted to the GZU library to produce single copies of this dissertation and lend or sell such copies for private and scholarly purposes. Only the author does not reserve other publication rights and the project nor make extensive extracts from it be printed or otherwise reproduced without the author's written permission.

SIGNED: 

DATE: 14.11.2023.....

PERMANENT ADDRESS: 6478 Mboroma Street, Mucheke D, Masvingo.

APPROVAL FORM

The undersigned certify that they have read and recommend to the Great Zimbabwe University for acceptance, a dissertation entitled, "STRATEGIC LEADERSHIP AND JOB SATISFACTION: A CASE STUDY OF SMES EMPLOYEES IN MASVINGO" submitted by **NYEMBEZI JULIET MOYO** in partial fulfilment of the requirements for the MASTER OF COMMERCE IN STRATEGIC MANAGEMENT DEGREE.



14.11.2023

SUPERVISOR

DATE

.....

.....

CHAIRPERSON

DATE

.....

.....

EXTERNAL EXAMINER

DATE

DECLARATION

I NYEMBEZI JULIET MOYO do hereby declare the contents of the research study to be true and not copied from anywhere or in any publication and previous degrees without acknowledgements.

SIGNATURE:~~Moyo~~.....

DATE: 14.11.2023

DEDICATIONS

I dedicate this project to my daughter, Lerato. Her love, support and encouragement during the course of this study was priceless. I reserve special mention to my husband, Mcebisi Ncube, who constantly encouraged me to enrol for and pursue my graduate studies.

ACKNOWLEDGEMENTS

Completion of this study would not have been possible without the expounded support and commitment of my supervisor Dr. M. Mashingaidze. Special thank you to Dr. M. Mashingaidze for the emotional support. I would also like to extend my gratitude to the participants of this study for their active participation and support to the end.

ABSTRACT

According to literature, a leader's leadership style has a significant impact on how satisfied a worker is at work. The degree to which current leadership philosophies are related to job satisfaction varies. Investigating the link between leadership styles and levels of job satisfaction among employees inside the organization was the study's main goal. To meet the study's goals, a quantitative method investigation was done. Employees who were part of the organization's chosen target population were given questionnaires. Statistical software was used to analyse the received data. The study's findings indicate that each leadership style has a positive impact on job satisfaction.

Key terms: Leadership, leadership styles, job satisfaction

TABLE OF CONTENTS

RELEASE FORM	ii
APPROVAL FORM	iii
DECLARATION.....	iv
DEDICATIONS	v
ACKNOWLEDGEMENTS	vi
ABSTRACT.....	vii
TABLE OF CONTENTS	viii
LIST OF TABLES.....	xi
LIST OF FIGURES.....	xii
CHAPTER ONE.....	1
GENERAL INTRODUCTION.....	1
1.0 INTRODUCTION.....	1
1.1 BACKGROUND OF THE STUDY	1
1.2 PROBLEM STATEMENT.....	3
1.3 RESEARCH OBJECTIVES	4
1.3.1 Main research objective.....	4
1.3.2 Secondary research objectives.....	4
1.4 RESEARCH QUESTIONS	4
1.4.1 Main research question	4
1.4.2 Secondary research questions.....	4
1.5 RESEARCH HYPOTHESIS	5
1.6 SIGNIFICANCE OF THE STUDY.....	5
1.6.1 The Researcher	5
1.6.2 The Small and Medium Enterprises.....	5
1.6.3 The University.....	6
1.6.4 The Zimbabwean Government.....	6
1.7 ASSUMPTIONS	6
1.8 DELIMITATIONS	7
1.9 LIMITATIONS OF THE STUDY.....	7
1.10 DEFINITION OF KEY TERMS.....	8
1.11 ORGANISATION OF THE STUDY	9
1.12 CHAPTER SUMMARY	10
CHAPTER TWO.....	11
LITERATURE REVIEW	11
2.0 INTRODUCTION.....	11
2.1 THEORETICAL FRAMEWORK	11
2.1.1 Herzberg Two Factor Theory	11
2.1.2 The Contingency Theory	12
2.2 STRATEGIC LEADERSHIP STYLES.....	14
2.2.1 Democratic leadership	16
2.2.2 Autocratic leadership.....	17
2.2.3 Charismatic leadership	18
2.2.4 Transformational leadership.....	19
2.3 JOB SATISFACTION	20
2.4 CONCEPTUAL FRAMEWORK.....	23
2.5 EMPIRICAL REVIEW OF LITERATURE	24
2.5.1 Democratic leadership and job satisfaction	24
2.5.2 Autocratic and job satisfaction	26
2.5.3 Charismatic and job satisfaction	27
2.5.4 Transformational Leadership and job satisfaction.....	28
2.6 CHAPTER SUMMARY	30

CHAPTER THREE	31
RESEARCH METHODOLOGY	31
3.0 INTRODUCTION	31
3.1 RESEARCH PHILOSOPHY	31
3.2 RESEARCH APPROACH	32
3.3 RESEARCH DESIGN	32
3.4 POPULATION AND SAMPLE SIZE	33
3.4.1 Target population	33
3.4.2 Sample frame	33
3.4.3 Sample Size Determination	34
3.4.4 Sampling methods and techniques	34
3.5 RESEARCH INSTRUMENT	35
3.5.1 Questionnaire	35
3.6 DATA SOURCES	36
3.6.1 Primary Data	36
3.6.2 Secondary Data	36
3.7 PROCEDURE OF DATA COLLECTION	36
3.8 DATA PRESENTATION AND ANALYSIS	37
3.9 VALIDITY AND RELIABILITY	37
3.9.1 Reliability	37
3.9.2 Validity	38
3.10 ETHICAL CONSIDERATIONS	39
3.11 CHAPTER SUMMARY	39
CHAPTER FOUR	40
PRESENTATION OF RESULTS AND DATA ANALYSIS	40
4.1 INTRODUCTION	40
4.2 RESPONSE RATE	40
4.3 RELIABILITY	40
4.4 DEMOGRAPHIC DATA	41
4.4.1 Gender distribution	41
4.4.2 Age	42
4.4.3 Level of education	42
4.5 DESCRIPTIVE STATISTICS	43
4.5.1 Democratic leadership	43
4.5.2 Autocratic leadership	44
4.5.3 Charismatic leadership	46
4.5.4 Transformational leadership	47
4.6 HYPOTHESES TESTING	48
4.6.1 Democratic leadership and job satisfaction	48
4.6.2 Autocratic leadership and job satisfaction	49
4.6.3 Charismatic leadership and job satisfaction	50
4.6.4 Transformational leadership and job satisfaction	51
4.7 HYPOTHESES TESTING SUMMARY	52
4.8 CHAPTER SUMMARY	53
CHAPTER FIVE	54
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	54
5.0 INTRODUCTION	54
5.1 SUMMARY OF THE STUDY	54
5.1.1 Democratic leadership and job satisfaction	55
5.1.2 Autocratic leadership and job satisfaction	55
5.1.3 Charismatic leadership and job satisfaction	55
5.1.4 Transformational leadership and job satisfaction	55
5.2 CONCLUSIONS	56
5.2.1 Conclusion 1: Democratic leadership and job satisfaction	56

5.2.2 Conclusion 2: Autocratic leadership and job satisfaction	56
5.2.3 Conclusion 3: Charismatic leadership and job satisfaction	56
5.2.4 Conclusion 4: Transformational leadership and job satisfaction.....	56
5.3 RECOMMENDATIONS	56
5.3.1 Recommendation 1: Democratic leadership and job satisfaction.....	56
5.3.2 Recommendation 2: Autocratic leadership and job satisfaction.....	57
5.3.3 Recommendation 3: Charismatic leadership and job satisfaction.....	57
5.3.4 Recommendation 4: Transformational leadership and job satisfaction	57
REFERENCES	59
QUESTIONNAIRE.....	71

LIST OF TABLES

Table 4.1 Questionnaire response rate -----	40
Table 4.2: Reliability test results-----	41
Table 4.3: Gender distribution -----	41
Table 4.4: Democratic leadership -----	44
Table 4.5: Autocratic leadership-----	45
Table 4.6: Charismatic leadership-----	46
Table 4.7: Transformational leadership-----	47
Table 4.8: Model Summary -----	49
Table 4.9: Model Summary-----	50
Table 4.10: Model Summary-----	51
Table 4.11: Model Summary-----	52
Table 4.12: Summary of results of hypotheses testing-----	52

LIST OF FIGURES

Figure 2.1: Conceptual framework.....	23
Figure 1: Age distribution	42
Figure 4.2: Level of education	43

CHAPTER ONE

GENERAL INTRODUCTION

1.0 INTRODUCTION

The world is facing a massive leadership crisis. The external environment, demand for more engagement, and rivalry present ongoing challenges to the corporate sector (Loganathan, 2013). As a result, employees are seen as intangible resources that contribute to the profitability and growth of a firm over the long term. However, despite the abundance of literature on leadership, it remains one of the most misunderstood concepts in business (Gandolfi & Stone, 2016). This study is aimed at investigating the impact of strategic leadership on SMEs employee job satisfaction in Masvingo, Zimbabwe. Consequently, this chapter intends to provide the background and statement of the problem. The aim of the study, research questions and research objectives are given. Moreover, justification and significance of the study is given. Research delimitations, assumptions, limitations are further outlined. The chapter concludes with the definition of key terms and the organisation of the dissertation

1.1 BACKGROUND OF THE STUDY

In every organisation's rapidly growing global environment, leadership is required to positively influence employees' behaviour and contribution to the organisation. According to Anantatmula (2010), for employees to succeed in the current global economy, the manager's leadership position is crucial in inspiring teams and fostering an effective work environment. Olusadum and Anulika (2018) assert that the most challenging task of leaders in any organisation is how best they use human and material resources to achieve the organisation's mission, vision and objectives. Therefore, different leadership styles directly affect the effectiveness and performance of organisations' teams (Nanjundeswaraswamy & Swamy, 2014). This proves that an effective leadership style positively influences the teams' performance and creates room for transformation within organisations.

A study by Jowah (2016) reveals that the concept of leadership style is closely related to leadership; nevertheless, leadership is not the same as leadership styles. In other words, the leader's actions towards the subordinates are known as the leadership style, while being a leader is referred to as leadership. Khajeh (2018) addresses the impact of leadership philosophies on overall organisational and employee performance. The leadership style in a particular organisation impacts its culture and employee performance. Thus Abbas & Asgar (2010) are certain that one of the most significant outcomes of outstanding leadership is motivated employees. Asghar and Oino (2018) add that leadership styles are crucial in motivating employees and thus increasing their job satisfaction levels.

A comprehensive leadership review by House and Aditya (1997) described the body of strategic leadership research as mostly case studies, neglected by empirical studies, and "largely atheoretical and . . . until recently largely unresearched". Moreover, they emphasized the paucity of research on the relationship of strategic leadership with organizational performance (House & Aditya, 1997). A recent review has also called for more research on strategic leadership (Gardner et. al, 2010). The literature provides several perspectives that help define strategic leadership. One perspective focuses on "executives who have overall responsibility for an organization, their characteristics, what they do, how they do it, and particularly, how they affect organizational outcomes" (Finkelstein et al., 2009). These researchers have defined the scope of strategic leadership to include CEOs, the heads of business units, TMTs, boards of directors (Finkelstein et al., 2009), and dominant coalitions (Boal & Hooijberg, 2000).

Elenkov (2018) maintains that there is little empirical evidence of the effects of leadership at strategic level on organisational processes that have distinctive strategic significance that can help companies achieve sustainable competitive superiority. Elenkov's (2018) empirical study on strategic leadership concludes that top managers who wish to influence innovations should not rely on their hierarchical position alone, but that they also need to possess relevant strategic leadership skills that appear critical to their power base. Other research has examined critical leadership components (Hagen, Hassan & Amin, 1998; Ireland & Hitt, 1999; Hitt, Ireland & Hoskisson, 2001), and the results of such studies would indicate the contribution of

these components to organisational success. However, few studies have examined the relationship between strategic leadership and the organisation's performance (Kathuria & Partovi, 2000; Raymond & Croteau, 2009; Serfontein, 2009).

Razak (2010) suggested that a development of good leadership is one of the driving forces for the success of SMEs in the future, and evidences suggest that inadequate leadership and management skills as primary factors contributing towards the failure of SMEs (Davies et al., 2002). As in any kind of organization, Knowledge of strategic leadership is essential as the role has become more critical and the complex demands have increased in SMEs. As the roles of strategic leaders expand, we need to understand how these leaders have the greatest positive impact on firm performance. This study is significant since the outcomes will contribute to the body of knowledge in the field of leadership and SME's employee satisfaction in Masvingo, Zimbabwe. The aim in this study is to interrogate the strategic leadership in terms of different leadership styles and test the effect of them on employee satisfaction in Masvingo, Zimbabwe.

1.2 PROBLEM STATEMENT

Many studies suggest that the role of the manager in the organization is to be a leader instead of only a manager. The success of an organization depends on effective leadership (Al-maaitah, 2021). SMEs are facing an urgent need to develop leadership at all management levels, especially those operating in a dynamic and complex environment (Aga, 2016). Based on the importance of leadership styles on employees' job satisfaction this study aims to investigate empirically the impact of strategic leadership styles on employees' job satisfaction to identify which adequate leadership style should be employed to ultimately enhance performance. The SMEs sector needs to select appropriate leaders who will participate in achieving the objectives of the Vision 2030. Due to insufficient knowledge and lack of research tackling in depth this point especially in the SMEs sector in the context of developing countries, the researcher wants to close this gap and choose to investigate which appropriate leadership styles should be employed in the SME sector in Zimbabwe and gave a significant effect on employees' job satisfaction.

1.3 RESEARCH OBJECTIVES

1.3.1 Main research objective

The main objective of the study was to establish the influence of strategic leadership styles on job satisfaction of employees in the SMEs sector in Masvingo.

1.3.2 Secondary research objectives

The above primary objective was guided by the following secondary objectives:

- To determine the influence of democratic leadership on job satisfaction of employees in the SMEs sector in Masvingo.
- To determine the influence of autocratic leadership on job satisfaction of employees in the SMEs sector in Masvingo.
- To determine the impact of charismatic leadership on job satisfaction of employees in the SMEs sector in Masvingo.
- To determine the impact of transformational leadership on job satisfaction of employees in the SMEs sector in Masvingo.

1.4 RESEARCH QUESTIONS

1.4.1 Main research question

What is the impact of strategic leadership on job satisfaction of employees in the SMEs sector in Masvingo?

1.4.2 Secondary research questions

- What is the impact of democratic leadership on the job satisfaction of employees in the SMEs sector in Masvingo?
- What is the impact of autocratic leadership on the job satisfaction of employees in the SMEs sector in Masvingo?
- What is the impact of charismatic leadership on the job satisfaction of employees in the SMEs sector in Masvingo?
- What is the impact of strategy transformational leadership on the job satisfaction of employees in the SMEs sector in Masvingo?

1.5 RESEARCH HYPOTHESIS

H₁1 Democratic leadership is positively related to the job satisfaction of employees in the SMEs sector in Masvingo.

H₁2 Autocratic leadership is positively related to the job satisfaction of employees in the SMEs sector in Masvingo.

H₁3 Charismatic leadership is positively related to the job satisfaction of employees in the SMEs sector in Masvingo.

H₁4 Transformational leadership is positively related to the job satisfaction of employees in the SMEs sector in Masvingo.

1.6 SIGNIFICANCE OF THE STUDY

The following stakeholders will benefit from the study

1.6.1 The Researcher

Through the research process, the researcher's writing skills and analytical skills will be improved. This is important in everyday decision making especially given the highly volatile business environment in Zimbabwe. More so, the research process in itself prepares the researcher for both academic and business consultancy in the field of strategic planning in SMEs.

1.6.2 The Small and Medium Enterprises

This study emphasises the need to develop strategies in order to enhance market performance of SMEs. Thus, the recommendations, informed by empirical results will help SMEs to formulate sustainable leadership strategies that will help improve their job satisfaction. It is also expected that the SMEs sector will benefit in that the research study brings extensive knowledge on understanding the leadership dynamics of SMEs and its effect on employee satisfaction. The researcher felt that upon the completion of this study, gaps identified in the literature were closed thus positively contributing to knowledge creation in the context of developing countries.

1.6.3 The University

The research dissertation will be made available to the library for further reference by fellow students and researchers pursuing their studies, thus benefiting the University. The study helps extend the body of knowledge in the area of strategic leadership and its impact on the job satisfaction of SMEs employees in Zimbabwe.

1.6.4 The Zimbabwean Government

The government will benefit in that if more SMEs are performing financially well, more revenue will be raised through taxation and more people will be employed. The objective of national economic development will be fulfilled since the survival and performance of SMEs has an economic and transformational effect on the general populace. It is also hoped that this study will help the government in promoting training workshops in strategic management so that SMEs are equipped with general leadership skills thus reducing the financial burden on the part of government. The study argues that financial assistance and policy re-engineering might not enhance the performance of SMEs unless they are equipped with knowledge and skills of strategic leadership. Thus, the study helps encourage adoption of strategic leadership by SMEs managers/owners to enhance their performance. This would help build SMEs that can immensely revitalise the Zimbabwean economy.

1.7 ASSUMPTIONS

In order to successfully complete the research, the researcher made the following assumptions:

- The sample understands well the contents of the research instrument.
- The respondents will fully participate in the research study.
- The respondents will provide true and accurate responses.
- That the researcher will observe all ethical considerations throughout the course of this study.
- Strategic leadership practices identified would underpin what exists within SMEs organizations.
- All participating individuals employ strategic leadership techniques.
- That the selected sample truly represents the population under study.

1.8 DELIMITATIONS

Geographical

The study was delimited to the SMEs in the Masvingo Urban. This was because the researcher found the province more accessible for her reach than others.

Time

The period concerned for the study was September 2023. The researcher as a fulltime employee, a block release student and family person faced time constraints. However the researcher worked during evenings after work to complete some tasks and forego some family activities and also utilised time and weekends which were available to complete the study.

Conceptually

The study was guided by the 3.4.2.1 Herzberg's Motivation-Hygiene Theory and Contingency theory only as these gives more insight on the relevance of strategic leadership in SMEs. The study was delimited to four sub variables of strategic leadership that is transformational leadership, paternalistic leadership, democratic leadership and autocratic leadership, and job satisfaction.

1.9 LIMITATIONS OF THE STUDY

Steller (2014) asserted that impediments are factors outside the control of a researcher that may obstruct the legitimacy of a study. Many components may have limited the accomplishment of the expected consequences of the qualitative case study. First, the researcher gathered data only from employees of SMEs and subsequently relied on their reactions. Secondly, the study is done in Masvingo urban area only thus the sample size is quite small. This implies that the results may not be generalisable to other SMEs in other parts of Zimbabwe. Thirdly, the insufficient time allotted for data collection and limited geographical scope may have affected the nature of responses by the participants. Fourthly, the experience of the participants selected with the media may likewise have influenced the nature of responses. Sixthly, the members may have given misdirecting responses that may endanger the legitimacy and dependability of the study. The cross-sectional nature of the research

restricted the determination of the strategic leadership and employee satisfaction. Lastly, the researcher faced financial challenges in carrying out the research. Unavailability of resources to use during the project such as printers, reference books and other necessary resources affected the quality of the research project.

1.10 DEFINITION OF KEY TERMS

The following terms are defined in this study:

Strategic leadership

Strategic leadership refers to top management teams' potential to create and express a strategic vision and mission for their organization while motivating and persuading their teams to acquire that vision and create sustainable competitiveness (Peterlin, Pearse, & Dimovski, 2015).

Transformational leadership

It is defined as a leadership approach that causes change in individuals and social systems. In its ideal form, it creates valuable and positive change in the followers with the end goal of developing followers into leaders (Zoogah, 2011).

Autocratic leadership

An authoritarian leadership style is described as being as "leaders behavior that asserts absolute authority and control over subordinates and [that] demands unquestionable obedience from subordinates." (Busto et al., 2021).

Charismatic leadership

Charismatic leadership is a management style built on strong communication skills, persuasiveness and charm which helps to get the most out of subordinates (Jose Chiappetta Jabbour, 2011).

Democratic leadership

It is a unique leadership style, also known as participative leadership. Democratic leaders guide their employees while encouraging them to provide feedback and participate in decision-making (Stoner, 1997).

Job satisfaction

Al-Malki and Juan (2018) defined job satisfaction as the extent to which employees like their work.

1.11 ORGANISATION OF THE STUDY

Chapter 1: General introduction

The section introduced the thesis by presenting the main problem area as well as the rationale for undertaking the study. The chapter also establishes the limitations and delimitations of the study, its assumptions and the benefits to different stakeholders that accrue from its undertaking.

Chapter 2: Literature review

The chapter reviewed related literature on the study's key variables that is strategic leadership practices and firm performance. It also establishes the knowledge gap which this study was intended to fill.

Chapter 3: Research methodology

The chapter outlines how the research was carried out with a special focus on the research design, targeted population and sources of data, sampling methods and data gathering instruments.

Chapter 4: Presentation, analysis and discussion of findings

In this chapter, data was presented and analysed with a special focus on emerging trends and patterns. The main research findings were reported and examined in this chapter.

Chapter 5: Summary, Conclusions and Recommendations

In Chapter 5, a summary of findings is given, conclusions are drawn, and recommendations are suggested. More so, the chapter discusses limitations of the study, providing a gap for further research is also highlighted.

1.12 CHAPTER SUMMARY

This chapter introduced the study by providing the background of the study and problem statement. It outlined the research objectives and research hypotheses. The chapter further provided the rational of the research, the research significance, delimitations, and the conceptual framework of the research and dissertation structure. The following chapter provides literature review pertaining to the theories guiding the study and the relationship between strategic leadership and employee performance.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

The preceding chapter presented the nature and background to the study. Chapter two aims at identifying knowledge gaps within the available literature on strategic leadership and firm performance. The theoretical models guiding the study are discussed first followed by an examination of the study constructs that is strategic leadership dimensions and job satisfaction. Existing findings on the relationship between the study variables are explored so as to develop the study hypotheses. This is followed by a critique of the existing findings clearly articulating the research gaps. The chapter summary wraps the chapter.

2.1 THEORETICAL FRAMEWORK

This work is anchored on the Herzberg two factor theory and the Contingency Theory.

2.1.1 Herzberg Two Factor Theory

Job satisfaction is discussed as an employee's emotional state of delight received from doing a task or obligation. According to the research performed by Frederick Herzberg, a renowned American psychologist, job satisfaction is divided in two dimensions: motivation and hygiene. The achievement, recognition, responsibility and promotion that people receive at work are all aspects of the motivation dimension. Whereas, the hygiene dimension is concerned with corporate social responsibility, compensation, organizational policy, the working environment, and interpersonal relationships. (Taiwo 2013.).

Herzberg compares two factors that influence job satisfaction and dissatisfaction. Motivator factors also known as intrinsic factors includes, recognition, responsibility, growth and advancement, job role and so on. Whereas, hygiene factors also known as extrinsic factors, includes reward and pay, working conditions and environment, job security and so forth. Herzberg discussed that both factors need to be place in an organization to improve work performance. Improvement of motivating factors in an organization will create fair and pleasant working environment. As a result, employee will experience job satisfaction. Whereas improving the hygiene factors decreases job

satisfaction. However, to create a motivated workforce attention should be paid to motivating factors. Therefore, it is unfair to set one factor as a higher priority, but both play important role in generating motivation at work. (Smith et al. 2012, 65).

This theory argued that satisfaction does not always lead to performance. If the reward systems are effective, performance can lead to satisfaction. According to this theory, there are two types of rewards: intrinsic and extrinsic rewards. Intrinsic rewards include feeling of accomplishment and satisfaction of higher-level needs. Whereas extrinsic rewards include salary, promotion, status, job security and so forth. This model explains that rewards are linked indirectly to satisfaction through perceived equitable rewards. According to Lawler and Porter, satisfaction is determined by the difference between actual rewards and perceived equitable rewards. If actual reward exceeds perceived rewards, then it results in satisfaction. In case of vice versa, it results in dissatisfaction. Furthermore, Aswathappa (2009) concludes that high job satisfaction tends to lead to improved productivity, reduced absenteeism, reduced accidents, less stress, and lower unionisation. (Aswathappa 2009).

When applying the theory in this study, organisations can seek a long-term relationship with employees and at the same time expect the concern to be reciprocated. With the norm of reciprocity, employees will engage themselves and effective commitment in response to organisation and create an employee-organisation relationship. Hence, the theory did explain the link between employment relationship and it will affect the job satisfaction.

Criticism is based on the fact that Herzberg did not investigate productivity, which might have been useful. Despite that, one can obtain valuable information for abrupt dismissals and check certain standards in the business (Lindner et al., 2016).

2.1.2 The Contingency Theory

Scholars have been preoccupied with addressing this key question perhaps since the inception of leadership as a formal field of scientific inquiry. One classic approach that gained prominence during the 1970s and 1980s is contingency theories of leadership. Contingency theories hold that leadership effectiveness is related to the interplay of a leader's traits or behaviors and situational factors.

The contingency theory of leadership, which emerged from numerous scholars in the 1960s, is rooted in the belief that earlier management theories had neglected the influence of situational factors, or contingencies, on organizations. Examples of contingencies include the state of the economy, the availability of trained labor, the organization's culture, government policies and laws, the effects of climate change, and other factors. In a 1995 paper, Royce Ayman, Martin M. Chemers, and Fred Fiedler write that two main factors contribute to effective leadership: (1) attributes of the leader and (2) the degree to which the situation gives the leader power, control, and influence.

In particular, the contingency theory of leadership distinguishes between leaders who are task oriented vs. relationship oriented. Task-oriented leaders focus primarily on ensuring that the tasks needed to meet particular goals are completed well and on time. These leaders tend to have a more autocratic, authoritarian, or directive leadership style. They also tend to manage projects effectively, but they can stifle creativity and leave employees feeling uninspired. Relationship-oriented leaders, by contrast, focus on building strong, lasting relationships with their employees and prioritize a healthy work culture. These leaders tend to have highly motivated, engaged employees, but tasks may run late and over budget.

Rather than valuing one of these leadership styles over the other, the contingency theory of leadership asserts that leaders with different styles will succeed based on the level of control they have over the situation—known as situational control. Situational control has three components, according to Ayman and colleagues:

Leader-member relations: the amount of cohesiveness in the work team and the team's support for the leader. "Leader-member relations is the most important aspect of the situation," they write, "because if the leader lacks group support, energy is diverted to controlling the group rather than toward planning, problem-solving, and productivity."

Task structure: the clarity and certainty in tasks, goals, and procedures that allow leaders to confidently guide group activities. The more predictable and certain a task is, the greater the leader's sense of situational control.

Position power: the amount of administrative authority that an organization grants a leader. Like task structure, position power contributes to a leader's perceived situational control.

Task-oriented leaders will be more successful in situations where they have high or low control, and leaders who are relationship oriented will be more successful in situations where they have moderate control, write Ayman and colleagues. Therefore, after identifying the current position of the organization, managers evaluate the organization's internal and external environment to formulate and implement strategies that provide a distinctive competence. In this ongoing process among other variables, manager's main focus is on the positive internal variables, strengths, which affect the organizational performance

2.2 STRATEGIC LEADERSHIP STYLES

Despite its importance to performance, strategic leadership researchers and practitioners are yet to agree on a common definition (Allio, 2013). Irrespective of the diverse terminologies and disconnected constructs used in past strategic leadership studies, Bass (2007) defines it as a group of chief executive officers (CEO) who set overall policies for acquiring and integrating resources for an organization.

Ireland & Hitt (1999) conceptualize it as a set of unique capabilities of anticipating, envisioning, maintaining flexibility, thinking in a strategic way, and empowering employees to generate innovative ideas that lead to high performance. House & Aditya (1997) define it as an activity that is directed towards giving purpose to organizations. Boal & Hooijberg (2001) views it as the ability to create and maintain absorptive and adaptive capacities and the ability to discern environmental opportunities through their managerial wisdom. Rowe & Nejad (2009) define it as an activity of communicating the shared values and a clear vision to employees, and the ability to make decisions with minimum organizational controls.

Conceptualizing strategic leadership from a macro view highlights how the two levels are integrated. Thus, this study adopts Ireland & Hitt (1999) and Hagen et al's., (1998) conceptually accepted and empirically validated definition of strategic leadership that's based on the unique abilities of anticipating, envisioning, maintaining flexibility, thinking strategically and empowering employees to create new inventions that lead

to organizational transformations or changes and ultimately improvement in performance.

Strategic leadership is concerned with capabilities of creating a sense of purpose and direction, critical enablers that allow interaction with key internal and external stakeholders in pursuit of high performance (House & Aditya 1997). Carter & Greer (2013) view of strategic leadership is anchored on the thinking and visionary capabilities of strategic leadership whose aim is to create an organization that is transformative. Shoemaker & Krupp (2015) argue that strategic leadership is not only concerned with the possession of unique abilities that allows for the absorption and learning of new information and ideas, but having the adaptive capacity to appropriately respond to the dynamism and complexity of the external environment. They further posit that such abilities allow strategic leaders to continuously and tactically adjust the organization in response to the uncertain environment.

Scholars have generally enriched the quality of strategic leadership with insights from charismatic, transformational, visionary, adaptive, transactional, servant, reflective, transcendental and empowered leadership respectively (Bass, 1985; Waldman et al., 2001; Castelli, 2016; Crossan et al., 2008). Adaptive, transactional, servant, reflective, transcendental and empowered leadership can be viewed as types of charismatic, visionary and transformational styles that focus on the leadership of the self, others and of the organization respectively (Crossan et al., 2008; Boal & Hooijberg, 2001; Waldman et al., 2001; Bass, 1985).

Leadership style is defined as a set of features, traits, and behaviours that the leader employs in dealing with subordinates. Furthermore, it is defined as the type of interaction that the leader applies to motivate employees to work together for a common goal or objective. There are many leadership's styles, and the leader can adopt any type of leadership style more or lesser. There is not any right or the best leadership style. There is an assumption that any one leadership style is right in any circumstances. The appropriate leadership style depends on the factors such as the type of organization, the nature of the task, the characteristics of employees and so forth. The effective leaders are the ones who can adopt the right kind of leadership according to the demand of the situation. The study focused on the four leadership styles that SMEs owner-managers can adopt.

2.2.1 Democratic leadership

When a plan, decision, or goal requires input from the public, the democratic leader is most effective. This leadership style is also beneficial when a leader needs new ideas from qualified co-workers. Whereas in emergency situations, this leadership style is least beneficial, when a leader must take command of the situation. In this style, each member in the team is provided an opportunity to participate in the decision-making process. The leader delegates the responsibilities to a team member and encourages everyone to participate in the process. Thus, making every task truly a team effort. This is also known as participative leadership, as it emphasises on the importance of participation. Democratic leaders make members feel like they are a vital part of the group, which helps them stay focused on its goals. (Hawela 2019.)

Participative leadership style claims that participatory leaders tend to focus on the growth and well-being of subordinates, which can be attributed to their sensitivity to subordinate needs. As a result of their interpersonal relationship with their subordinates, leaders influence an increase in employee loyalty. According to Bell et al. (2018), when a leader involves and consults with their subordinates to resolve an issue and decide the corrective action, it is referred to as participative leadership and is also referred to as shared influence or joint decision-making (Mwaisaka et al. 2019; Vance 2016), wherein the decision-making process demonstrates the incorporation of the perspectives by the supervisor. Thus, Hayat Bhatti et al. (2019) claim that a supervisor gives subordinates a certain degree of workplace responsibility in this leadership style (Baca & Claudia, 2015).

The participative leadership style demonstrates several conceptualizations, including delegation, joint decision-making, and defined participation. Similarly, Somech (2005) defines participative leadership as making a decision jointly or demonstrating a shared influence in determining superior and subordinate through the hierarchy. As such, the focus of participatory management has become the sharing of power and decision-making allocation. Participative decision-making has been studied as a formal strategy for the direct participation of groups, wherein, in insignificant matters, group participation is considered relevant and influences the group's decisions (Dolatabadi and Safa 2010; Mohammad et al. 2021).

Decision-making participation leads to augmented social capacity, with the quality of decisions influencing an increase in employee motivation, work-life quality, the work environment, and professional training in a successful organization (Chan 2019; Ghaffari et al. 2017; Lumbasi et al. 2016). Odoardi et al. (2019) state that the organization and individual outcomes are affected by participative decision-making and this influence can be attributed to augmented employee motivation levels. The quality of decisions is improved through employee participation in the decision-making process, as this helps the supervisor develop an insight into the core issues in a problem situation. Several scholars (Lythreatis et al. 2019; Raineri 2016) argue that this involvement enhances employees' propensity to follow managerial decisions with loyalty. Participative managers value employees' opinions and perspectives and seek their input and suggestions (Rana et al. 2019; Khassawneh and Abaker 2022). Furthermore, participative leaders motivate their employees to develop learning through information acquisition, sharing, and connecting as well as seeking new opportunities (Benoliel & Barth 2017; Mohammad & Khassawneh 2022).

2.2.2 Autocratic leadership

Autocratic leadership (also known as authoritarian leader) is the earliest of the various forms of leadership styles, in which the boss is the central figure, and there is no concept of direction or leadership exists. The hierarchy is clearly defined, and there is little to no flexibility. The leader makes the decisions and communicates them to the employees, who must put them into action as soon as possible. When team decision-making time is short or the leader is the group's most experienced member, autocratic leadership is most effective. When quick choices and immediate action are required, the autocratic approach can be beneficial. This, on the other hand, sometimes results in chaotic and even violent surroundings, pitting followers against the reigning figure. (Hawela 2019)

The autocratic leadership style is characterized by its high focus on the performance rather than the employees. It can be said that the leader determines certain rules and predefines the way of working. Additionally, subordinates have no decision-making authority and need to obey as every task is continually being controlled by the leader (Alghazo & Al-Anazi, 2016). The foundation of this leadership style is the basic

assumption that workers are unmotivated, untrustworthy and unreliable. This implies that when giving the employee more control, it would result in less accomplishments or bad choices which reflect back to the firm.

Moreover, the demands come from the top positions down to the employees which indicates that there is a non-existent communication base, and the term “teamwork” has no value for these leaders. The work is being commanded and subordinates are not entitled to give recommendations or advice (Fiaz et al., 2017). This means that one person tries to control the organization or exercises control over his or her subordinates. One has to be aware of the fact that autocratic leaders mainly use their power with the goal to improve the company’s overall accomplishments. Criticism is referring to misconduct of that power which might lead to oppression; however, this does not align with the wishes of an autocratic leader in terms of guiding his employees. In addition, the opinion from stakeholders is not a necessity since this type of leadership requires a fast-decision-making process enhancing the overall efficiency of the business.

The percentage of people who describe an autocratic leadership style as not motivational is increasing and people tend to develop a low morale for the job. With reference to that leadership style, workplace satisfaction is decreased, and employees perceive more stress (Lindner et al., 2016). Nevertheless, there are some people who feel the need for guidance and welcome an autocratic leader. Additionally, certain decision demand an autocratic approach as it is less time consuming.

2.2.3 Charismatic leadership

Charismatic inspire those around them and have the power to modify the beliefs and values of followers in order to better align with the organization (Fiol et al., 1999). Characteristics that differentiate charismatic leaders from non-charismatic ones are seen by Rowe (2007) self-confidence, complete confidence in their judgment and ability, a vision, idealized goal that proposes a future better than the status quo, strong convictions in that vision, willingness to take high risks and engage in self-sacrifice to achieve their vision, behaviour out of the ordinary as well as radical change taking instead of caretakers of the status quo. Charisma is based on the aura of the exceptional/exemplary quality of a leader (Ehrhart& Klein, 2001).

Bass (1985) suggested that charisma is a subcomponent of transformational leadership and since then charismatic leadership has received a great deal of attention from researchers, quite possibly because of its positive association with organizational performance (e.g., Baum, Locke, & Kirkpatrick, 1998; Fuller, Patterson, Hester, & Stringer, 1996; Waldman, Bass, & Yammarino, 1990). The charismatic and transformational style have some overlapping traits, but are theoretically distinct (Antonakis, 2012; Yukl, 1999). Transformational leadership is a broader term, and includes more behaviours than charismatic leadership. Transformational leadership includes more directly observable behaviours such as individualized consideration and intellectual stimulation, whereas charismatic leadership is more symbolic and is derived from certain leader attributions and actions that followers expect from true leaders, creating the alchemy of charisma (Shamir, 1999).

2.2.4 Transformational leadership

According to research, Transformational leadership reflects a leader that seeks to cause changes in employees with the end goal of developing them into leaders; it creates valuable and positive change in the followers (Al Yahyaee, 2021). Transformational leaders put attention on “altering” employees to superior levels in job performance-encouraging, inspiring, and motivating employees to perform in ways that create meaningful change for themselves as well as for the organization’s productivity (Jameel, 2019). Followers of a transformational leader respond by feeling trust, admiration, loyalty, and respect for the leader and are more willing to work harder than originally expected (Zelege, 2021). Transformational leaders are effective as they hold five main behavioural dimensions that impact employees: idealized influence attributes, idealized influence behaviours, inspirational motivation, intellectual stimulation, and individualized consideration (Burgess, 2016).

Each of the behavioural dimensions that are found in transformational leadership plays a vital role related to the job satisfaction of employees (Burgess, 2016). These dimensions are: Intellectual Stimulation (IS), which refers to leaders stimulating followers to explore new ways of doing things and find new ideas for solving problems compared to methods employed in the past (Sutanto, 2021); Individualized Consideration (IC), which focuses on the development of followers - listening, coaching, mentoring, and teaching employees so that they achieve growth (Zelege,

2021); Inspirational Motivation (IM), which refers to leaders inspirational motivation behaviors, being capable to motivate and inspire their followers to achieve levels of performance beyond their own expectations by giving challenges and meaning to their works (Burgess, 2016); Idealized influence attributes (IIA), which refers to leader seen as possessing supernal traits that are given to the leader by their subordinates, and how the leader is perceived by the follower as being confident and powerful; Idealized influence behaviors (IIB), which refers to leaders having the role-modeling ability, reflecting proper values, beliefs, sense of mission, and ethical and moral orientation (Kariuki, 2021).

2.3 JOB SATISFACTION

The job is an important part of an individual's life as he or she spent most of the time at workplace. The pleasure experienced after a need is met is known as satisfaction (Taskinen 2019, 1). The job satisfaction is described as a global feeling about the job. It has impact on both mental and physical health of an individual. Taskinen discussed that, an individual spends almost one third of his life at work. Therefore, it is very essential for an individual to be happy with what he does. On the other hand, it is important for organizations to consider what they are offering to their employees (Kekäläinen 2019). According to Taskinen, satisfied employees are more productive and innovative, work more accurately, assist offer customer value, and increase earnings on their own initiative, as well as care for the business and promote the culture. Organizations might incur significant costs when talented people leave. (Kekäläinen 2019; Taskinen 2019, 1).

Employees' job satisfaction is basically how the employee thinks about their jobs as well as the diverse facets of their jobs (Locke, 1969; Mesfin, 2020). It is the degree to which the employee like (satisfaction) or dislike (dissatisfaction) their jobs (Smith, 1969; Alrwili, 2022). The critical element of employees' job satisfaction is that it creates a feeling of belonging to the workplace and provides a productive atmosphere (Al Yahyaae, 2021). Research claim that the level of employee job satisfaction is contributed to the leadership style found in the organization (Bekele, 2021). Leadership is known as one of the important aspects of job satisfaction among employees (Yalew, 2016).

Organizational performance covers three particular fields of firm results, such as financial or economic performance (profits, return on assets, return on investment), shareholder return (added economic value, total shareholder return), and product market performance (sales, market share) (Hidajat, 2018). Kaplan and Norton (2006) developed a system in which measurements are meant to drive performance where they cited productivity, employees' motivation and cost efficiency as the rightful measure of performance. Davenport and Harris (2007) on the other hand, suggest that organizations will determine the level of performance by the overall firm performance. In the measurement of organizational performance in terms of change, plans should be made early in the change process to assure that baselines are captured before any change is undertaken (Rautiainen, 2010). Process measures, including the energy that employees devote to the change process, and their awareness, understanding and commitment to it, are important metrics, especially during large-scale change. Finally, it is important to measure bottom line results, both in financial and non-financial terms (Talat, Chang & Nguyen, 2017).

There is an ongoing debate among scholars on how organizational performance (OP) can be conceptualized given its complexity and multidimensionality (Santos & Brito 2012). Irrespective of the debate, the goal of OP is to create customer value through voluntary applications of productive assets provided by stakeholders (Carton, 2004). The concept of OP can be viewed narrowly as well as broadly. In a narrow sense, it refers to the financial, product market and shareholder return, while organizational effectiveness which is a broader concept includes both the financial indicators as well as the wider nonfinancial indicators such as, customer satisfaction, operations effectiveness and corporate social responsibility (Singh et al., 2016; Richard et al., 2009). It's also defined as a set of financial and non-financial constructs that enable strategic leadership to evaluate the extent of the accomplishment of organizational goals (Kaplan & Norton, 1992; Venkatraman & Ramanujam 1996).

Ford & Schellenberg (1982) summarized three major frameworks scholars have used to conceptualize OP based on customer and other stakeholder interests. The goal approach which is based upon explicit goals focuses on the behaviour of organizational members as they attempt to accomplish them (Etzioni, 1964). The systems resource perspective by (Yuchtman & Seashore, 1967) operationalizes OP

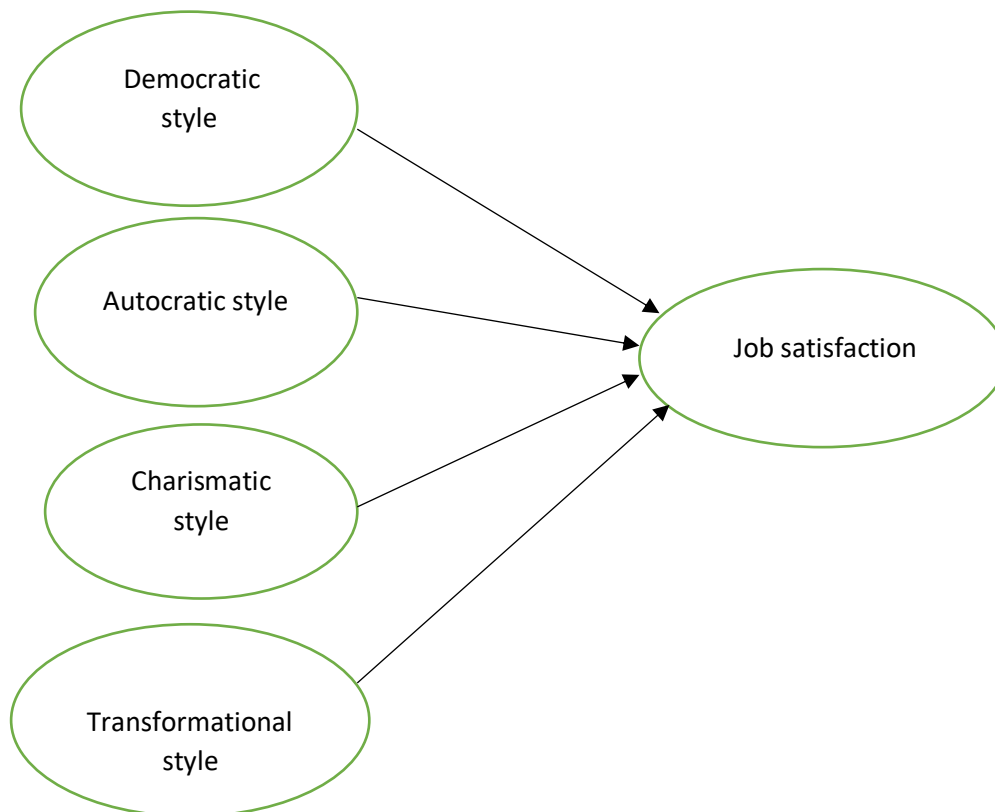
in terms of evaluating key internal and external factors upon which organizational success is based on. Lastly, the constituency perspective views an organization as existing to create value and satisfy the needs of both internal and external constituencies (Cameron & Quinn 2006). A critical review of the empirical studies on the concept of OP indicates a bias towards achievement of financial goals and specifically on return on assets (ROA) or return on investment (ROI). This narrow definition limits its applicability since it's solely described in terms of a single operational measure. Thus organizations have to take cognizance of its various stakeholder interests and thus, organizational effectiveness becomes the appropriate way to define performance (Venkatraman and Ramanujam, 1986). Thus, this study defines performance in terms of organizational effectiveness. This study adopts the contingency and UET to build upon the construct of organizational performance

Studies on OP must accurately identify the available measures that operationalize it (Dess & Robinson, 1984). Scholars have summarized various perspectives of OP measurement from three main research streams; management accounting, operations and strategic management respectively (Bititci et al., 2012). Generally, with regard to accounting measures, scholars have used objective and subjective measures (Chearskul, 2010). Objective measures include return on investment (ROI), return on assets (ROA), return on sales (ROS), and other market share based measures that are assumed to represent precise theoretical concepts of OP and they are universal in nature (Ketokivi & Schroeder, 2004). No operational definition is attached to subjective measures and scholars can guide respondents on how performance manifests directly, either individually or in combination (Richard et al., 2008).

2.4 CONCEPTUAL FRAMEWORK

The conceptual framework in this study comprises of the independent variables (strategic leadership style) and one dependent variable (job satisfaction) throughout the research process. According to Saunders *et al.* (2019) an independent variable is the one that the researcher manipulates in order to determine the effect or the influence on the other variable while the dependent variable is the one that attempts to indicate the total influence arising from the effects of the independent variable. Fig. 2.1 shows the conceptual framework for the study.

Figure 2.1: Conceptual framework



Source: Own development

From the figure above, the developed hypotheses could be stated. The following sections discuss literature review on the relationships depicted in the conceptual framework.

2.5 EMPIRICAL REVIEW OF LITERATURE

This section focused on the empirical research based on the objectives of the study. The section provides research findings from other researchers and academics on strategic leadership on firm performance.

2.5.1 Democratic leadership and job satisfaction

Leaders with a participatory leadership style will always consult with subordinates to get ideas and opinions and integrate their suggestions into decisions about how the organization will run (Rana et al., 2019). Participatory leadership, including managers and employees, will work together with a common goal in decision making and problem-solving. Participatory managers in decision making will support staff with the necessary resources to achieve goals and lead to better performance and understanding in the organizational environment (Sheshi & Kercini, 2017).

It will be more effective if the subordinates are highly trained and involved in their work. Participatory leaders will invite their employees to provide input and share in the decision-making process (Yukl, 2015). That way there will be a process of joint influence in decision making, which also refers to the influence of leaders who apply participatory leadership styles on employee performance. Newman et al., (2016) found that some workers (especially new employees or interns) want to be given more opportunities by their supervisors to participate in challenging jobs and be involved in decision making and project coordination. Furthermore, participatory leadership in supervisors will be an important factor behind individual performance in these work settings. Because participatory leaders will be more able to do this.

Participatory leadership also refers to employee motivation as the foundation for producing superior employee performance in leadership effectiveness that leads to high productivity (Lumbasi et al., 2016). PolstonMurdoch, (2013) states that leaders who use a participatory style will have better employee performance than those who don't. Negron quoted by Lumbasi et al., (2016) also stated that the participatory leadership style will show an increase in employee performance which is characterized by high profits.

In addition, Danladi Mohammed et al., (2014) found a significant relationship between participatory leadership style and employee performance in an organization. This can

occur because a participatory leader's behaviour will be effective in achieving high employee performance. After all, the leader consults with subordinates in clarifying, setting, and achieving goals and will also show that there is a significant correlation to performance. Furthermore, according to Sheshi & Kercini, (2017) through performance achievement will refer to the ability of a company to achieve goals such as a large market share, good product, and work quality, high profits, good financial results, and survival at a predetermined time using relevant strategies for action. So that participatory leaders will be very important in terms of business performance.

The results of a study (Pedraja-Rejas, Rodríguez-ponce, & Rodríguez-Ponze, 2013) of 126 respondents from small and medium sized companies in Chile found that participative leadership style had a positive influence on employee effectiveness and this enhanced the percentage of tasks completed within budget ($t= 3.24$). They proposed that participants are motivated by participation, by the acceptance of their opinions, suggestions and ideas in the decision-making process and therefore leaders should avoid making lone decisions and must collaborate with team members, provide a good work climate, be concerned with the team's well-being and treat them fairly.

The results of a study by Lumbasi, et al. (2016), after performing step-wise regression on leadership styles and performance, revealed that the combination of participative leadership style and achievement-oriented leadership style yielded optimal employee performance.

Sagnak (2016) posed that it was the behaviors of participative leaders of sharing of power with subordinates, asking for employees' opinions and including these opinions in the decision making process, that resulted in employees experiencing enhanced feelings of justice and trust and hence optimizing employee satisfaction. A study by Khuong and Hoang (2015) of 320 auditors in Vietnam found participative leadership style, which they also referred to as relationoriented leadership, positively associated with motivation. Participative leadership is defined as a master-relationship whereby a leader will develop his leadership abilities by consulting and encouraging employees' participation in decision-making, resulting in employees being motivated to being open to sharing their views and feely discussing perspectives on ideas.

Bell et al. (2014) studied the effects of leaders using participative and directive styles when developing an organization culture at Fort Hare University in South Africa. The

findings of the study showed that highly significant relationships between participative leadership style and facets of organization culture such as involvement, consistency, adaptability, mission and total organization culture with F-statistics values of 374.615, 300.611, 187.864, 567.442 and 1575.046 respectively. They also showed Beta weights of ($\beta = 0.846$; $p < 0.000$, $\beta = 0.836$; $p < 0.000$, $\beta = 0.787$; $p < 0.000$, $\beta = 0.897$; $p < 0.000$, and $\beta = 0.958$; $p < 0.000$) for the relationships between participative leadership and all the variables respectively. Their study demonstrated the value of participative style of leadership over the directive style due to its ability to empower followers and motivate them through sharing knowledge and engaging in open communication patterns.

2.5.2 Autocratic and job satisfaction

The study on autocratic leadership has been increase to include as variables. Past researches have investigated the relationship between autocratic leadership and job satisfaction. A study done by Hongnou et al. (2014) proven that there is a significant and positive relationship between autocratic leadership and job satisfaction. It influenced by factors of achievement, recognition, salary, advancement, working conditions and relationship with others. Based on previous study done by Rizzi et al. (2013) argued that, there was a positive relationship between autocratic leadership and job satisfaction. However, some researchers also claim that employee job satisfaction is not dependent upon the autocratic leadership style. According to Ali et al. (2013), there was no significant relationship between job satisfaction and autocratic leadership style. Voon et al. (2011) also conducted a research in public sector organisations in Malaysia in order to examine the influence of leadership styles on job satisfaction. Specifically, the results indicated that there was no significant relationship between autocratic leadership and job satisfaction.

A study carried out by Asiimwe and Sikalieh (2016) explored the relationship between autocratic leadership and SMEs Growth in the Top 100 SMEs in Kenya. This was a mixed method study targeting the KPMG top 100 SMEs of 2013. A causal research design was employed. The analysis indicated that autocratic leadership style and SMEs growth had a strong positive and significant correlation ($r = 0.702$, $p = 0.007$), and a positive and significant relationship. However, the study used purposive sampling which is subject to sample biasness.

Shah and Hamid (2015) carried out an empirical investigation on the influence of autocratic leadership on job performance. The survey method was used to collect data from the middle managers of six large banks of Pakistan. The findings of the study reveal that autocratic leadership has significant relationship with job performance. However, the study used convenience sampling method which is highly vulnerable to selection bias

Ebuzoeme (2021) investigated the relationship between autocratic leadership style and the performance of employees of food and beverage manufacturing companies in Osun State, Nigeria. This study employed a cross-sectional survey research design that involved both qualitative and quantitative approaches. Autocratic leadership was found to have significant and positive effect on employee performance.

2.5.3 Charismatic and job satisfaction

Gerges, Kamal and Mohammed (2017) investigated the impact of charismatic leadership behaviours on organizational performance. This explanatory study analyses the impact of charismatic leadership on organizational performance for tourism managers in Egypt. Based on a quantitative study, 344 questionnaires were distributed. The result indicated that the charismatic leadership behaviours have a positive impact on organizational performance.

A study by Abeysekera (2011) evaluated charismatic leadership (Charisma) of a salesperson in Sri Lankan banking sector. The discussion centred on examining how important values and shared sense of purpose is communicated to the followers by the leader. The analysis assessed the extent to which the leader practiced the role of role model before the followers. The study findings showed that charismatic leadership behaviour of salesperson is higher in private banks than in state banks. An investigation Orabi (2016) established that paternalistic leadership was not a significant factor in the performance of banking institutions in Jordan. This study focused on the Jordanian banking sector whereas the current study will look at a public entity in Kenya's energy sector. However, a study by Alfwani, Matata & Ahmed (2018) established that charismatic leadership has a strong positive relationship with organizational performance. Moreover, the study established a weak relationship

between intellectual stimulation and organizational performance at Coast General and Referral Hospital in Mombasa.

A research by Nyokabi (2017) examined how charismatic leadership as practiced by company CEOs influence performance of management staff in private sector organizations in Kenya. Descriptive correlational research design was used and a target population of 984 senior managers from 183 private firms as listed in the Kenya Private Sector Alliance (KEPSA). Questionnaires were used to obtain data from a stratified random sample of 284 respondents. The study findings revealed that the CEO's charismatic leadership significantly predicted performance of senior managers.

Njiraini (2018) evaluated the relationship between charismatic leadership and employee job satisfaction in Kenya's commercial banks. The study utilized a correlational descriptive research design and a target population of 10,310 management level staff. Using stratified random sampling, 424 employees were selected for the study and data obtained from them using questionnaires. The collected data was analyzed using descriptive statistics and inferential statistics. The study findings indicated that charismatic leadership and job security were positively and significantly correlated to job satisfaction $r(346) = .496, p < .05$.

2.5.4 Transformational Leadership and job satisfaction

Over the years, the transformational theory of leadership gained considerable support from researchers (Wang et al., 2011; Van Knippenberg and Sitkin, 2013). In the literature, the positive influence of transformational leadership is proven on various variables, including job satisfaction (Braun et al., 2013), commitment to the organization (Wang et al., 2011), innovation and creativity (Anderson et al., 2014), and well-being of employees.

A large number of research studies have been published on the meta-analyses of transformational theory and the performance of the business (Wang and Zhu, 2011). Furthermore, these analyses recommended a positive association between transformational leadership and various performance indicators that include followers' insights of leader effectiveness, the job performance of the leader, sales volume, and profit ratios.

Khan, Rehmat, Butt, Farooqi and Asim (2020) investigated the effect of transformational leadership on employees' work outcomes which include their work performances and working burnout, and their working behavior such as social loafing at workplace. Several empirical studies have proven that the positive relationship between transformational leadership and job satisfaction. A study done by Sulieman Ibraheem, et al. (2011) showed that there are relationship between transformational leadership and job satisfaction. Similarly Bateh & Heyliger (2014) argued that, there was relationship between transformational leadership style and employees satisfaction. Therefore, it important for transformational leaders to encourages and motivates their employees to think in a creative way and innovation way. In other words, transformational leadership can lead to higher levels of employee satisfaction than those who are either indifferent or unconcerned with their subordinates (Metwally & Elbishbishy, 2014). The researchers also suggested that leadership that is concerned only with the output of the employees and do not take into consideration the feelings of its follower failed to attain best effort of the employee (Cumming et al., 2010). Hence, transformational leadership should be adopted to improve employee's satisfaction. However, Givens (2008) argued that, transformational leaders inspire employees to work harder and providing them with the idea of a common vision related to their personal evolvment and completion. Therefore, majority of the previous studies had highlighted that transformational leadership give a positive impact on job satisfaction.

In contrast, it is of great consideration that some of the researchers failed to demonstrate an association between CEO transformational style and business outcomes specifically, where idealized influence prevailed (Samson and Ilesanmi, 2019). Similarly, some scholars raise queries regarding the use of subjective examination measures for leadership by distributing questionnaires to the followers (Ingram, 2016). They recommended using objective measures other than the perceptions of the followers regarding their leaders in the examination of leadership style for validating the theory implications (Antonakis and House, 2014).

2.6 CHAPTER SUMMARY

This chapter focused the phenomenon of strategic leadership, presented in an overview of literature on leadership. The review which the researcher compiled in an effort to answer the research questions and in line with the conceptual framework. In a broad sense, leadership can be categorized as either transformational, transaction, participative or charismatic style. This chapter covered the introduction, the purpose of the literature review, sources of literature, the conceptual framework components and a chapter summary. Through the review of literature the literature gap was established. The next section will focus on the research methodology.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

In this chapter the research methodology used in the study is articulated. Rajasekar (2020) postulates that research methodology is a systematic way to solve a problem which essentially outlines the procedures by which researchers go about their work of describing, explaining and predicting phenomena gaining knowledge. Areas discussed in this chapter include the research philosophy and research design that underpins the research. The chapter further articulates and justifies the methods that were chosen in conducting the study.

3.1 RESEARCH PHILOSOPHY

Research philosophy is defined by Saunders, Lewis and Thornhill (2019) as a word linking to the development of knowledge and the nature of that knowledge. Dumbu (2020) stipulates that there are two research philosophies that are frequently used by researchers and these are positivism and interpretivism. The study was guided by the positivist paradigm.

Bryman and Bell (2019) identify Positivism as involving the collection of data upon which to support general propositions that can be tested. Salkind (2017) further argues that Positivism is frequently associated with quantitative methods that rely on the researchers' ability to amass numerical evidence of the phenomena under investigation and analyze it to answer the research questions. The study adopted the philosophical approach of positivism that there can be a quantitative approach to investigating the phenomenon. The research method based on positivist philosophy focuses on facts which must be tested by formulation of hypothesis in which there is a relationship between variables (Creswell and Cresweel, 2020). The research design within the context of positivist philosophy is highly structured, formal with specific plans for the research design (Bryman and Bell, 2020). Lastly, the sole purpose of positivist philosophy is to be able to measure operational variables (Altinay and Paskevas, 2020). Moreover, the positivist philosophy proved to be well suited for the current study since the positivist philosophy allowed the researcher to maintain control of the research study process (Michael, 2020). Moreso, positivist philosophy allowed for

relationships between variables to be tested by statistical means (Altinay and Paskevas, 2020). Subsequently, with these attributes, the researcher adopted the positivist philosophy.

3.2 RESEARCH APPROACH

According to Saunders et al. (2016), a research approach is a plan and procedure that consists of steps of broad assumptions to detailed methods of data collection, analysis and interpretation. The nature of the problem and the philosophy that guides the study influence the choice of an approach. The three common approaches to conducting research are quantitative, qualitative and mixed methods (Saunders et al., 2019). The study adopted the quantitative research approach.

Quantitative research is an objective process of using numerical data. This strategy focuses on the relationships between variables and analysis of patterns. It focuses on the causes and effects of things (Saunders & Lewis, 2017). It further involves the use of structured questions whereby respondents have options to choose, and it can be used for a large target population (Burns & Bush, 2014). When using quantitative research, it is easy to generalise the results because of the use of a large population. The quantitative research approach was chosen because of the need to respond to research questions requiring numerical data. The intent of quantitative research is to establish, confirm or validate relationships and to develop generalisations that contribute to theory (Creswell & Creswell, 2017). Moreover, the analysis is quick, thus saving time (Carroll and Bailey, 2016).

3.3 RESEARCH DESIGN

Mouton (1996) refers to a research design as a plan, structure and execution of the research to maximise the validity of the findings. More recently, Creswell, (2020) defines a research design as a blueprint of how an investigation should be carried out. Akhtar (2016) identifies four categories of research designs; exploratory, descriptive, explanatory (analytical) and experimental research designs. In this study, descriptive research design was used. Cooper and Schindler (2021) state that the simplest descriptive study concerns a number of question or hypothesis in which we ask about, or state something about the size, form, distribution, or existence of a variable. The descriptive research design was chosen for this study because data obtained can be

presented and analysed using both quantitative and qualitative methods. Quine, More so, descriptive research is accurate on revealing personal profiles, events or situations. Furthermore, it can also be used to unearth neglected or subconscious data from the population.

This research design was chosen on the strength of its ability to make use of statistical tools to establish whether strategic leadership practises of SMEs had an impact on job satisfaction. The results from descriptive research can in no way be used as a definitive answer or to disprove a hypothesis but, if the limitations are understood, they can still be a useful tool in many areas of scientific research. The descriptive design enabled the researcher to provide an accurate portrayal or account of the characteristics, for example behaviour, opinions, abilities, beliefs, and knowledge of an individual, situation or group (Burns and Grove 2019).

3.4 POPULATION AND SAMPLE SIZE

3.4.1 Target population

Research population is defined by Best (2018) as any group of individuals that have one or more characteristics in common that are of interest to the researcher. Creswell (2019), concedes that target population is a group of individuals (or a group of organizations) with some common defining characteristics that the researcher can identify and study. Moreover, for Luck and Rubin (2017) this population is very important in any research as it determines how sampling is going to be done and drives the whole research methodology. According to the City council there are approximately 230 registered SMEs operating in Masvingo, urban. This formed the target population for the study.

3.4.2 Sample frame

According to Kothari (2004), a sampling frame consists of a list of items from which the sample is to be drawn. From a statistical point of view, a sampling frame is a source material from which a sample is drawn. It is a list of all those within a population who can be sampled, and may include individuals, households or institutions. The sampling frame was made up of all SME owner-managers.

3.4.3 Sample Size Determination

There are several approaches to determining the sample size. These include using a census for small populations, imitating a sample size of similar studies, using published tables, and applying formulas to calculate a sample size (Allos, 2020). This study used the Krejcie and Morgan (1970) table to determine the sample size. The table provides predetermined sample sizes given certain population sizes. Michael (2020) posits that the Krejcie and Morgan table is simple and objective. According to the table above, a population of 230 provides a sample size of 144 respondents.

3.4.4 Sampling methods and techniques

Sampling is a method of drawing conclusions about the whole population based on information from only a portion of the population (Saunders & Lewis 2017). It is a selection process of choosing those with the same characteristics as the target population for use in the study. Sampling allows the researcher to gather information from a small group and generalise it (Harris et al. 2019). There are two sampling methods, namely probability and non-probability. The study used a probability sampling method, stratified random sampling to select the respondents.

Stratified random sampling is a modification of random sampling in which the researcher divides the population into relevant and significant strata based on one or a number of attributes (Saunders et al., 2016). Bryman and Bell (2018) notes that stratified random sampling is employed when the researcher wants to highlight specific subgroups within the population and to collect detailed data from each stratum regarding the impact of strategic leadership on employee performance. There are three main classes of SMEs operating in Masvingo, namely, primary, secondary and tertiary. Hence, the choice of stratified random sampling (Macmillan & Schumacher, 2010). The study population was divided into strata, in which individuals have common characteristics (Fink, 2009). Simple random sampling was then conducted within the three stratus (Saunders et al., 2019). This ensured equal chance on each element of being nominated. In this way, the resultant sample was representative of the entire population. The study adopted the proportionate sampling, in which the sample size of each strata reflect its contribution to the whole population (Saunders et al., 2019).

3.5 RESEARCH INSTRUMENT

A research instrument is a tool used to collect, measure and analyse data related to the study (Creswell & Creswell, 2017). Various research instruments are used in the collection of data. Quantitative research uses questionnaires and structured interviews (Cohen et al., 2018). A questionnaire is a structured schedule used to collect quantitative data. Questionnaires are convenient when collecting primary data (Krosnick, 2018).

3.5.1 Questionnaire

Sekeran and Bougie (2016) refer to questionnaires as a general term to include all techniques of data collection in which each person is asked to respond to the same set of questions in a predetermined order. In this study, the researcher took cognisance of the need to design the questionnaire so that it collects precise data for achieving objectives set.

The current study used the self-administered questionnaire as the primary data collection instrument. Cohen et al. (2018), a questionnaire as a document containing questions and other types of items designed to solicit information appropriate for analysis. Questionnaires are well known for mitigating 'middle-man' bias. In this study, a questionnaire is used to collect quantitative data.

The use of a questionnaire was appropriate in this study as the study was descriptive in nature. More so, the questionnaire offered many advantages to the current investigation. Firstly, data was easily gathered from a large number of people (Bryman & Bell, 2015). The researcher was able to gather voluminous data quickly and the data was presented in a way that it was easy to interpret.

The questionnaire had three sections. **Section A:** collected data such as age, education levels, years of experience. **Section B:** gathered data relating to the four strategic leadership dimensions, and lastly **Section C:** collecting data on job satisfaction. Questions on strategic leadership were adapted from studies such as such as Rana et al. (2019), Sheshi & Kercini (2017), Zeleke (2021) and Burgess (2016).

The questionnaire used the Likert scale to guide respondents to choose their answers. According to Cohen et al. (2018) the five point Likert scale "makes the response items

standard comparable amongst the respondents and the answers are easy to code and analyse directly from the questionnaires.” The Likert scale read 1=strongly disagree to 5=strongly agree to indicate the respondents’ level of agreement for the strategic leadership practices and job satisfaction indicators.

3.6 DATA SOURCES

Typically, there are two main types of data sources for researchers, which are primary data and secondary data sources.

3.6.1 Primary Data

For Cooper and Schindler (2011), primary data is data that is collected specifically for the research problem at hand. Kothari (2020) mentions several methods that are available for primary data collection, namely observations, interviews and questionnaires. In this study, primary data was collected from the respondents, which are the SMEs owner/managers.

3.6.2 Secondary Data

Mainly, this type of data is one which has been collected already for certain purposes and which happen to be of importance in the study intended. Jogulu and Pansiri (2018) allude that advantages of secondary data are that it saves administrative time and money, can be used for comparison with the collected data, are less biased and are of high quality. However, they state the disadvantages which are that access may be difficult and the data could have been collected for a different purpose. Moreover, obtaining records often requires special permission from senior officials within an organisation. In this study, data from journals in the existing literature was mostly used, citing the respective scholars.

3.7 PROCEDURE OF DATA COLLECTION

The researcher had conducted a pilot test of the questionnaires on some SMEs owner/managers in Chivi to assess any mistakes on the content. The choice of Chivi was made purposeful as they were not part of the target pupation. The questionnaire was revised for the final study. Data was collected by the researcher through

distributing questionnaires to selected SMEs owner/managers. Top management of the city council was informed on the intended research through a letter to the top-level management by the researcher with the aid of the Department of Management Studies. The questionnaires were then collected from the respondents at times that had been agreed upon with the research subjects. Some colleagues also assisted in the distribution of the questionnaires. They acted as research assistants and were therefore advised by the researcher on how they were supposed to assist in the distribution of questionnaires in their respective departments. Then the researcher later collected the questionnaires.

3.8 DATA PRESENTATION AND ANALYSIS

Graham and Kothari (2018) states that data collected must be processed, analysed and presented in tandem with the instructions laid down for the purpose at the time of developing the study plan. Data collected through questionnaires was coded, the process being done to refine the data into analysable content. Then the coded data was loaded into the Statistical Package for Social Sciences (SPSS) electronic system for analysing data. Moreover, after analysis, data was presented in a clear way for easy understanding of the readers. The data for the study was analysed through both descriptive (mean, standard deviation) and inferential statistics (Pearson correlation and multiple linear regression analysis) to address the research objectives. Frequencies tables, pie charts, and graphs were used to present data.

3.9 VALIDITY AND RELIABILITY

3.9.1 Reliability

Reliability basically relates to the consistency of a measure of a research instrument. Blumberg, Cooper and Schindler (2020) define reliability as a measurement that supplies consistent results with equal values. It measures consistency, precision, repeatability, and trustworthiness of a research (Chakrabartty, 2021). Therefore, reliability indicates the extent to which the study is without bias or error free and it insures consistent measurement cross time and across the various items in the instrument. Meanwhile, some researchers in qualitative research use the term dependability instead of reliability. Meanwhile, since this study is adopting a

quantitative approach, reliability is the consistency, stability and repeatability of results, that is, the result of a researcher is considered reliable if consistent results have been obtained in identical situations but different circumstances.

However, Wilson (2020) argues that reliability issues are most of the time closely associated with subjectivity, and once a researcher adopts a subjective approach towards the study, then the level of reliability of the work is going to be compromised. Nevertheless, the coefficient of reliability falls between 0 and 1, with perfect reliability equalling 1, and no reliability equalling 0 (Traub and Rowley, 2021).

Therefore, to test for reliability, the Cronbach's alpha (1951) test was used. The outcome of the tests reflects the internal consistency of the items purported to measure a construct. As a rule of thumb, an alpha score of at least 0.7 reflects acceptable levels of reliability (Pallant, 2020). More so, Bryman, Bell, Mills and Yue (2019) concede that an alpha score of at least 0.7 reflects acceptable results of reliability.

3.9.2 Validity

Validity is defined by Gorsuch (2015) as the extent to which an instrument measures what it is supposed to measure. Another definition by Golicic and Davis (2012), interprets validity as the extent to which a particular measure is free from both systematic and random error. The two types of validity which were of interest for this study were content validity, the degree of correspondence between the items selected to constitute a summated scale and its conceptual definition and construct validity. Construct validity can be demonstrated by showing whereby a study construct is related to various other measures as specified in the theory (Henseler, Ringle and Sinkovics, 2016).

Important to note, the study's variables were derived from accepted theories that were tested in previous studies and indicated positive results. Lastly, in order to guarantee construct validity, the researcher identified a group of measurement items that were proven in previous studies to measure strategic leadership sub-variables and job satisfaction (Bryman and Bell, 2018). Hence the study adopted the instrument for the study such as Rana et al. (2019), Sheshi & Kercini (2017).

To enhance face validity, the supervisor and supplier development professionals were consulted during and after preparation of the questionnaire. They commented on the appropriateness of the language for all the questions in the survey. The current study ensured content validity by including all the ethical leadership elements in the research instruments.

3.10 ETHICAL CONSIDERATIONS

A number of good ethical practices were observed before, during and after the study. The researcher ensured voluntary participation in this study. No any form of force was applied on respondents into taking an active role during the study. Therefore, the researcher can safely say that participation in this study was purely voluntary. The study did not harm anyone. Sensitive information that could have otherwise harmed research participants was identified during the pilot test and this information was removed and the questions restructured.

The researcher explained the purpose of this study to research participants. Respondents were promised their identities were not going to be revealed and also that their responses were going to be treated as private, confidential and anonymous. The researcher did not disclose the identities of the respondents and their responses were treated as anonymous. This was done so that they would not withhold any valid information or even attempt to misrepresent facts as this could have compromised validity and reliability of the collected data.

The researcher assumed full responsibility of disclosing the methods applied while conducting this study, limitations encountered and the positive benefits derive from this study to the management of organisations in the retail industry, Great Zimbabwe University and other business stakeholders and to the whole world at large.

3.11 CHAPTER SUMMARY

This chapter presented the research methodology that was employed in gathering research data to address the study objectives. The chapter critically looked at the contents of the research methodology and justifications of the methods that were adopted. Moreover, the chapter highlighted that the study adopted the positivist research approach, with the questionnaire being the data collection tool. Research findings will then be presented in the following chapter.

CHAPTER FOUR

PRESENTATION OF RESULTS AND DATA ANALYSIS

4.1 INTRODUCTION

Chapter three considered the study research methodology. This current chapter will cover the presentation and analysis of data. The section will also discuss the findings in line with existing theories and gathered data. The Microsoft excel is utilised to do data analysis. The study gives presentation in the form of charts, bar graphs, tables. The chapter will begin with the response rate and demographic profiles of the findings and their organisations. This will again be followed with inferential statistics and data. The section will close with the chapter summary.

4.2 RESPONSE RATE

The researcher distributed a total of 144 questionnaires and 125 of the questionnaires were fully filled and returned. That is the rate of response average 73.9%. This is shown in the table 4.1 underneath.

Table 4.1 Questionnaire response rate

Questionnaires distributed	Questionnaires returned	Response rate
144	125	86.8 %

Source: SPSS Output (2023)

The response of 86.8% is taken as acceptable for doing well and in depth statistical analytical, this was supported by many authors (Sekeran and Bougie, 2013; Bryman, 2016). Saunders et al. (2016) claim that it is possible that all questionnaires can be returned when measures are put in place to enhance response rate. Hence, these results are supported by literature.

4.3 RELIABILITY

The distributed questionnaires were subjected to pilot testing. The final results of the pilot test were utilised to determine the internal consistency of the questionnaire of items. Cronbach's alpha test was also utilised to look for reliability. It was discovered that more or all of the items were internally reliable as indicated in table 4.2 below.

Table 4.2: Reliability test results

Section	Construct	Questions	Cronbach alpha	Comment
C	Strategic leadership practices	20	0.902	Internally reliable
D	Firm performance	5	0.853	Internally reliable
	Average	25	0.702	Internally reliable

Source: SPSS Output (2023)

The table which is shown above is an illustration of the alpha coefficient beta of the questions and it range between 0.853 and 0.902. The findings showed that the questionnaire items had a high internal consistency. These findings concur with Bryman (2016) asserts that values of above 0.70 are more acceptable in the findings.

4.4 DEMOGRAPHIC DATA

4.4.1 Gender distribution

The first item required that participants must show their gender. The findings showed as in table 4.3 will assist in this study interpretation.

Table 4.3: Gender distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	51	41	41	41
	Male	74	59	59	100.0
	Total	125	100.00	100.00	

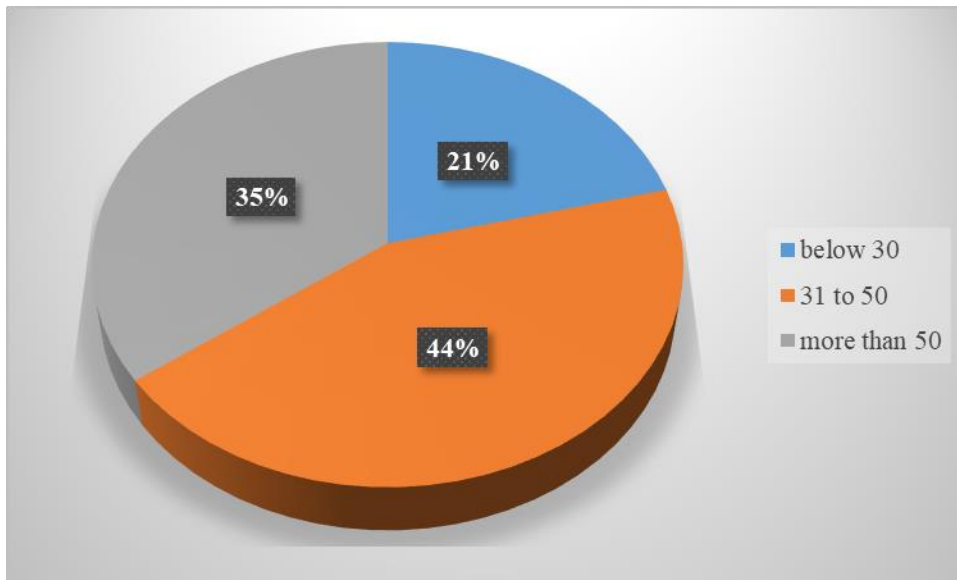
Source: SPSS Output (2023)

The frequency distribution indicates that 41% were female while 59% were male. These results show that more females participated in the investigation when compared to men. Matenda et al. (2022) also found out that the Zimbabwean SMEs sector is dominated by male as compared to number of females.

4.4.2 Age

The pie chart underneath depicts the distribution of age of the participants.

Figure 1: Age distribution



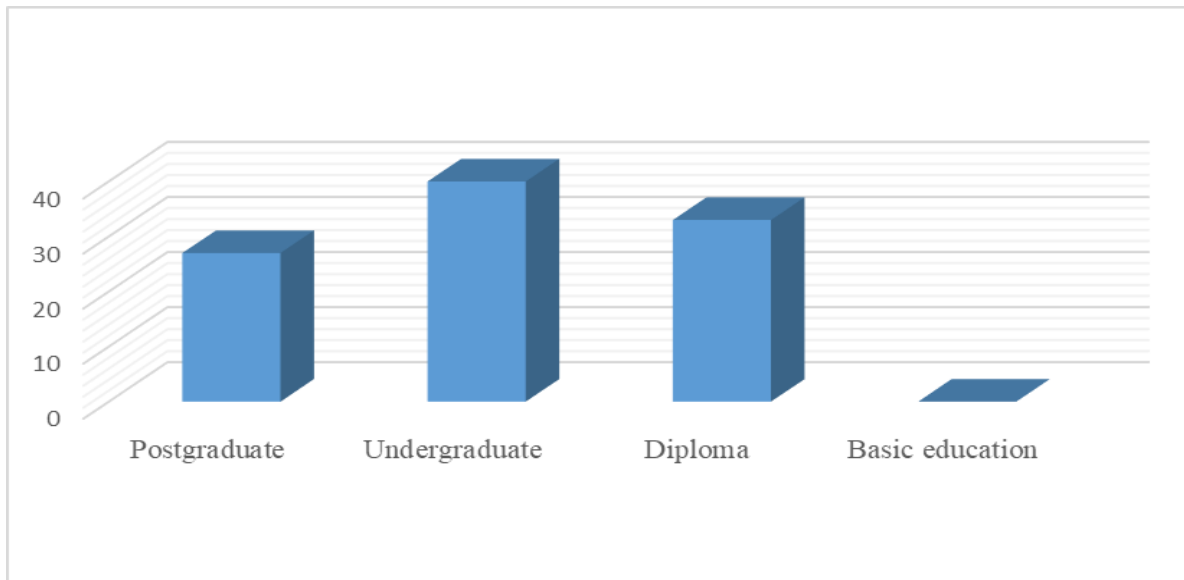
Source: SPSS Output (2023)

Most of the participants were ranging from 31 to 50 years (44%). Whilst 21% indicated to be below the age of 30. 35% showed that the respondents were 50 years age group. These findings indicate align with Zimbabwe's general statistics, as the majority of the country's population consists of youth between the ages of 18 and 50 years. Despite such alignment, however, these findings are only representative of the study respondents and not of the entire targeted population.

4.4.3 Level of education

As the study also did background investigations, the participants were also requested to show their level of education. The education levels of the participants are shown in figure 4.2 underneath.

Figure 4.2: Level of education



Source: SPSS Output (2023)

Figure 4.2 indicates that 33% of the respondents were diploma graduates and 40% of them had attained first degree. 27% of the respondents possessed postgraduate certificates. These findings indicated that SMEs in Zimbabwe are run and managed by a high number of well-educated classes of citizens. These findings are consistent with the previous studies of Bomani (2015), which advocate that the level of education and training affects the mind-sets of the SME owner/managers, particularly when it comes to the leadership and management decisions.

4.5 DESCRIPTIVE STATISTICS

4.5.1 Democratic leadership

A set of questions were asked to explore issues to do with democratic leadership. The findings are shown in table 4.4 below. The first question wanted the views on whether the leaders always consult team members before making decisions on anything to be done. Results shown in table 4.4 below illustrates that 67.1% agreed while 22.5% disagreed with 10.4% being undecided. Asked whether the leader values whatever subordinates say and co-opt that into the decision to be made for operations, 66% agreed while 5.8% strongly agreed. However, 22.2% disagreed, and 8.7% were not sure.

Table 4.4: Democratic leadership

Democratic leadership	Percentages frequency				
	SA	A	UN	D	SD
Always consult team members before making decisions on anything to be done	7.4	59.7	10.4	3.8	18.7
Values whatever I say and co-opt that into the decision to be made for operations	5.8	66.0	8.7	11.0	11.2
Must know that leadership is a collective and two heads are better than one	13.9	60.1	4.6	10.0	13.4
Remembers always that they a leading people and should star with people first	2.6	45.0	12.9	5.9	23.2
Always develop relationships if they want their work expeditiously and promptly	3.4	63.7	18.4	10.7	3.8

Source: SPSS Output (2023)

The third question wanted the views on whether the leader must know that leadership is a collective and two heads are better than one. Results shown in table 4.6 above illustrates that 13.9% strongly agreed while 60.1% agreed. However, 10.0% disagreed, and 13.4% strongly disagreed with 19% being undecided. Asked whether the leader remembers always that they a leading people and should star with people first, 47.6% agreed while 29.1% disagreed, and 12.9% were not sure. Lastly, respondents were asked whether the leader always develop relationships if they want their work expeditiously and promptly, 3.4% strongly agreed while 63.7% agreed. However, 14.5% disagreed with 18.4% undecided.

The findings illustrate that the leader delegates the responsibilities to a team member and encourages everyone to participate in the process. Thus, making every task truly a team effort. This is also known as participative leadership, as it emphasises on the importance of participation. The findings are in line with the claim that democratic leaders make members feel like they are a vital part of the group, which helps them stay focused on its goals. (Hawela 2019.)

4.5.2 Autocratic leadership

A set of questions were asked to explore issues to do with autocratic leadership. The findings are shown in table 4.5 below. The first question wanted the views on whether

the leader do not have to consult anyone and they should give instruction to be followed, 14.2% strongly agreed while 52.6% agreed. However, 30.3% disagreed with 16.5% strongly disagreeing. Results shown in table 4.5 below illustrates that the leader knows from experience what is to be done and need no consultation with anyone 20.9% strongly agreed with 65.0% agreeing, while only 2.6% disagreed.

Table 4.5: Autocratic leadership

Autocratic leadership	Percentages frequency				
	SA	A	UN	D	SD
Does not have to consult anyone and they should give instruction to be followed	14.2	52.6	1.7	30.3	16.5
Knows from experience what is to be done and need no consultation with anyone	15.9	65.0	2.6	5.9	8.2
A manager that consults show weakness, and loses respect from its followers	23.9	70.1	5.6	0.4	0.0
A knowledgeable leader knows the situation should be consult by subordinates	18.4	63.7	3.4	3.8	10.7
Autocratic leaders don't waste time discussing, they save money and they decide	15.7	49.8	16.0	24.3	15.2

Source: SPSS Output (2023)

On whether a manager that consults show weakness, and loses respect from its followers, 23.9% strongly agreed and 70.1% agreed, and 5.6% were not sure, and only 0.4% disagreed. The fourth question asked whether a knowledgeable leader knows the situation should be consult by subordinates, 14.5% disagreed, 3.4% were unsure and 82.1% agreed. Lastly respondents were asked whether autocratic leaders don't waste time discussing, they save money and they decide, 15.7% strongly agreed, while 49.8% agreed, and 16.0% were not sure. However, 15.2% strongly disagreed while 24.3% disagreed. The findings indicate that some SME owner/managers adopts the autocratic leadership style. In this way, the leader makes the decisions and communicates them to the employees, who must put them into action as soon as possible (Hawela 2019). The findings illustrate that the autocratic

leadership style is characterized by its high focus on the performance rather than the employees. It can be said that the leader determines certain rules and predefines the way of working. Additionally, subordinates have no decision-making authority and need to obey as every task is continually being controlled by the leader (Alghazo & Al-Anazi, 2016).

4.5.3 Charismatic leadership

A set of questions were asked to explore issues to do with charismatic leadership. The findings are shown in table 4.4 below. The first question wanted the views on whether charismatic inspire those around them. To this question, 14.8% strongly agreed while 52.2% agreed. However, 30.7% disagreed with 16% strongly disagreeing. Results shown in table 4.6 below illustrates that the leader have the power to modify the beliefs and values of followers 85.9% agreed while only 14.1% disagreed.

Table 4.6: Charismatic leadership

Charismatic leadership	Percentages frequency				
	SA	A	UN	D	SD
Charismatic inspire those around them	14.8	52.2	1.3	30.7	16.0
The leader have the power to modify the beliefs and values of followers	15.9	70.0	2.6	5.9	8.2
The leader has complete confidence in their judgment	23.9	70.1	5.6	0.4	0.0
The leader has an idealized goal that proposes a future better than the status quo	3.4	63.7	18.4	3.8	10.7

The leader shows willingness to take high risks and engage in self-sacrifice to achieve their vision	15.2	51.2	16.0	16.3	15.7
--	------	------	------	------	------

Source: SPSS Output (2023)

On whether the leader has complete confidence in their judgment, 23.9% strongly agreed and 70.1% agreed, and 5.6% were not sure, and only 0.4% disagreed. The fourth question asked whether the leader has an idealized goal that proposes a future better than the status quo, 14.5% disagreed, 18.4% were unsure and 67.1 agreed. Lastly respondents were asked the leader shows willingness to take high risks and engage in self-sacrifice to achieve their vision, 15.2% strongly agreed, while 51.2% agreed, and 16.0% were not sure. However, 15.7% strongly disagreed while 16.3% disagreed. The findings illustrate that charismatic leaders help inspire those around them and have the power to modify the beliefs and values of followers in order to better align with the organization (Fiol et al., 2019). The findings are in line with literature that the SMEs leaders have self-confidence, complete confidence in their judgment and ability, a vision, idealized goal that proposes a future better than the status quo, strong convictions in that vision, willingness to take high risks and engage in self-sacrifice to achieve their vision (Ehrhart & Klein, 2019).

4.5.4 Transformational leadership

The first question wanted the views of respondents on whether the leader takes subordinates input in decision making very serious, 68% agreed, 11.4% were not sure, and 21.5% disagreed. Asked whether the leader spends enough time teaching and coaching, 15.2% strongly disagreed, 7% disagreed, and 1.7% were not sure. However, the majority of the respondents (70.8%) agreed.

Table 4.7: Transformational leadership

Transformational leadership	Percentages frequency				
	SA	A	UN	D	SD
Takes my input in decision making very	6.4	60.7	11.4	3.8	17.7

serious					
Leader spends enough time teaching and coaching	2.8	68.0	1.7	7.0	15.2
Discusses the tasks that must be completed with enthusiasm.	10.9	60.1	7.6	15.0	9.4
Leads in a way that promotes a peaceful working environment	8.6	40.0	9.9	10.9	20.2
Instills pride in me and my job to keep me motivated.	10.4	50.6	14.4	7.3	17.3

Source: SPSS Output (2023)

Asked whether the leader discusses the tasks that must be completed with enthusiasm, 9.4% strongly disagreed, 15.0% disagreed, and 7.6% were not sure. However, the majority of the respondents (71%) agreed. More so, asked whether the leader instills pride in subordinates to keep them motivated, the majority agreed. Lastly, the respondents were asked whether the leader leads in a way that promotes a peaceful working environment, 10.4% strongly agreed while 50.6% agreed. However, 17.3% strongly agreed and only 14.4% are unsure. According to research findings, transformational leadership in SMEs reflects a leader that seeks to cause changes in employees with the end goal of developing them into leaders; it creates valuable and positive change in the followers (Al Yahyaee, 2021). Additionally, findings illustrate that SMEs put attention on “altering” employees to superior levels in job performance-encouraging, inspiring, and motivating employees to perform in ways that create meaningful change for themselves as well as for the organization’s productivity (Jameel, 2019).

4.6 HYPOTHESES TESTING

4.6.1 Democratic leadership and job satisfaction

To determine the relationship between democratic leadership and job satisfaction, inferential statistics were calculated with democratic leadership as the independent variable and job satisfaction as the dependent variable. The linear regression model summary is shown in Table 4.8 below.

Table 4.8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.562 ^a	.316	.298	.78437	.476	4.782E0	3	19	.023

a. Predictors: (Constant), Democratic leadership

b. Dependent Variable: Job satisfaction

Source: Primary data (2023)

The correlation coefficient R measures the strength and direction of a linear relationship between two variables. Table 4.4 shows that R = 0.562. Interpreted, this signifies an above average strong linear relationship between democratic leadership and job satisfaction. These findings are supported by previous findings. For instance, Danladi Mohammed et al. (2014) found a significant relationship between participatory leadership style and employee performance in an organization. Sheshi & Kercini (2017) established that participatory leaders will be very important in terms of business performance. The results of a study by Pedraja-Rejas et al. (2013) found that participative leadership style had a positive influence on employee effectiveness and this enhanced the percentage of tasks completed within budget (t= 3.24). Similarly, the results of a study by Lumbasi, et al. (2016), after performing step-wise regression on leadership styles and performance, revealed that the combination of participative leadership style and achievement-oriented leadership style yielded optimal employee performance. These findings suggest that a participatory leader's behaviour will be effective in achieving high employee performance.

4.6.2 Autocratic leadership and job satisfaction

To determine the relationship between autocratic leadership and job satisfaction, inferential statistics were calculated with autocratic leadership as the independent variable and job satisfaction as the dependent variable. The linear regression model summary is shown in Table 4.9 below:

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.762 a	.581	.459	1.19857E0	.206	3.873E0	3	19	.042

a. Predictors: (Constant), Autocratic leadership

b. Dependent Variable: job satisfaction

Source: Primary data (2023)

The correlation coefficient measures the strength and direction of a linear relationship between two variables. Table 4.10 above shows that $R=0.762$. Interpreted this signifies a strong linear relationship between autocratic leadership and job satisfaction. The findings suggest that autocratic leadership positively influences job satisfaction. The findings of the study validate earlier findings on autocratic leadership and job satisfaction. For instance, a study carried out by Asiimwe and Sikalieh (2016) explored the relationship between autocratic leadership and SMEs Growth in the Top 100 SMEs in Kenya and findings indicated that autocratic leadership style and SMEs growth had a strong positive and significant correlation ($r= 0.702$, $p =0.007$). Shah and Hamid (2015) carried out an empirical investigation on the influence of autocratic leadership on job performance. The findings of the study revealed that autocratic leadership has significant relationship with job performance. Ebuzoeme (2021) investigated the relationship between autocratic leadership style and the performance of employees of food and beverage manufacturing companies in Osun State, Nigeria. Autocratic leadership was found to have significant and positive effect on employee performance.

4.6.3 Charismatic leadership and job satisfaction

To determine the relationship between charismatic leadership and job satisfaction, inferential statistics were calculated with charismatic leadership as the independent variable and job satisfaction as the dependent variable. The multiple linear regression model summary is shown in Table 4.10 below:

Table 4.10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.421 ^a	.177	.243	1.030227E0	.272	3.202E0	3	19	.038

a. Predictors: (Constant), Charismatic leadership

b. Dependent Variable: job satisfaction

Source: Primary data (2023)

The correlation coefficient measures the strength and direction of a linear relationship between two variables. Table 4.4 above shows that $R=0.421$. This signifies a moderate positive linear relationship between charismatic leadership and job satisfaction. These findings are supported by earlier research findings, for instance, Gerges et al. (2017) investigated the impact of charismatic leadership behaviours on organizational performance indicated that the charismatic leadership behaviours have a positive impact on organizational performance. Additionally, Abeysekera (2011) evaluated charismatic leadership (Charisma) of a salesperson in Sri Lankan banking sector and findings showed that charismatic leadership behaviour of salesperson is higher in private banks than in state banks. A study by Alfwani et al. (2018) established that charismatic leadership has a strong positive relationship with organizational performance. Research by Nyokabi (2017)'s study revealed that the CEO's charismatic leadership significantly predicted performance of senior managers.

4.6.4 Transformational leadership and job satisfaction

To determine the relationship between transformational leadership and job satisfaction, inferential statistics were calculated with transformational leadership as the independent variable and job satisfaction as the dependent variable. The linear regression model summary is shown in Table 4.11 below:

Table 4.11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.421 ^a	.177	.243	1.030227E0	.272	3.202E0	3	19	.038

a. Predictors: (Constant), Transformational leadership

b. Dependent Variable: job satisfaction

Source: Primary data (2023)

The correlation coefficient measures the strength and direction of a linear relationship between two variables. Table 4.4 above shows that $R=0.421$. This signifies a moderate positive linear relationship transformational leadership and job satisfaction. Several empirical studies have proven that the positive relationship between transformational leadership and job satisfaction. A study done by Sulieman et al. (2011) showed that there is a relationship between transformational leadership and job satisfaction. Similarly Bateh & Heyliger (2014) argued that, there was a relationship between transformational leadership style and employee satisfaction. Givens (2018) argued that, transformational leaders inspire employees to work harder and providing them with the idea of a common vision related to their personal involvement and completion. Therefore, majority of the previous studies had highlighted that transformational leadership give a positive impact on job satisfaction (Khan et al., 2020)

4.7 HYPOTHESES TESTING SUMMARY

Table 4.12 presents a summary of the results of hypotheses testing.

Table 4.12: Summary of results of hypotheses testing

	Hypothesis	Results
H_1	Democratic leadership is positively related to the job satisfaction of employees in the SMEs sector in Masvingo.	Supported ($p < 0.05$)

H₂	Autocratic leadership is positively related to the job satisfaction of employees in the SMEs sector in Masvingo.	Supported ($p < 0.05$)
H₃	Charismatic leadership is positively related to the job satisfaction of employees in the SMEs sector in Masvingo.	Supported ($p < 0.05$)
H₄	Transformational leadership is positively related to the job satisfaction of employees in the SMEs sector in Masvingo.	Supported ($p < 0.05$)

Source: Prepared for this research (2023)

These results reveal that the five hypotheses tested were accepted at 5% level of significance while only one was rejected also at 5 % level of significance.

4.8 CHAPTER SUMMARY

This chapter has presented the analysis and interpretation of the research results based on a quantitative analysis of the data. Quantitative data were analysed using both descriptive and inferential statistics. Data were presented using graphs, tables, and pie charts. Descriptive statistics covered percentages, mean and the standard deviation while inferential statistics included correlation coefficient, ANOVA. Data were presented in their order as illustrated in the questionnaire. Chapter five presents the summary of the study, conclusions and recommendations.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 INTRODUCTION

Chapter four presented, analysed, and discussed data collected from SMEs in Masvingo. Chapter five represents the final chapter of the dissertation report. It focusses upon, the summary, conclusions of the research study. The research conclusions are informed from the findings of the study discussed in Chapter 4. The study proposes a number of recommendations. Finally, the limitations of the study are highlighted and the future areas of study.

5.1 SUMMARY OF THE STUDY

The main objective of the study was to establish the influence of strategic leadership job satisfaction of employees in the SMEs sector in Masvingo. This was guided by the following secondary research objectives:

- To determine the influence of democratic leadership on job satisfaction of employees in the SMEs sector in Masvingo.
- To determine the influence of autocratic leadership on job satisfaction of employees in the SMEs sector in Masvingo.
- To determine the impact of charismatic leadership on job satisfaction of employees in the SMEs sector in Masvingo.
- To determine the impact of transformational leadership on job satisfaction of employees in the SMEs sector in Masvingo.

The study was guided by the positivism philosophy, ultimately the quantitative approach was employed. The study adopted a case study design in which SMEs in Masvingo were studied. Stratified random sampling was employed to draw questionnaire respondents. Questionnaires were personally administered to the respondents. The IBM Statistical Package for Social Sciences (SPSS) version 28 and Microsoft Excel were used to analyse the data. Data were analysed using both

descriptive and inferential statistics, and presented using frequency tables, graphs and pie charts. The findings are summarised below.

5.1.1 Democratic leadership and job satisfaction

The results indicated a positive relationship between democratic leadership a job satisfaction. The relationship was found to be statistically significant ($B=0,562$; $p=0,000$). These results concurred with previous findings that democratic leadership has a positive influence on the job satisfaction in SMEs in Masvingo.

5.1.2 Autocratic leadership and job satisfaction

The results revealed that there is a positive relationship between autocratic leadership and job satisfaction in SMEs. The relationship was found to be statistically significant ($B= 0,762$; $p=0,001$). Therefore, with these results in place, the alternate hypothesis was accepted.

5.1.3 Charismatic leadership and job satisfaction

It was also revealed that there was a positive relationship between charismatic leadership and job satisfaction in SMEs. The relationship was also found to be statistically significant ($B=0,421$; $p = 0,000$). Therefore, with these results in place, the hypothesis was accepted which stated that charismatic leadership has a positive impact on job satisfaction in SMEs.

5.1.4 Transformational leadership and job satisfaction

The results also indicated positive relationship between transformational leadership and job satisfaction in SMEs. The relationship was also found to be statistically significant ($B= 0,171$; $p = 0,000$). Therefore, with these results in place, the alternate hypothesis was accepted.

5.2 CONCLUSIONS

5.2.1 Conclusion 1: Democratic leadership and job satisfaction

The first objective was to explore the impact of democratic leadership on job satisfaction in SMEs. Statistical inference led the researcher to conclude that democratic leadership is a predictor of job satisfaction in SMEs.

5.2.2 Conclusion 2: Autocratic leadership and job satisfaction

The second objective was to determine impact of autocratic leadership on job satisfaction. The analysis of inferential statistics led to the researcher to conclude autocratic leadership has a strong positive relationship with job satisfaction in SMEs in Masvingo.

5.2.3 Conclusion 3: Charismatic leadership and job satisfaction

The third objective was aimed to investigate the impact of charismatic leadership on job satisfaction in SMEs. Analysis of the inferential statistics led the researcher to concluding that there is a positive relationship between charismatic leadership and job satisfaction in SMEs.

5.2.4 Conclusion 4: Transformational leadership and job satisfaction

The study established that transformational leadership has a significant and positive relationship with job satisfaction in SMEs. Hence it can be concluded, based on the results of the study, that transformational leadership is a predictor of SMEs job satisfaction in Masvingo.

5.3 RECOMMENDATIONS

The study has the following recommendations to the management:

5.3.1 Recommendation 1: Democratic leadership and job satisfaction

Statistical inference led the researcher to conclude that democratic leadership is a predictor of SMEs job satisfaction. Thus, it is suggested that employees should be more active in providing ideas, especially when solving a problem that may occur while doing work. Because that way employees will feel their behaviour at work is getting

better and they can maximize their behaviour and work resources. More so, SME leaders should embrace team learning for improved organizational performance.

5.3.2 Recommendation 2: Autocratic leadership and job satisfaction

The second objective was to determine impact of autocratic leadership on firm performance. Given that autocratic leadership has a strong positive relationship with job satisfaction. The SME owner/managers need to improve on training and mentorship strategies to improve subordinates knowledge and expertise to do their work. There is need for the leadership of the organization at all levels to embrace critical thinking amongst employees as one way to solve work problems as well as enhance innovation and creativity.

5.3.3 Recommendation 3: Charismatic leadership and job satisfaction

Based on the above findings, the study makes the following recommendations that based on the research objectives. SME leaders should demonstrate principles of ethics, vision articulation, role model, high moral standards and trust. The leaders should therefore be warm and dynamic in order. Further, the leaders should offer optimistic and enthusiastic communication of organizational vision in order to rally the employees behind him for enhanced firm performance.

5.3.4 Recommendation 4: Transformational leadership and job satisfaction

This research proved that transformational leadership positively influences job satisfaction. This research has produced new implications for firms' management, demonstrating that it is essential to understand how their leadership and applied resources can optimize firm's outcomes. SME leaders should continuously explore the opportunities in a turbulent environment

5.4 RECOMMENDATIONS FOR FUTURE RESEARCH

The current investigation demonstrated that strategic leadership is important in enhancing firm performance. However, the research is not without certain limitations. One of the limitations is that in this research, we check the impact of strategic leaders on firm performance which has been testified using a sample of respondents from owner/managers of SMEs in Masvingo. Further studies can be extended in different

cities to check the generalized effect of strategic leadership across the country using samples from SME employees. Researchers may check the effect of strategic leadership in other large industries to generalize the effect. Moreover, the study used closed ended questionnaires to gather data. Closed ended questions do not give respondents the opportunity to express their views. Future researchers need to consider interviews to deepen understanding of the relationships. Lastly, time was a constraint since the study was limited to the academic semester, conclusive results would be gotten if the study is longitudinal. Therefore, it is against this backdrop that the researcher recommends other future researchers to do a longitudinal study.

REFERENCES

- Acquah, A., Nsiah, T.K., Antie, E.N.A. and Otoo, B., 2021. Literature Review on Theories of Motivation. *EPRA International Journal of Economic and Business Review*, 9(5), pp.25-29.
- Akor, U. (2014). Influence of Autocratic Leadership Style on the Job Performance
- Al Haj, A. (2017): Leadership Styles and Employee Motivation in Qatar Organizations. *Journal of leadership and management*, 29(6):23-57.
- Al Khajeh, E.H., 2018. Impact of leadership styles on organizational performance. *Journal of Human Resources Management Research*, 2018, pp.1-10.
- Al-Malki, M. and Juan, M. (2018). Impact of Laissez-Faire Leadership on Role Ambiguity and Role Conflict: Implications for Job Performance. *International Journal of Innovation and Economic Development*, 4(1):29-43.
- Al-Zawahreh, A. and Al-Madi, F., 2012. The utility of equity theory in enhancing organizational effectiveness. *European journal of economics, finance and administrative sciences*, 46(3), pp.159-169.
- Alghazo, A. (2016). The Impact of Leadership Style on Employee's
- Ali, S.A.M., Said, N.A., Abd Kader, S.F., Ab Latif, D.S. and Munap, R., 2014. Hackman and Oldham's job characteristics model to job satisfaction. *Procedia- Social and Behavioral Sciences*, 129, pp.46-52.
- Alloubani, A.M, Almatari, M. and Almukhtar, M.M. (2014). Effects of Leadership Styles on Quality of Services in Healthcare, *European Scientific Journal*. 10(18):85- 104.
- Alsarrani, W.I., Jusoh, A., Alhaseri, A.A. and Almeharish, A., 2021. A Literature Review Study Of The Relationship Between Leadership Style, Leadership Behaviour, And Leadership Traits. *Humanities & Social Sciences Reviews*, 9(4), pp.152-159.
- Alshmemri, M., Shahwan-Akl, L. and Maude, P., 2017. Herzberg's two-factor theory. *Life Science Journal*, 14(5), pp.12-16.
- Amin, S., Kamal, Y. and Sohail, A., 2016. The relationship between transformational leadership and project team performance: Assessing the mediating role of a project

team management education. *Apeejay Journal of Management Sciences and Technology*, 3(3), pp.1-12.

Anal, L., Feger, R. and Thomas, G.A. (2010). A Framework for Exploring the Relationship between Project Manager Leadership Style and Project Success. *The International Journal of Management* 1(1):1-13.

Arifin, S.R.M., 2018. Ethical considerations in qualitative study. *International Journal of Care Scholars*, 1(2), pp.30-33.

Asghar, S. and Oino, D., 2017. Leadership styles and job satisfaction. Asghar, S., & Oino, I. (2018). Leadership Styles and Job Satisfaction, *Market Forces*, 13(1), pp.1-13.

Atout, M.M. (2014). The Influence of Construction Manager Experience in Project Accomplishment. *Management Studies*. 2(8): 515-532.

Babatunde, O. and Emem, T. (2015). The Impact of Leadership Style on Employee's Performance in an Organization. *Public Policy and Administration Research*, 5 (1): 19-203.

Back, W. E. (2012). An Organizational Approach to Leadership Development for Engineering and Construction Management Project Practitioners. *International Journal of Business, Humanities and Technology*. 2 (2):121-131.

Bahmanabadi, S. (2015). A Case Study of the Impact of Leadership Styles on Bank Employees' Job Satisfaction. Södertörn University.

Basit, A. Sebastian, V. and Hassan, Z. (2017). The Impact of Leadership Style on Employee Performance (A Case Study on a Private Organization in Malaysia), *International Journal of Accounting & Business Management*. 5(2):67-89.

Bass, B.M. (2009). *Leadership and performance beyond expectations*. New York: Free Press.

Bedford, D.S. and Speklé, R.F., 2018. Construct validity in survey-based management accounting and control research. *Journal of Management Accounting Research*, 30(2):23-58.

Bhatti, N. (2012). The Impact of Autocratic and Democratic Leadership Style on Job Satisfaction. *International Business Research*, 5(2):1913-9012.

Blanchet, F.G., Cazelles, K. and Gravel, D., 2020. Co-occurrence is not evidence of ecological interactions. *Ecology Letters*, 23(7):1050-1063.

Burger, M, Verster, B and Zulch, B. (2015). The construction project manager in South Africa: Analysis of industry-specific knowledge. *Acta Structilia*, 22(1):26-78.

Burns, J. M. (2009). *Leadership*. New York: Harper & Row.78

Cavallo, K. (2013). The emotional intelligent and leadership study. *Emotional Competence and Leadership Excellence at Johnson and Johnson*. 2(1):14-56.

Chaudhry, A.Q. and Javed, H., 2012. Impact of transactional and laissez faire leadership style on motivation. *International Journal of Business and social science*, 3(7).

Chuang, T and Lin, M. (2014). The Effects of the Leadership Style on the Learning Motivation of Students in Elementary Schools. *Journal of Service Science and Management*, 7(14):1-10.

Chui-Ha, T.N, Derek H. and Walker, T. (2010). A study of project management leadership styles across life cycle stages of an IT project in Hong Kong. *International Journal of Managing Projects in Business*, 1(3):404-427.

Connolly, A.J., 2022. *The Roles of Expert Power and Legitimate Power in Bullshitting Behavior* (Doctoral dissertation, Wake Forest University).

Dastane, O., 2020. Impact of leadership styles on employee performance: A moderating role of gender. *Australian Journal of Business and Management Research*, 5(12), pp.27-52.

Daxies, A.(2015).Life After a Festival: Local Leadership and the Lasting Legacy of Festivals. *Event Management*, 19(4): 433–444.

De Clerq, D.F., 2011. *Marketing Guidelines Based on Quality Service that Secure Customer Added Value*. University of Johannesburg (South Africa).

Disabato, D.J., Goodman, F.R. and Kashdan, T.B., 2019. Is grit relevant to well-being and strengths? Evidence across the globe for separating perseverance of effort and consistency of interests. *Journal of personality*, 87(2):194-211.

Disley, P., Hatton, C. and Dagnan, D., 2009. Applying equity theory to staff working with individuals with intellectual disabilities. *Journal of intellectual and developmental disability*, 34(1), pp.55-66.

Ekung, S, Oluseun, O and Ebong, U. (2015). Influence of leadership traits on team performance as correlates of success in construction project delivery. *International Journal*, 2(2): 19-56.

Fasola, O.S., Adeyemi, M.A. and Olowe, F.T., 2013. Exploring the relationship between transformational, transactional leadership style and organizational commitment among Nigerian banks employees. *International Journal of Academic Research in Economics and Management Sciences*, 2(6), p.96.

Gandolfi, F. and Stone, S., 2017. The emergence of leadership styles: A clarified categorization. *Revista De Management Comparat International*, 18(1), p.18.

Garg, A.K and Ramjee, D. (2013). The Relationship Between Leadership Styles and Employee Commitment at Parastatal Company in South Africa. *International Business and Economics Research Journal*, 12(11):56-89.

Ghasabeh, M.S., Soosay, C. and Reaiche, C., 2015. The emerging role of transformational leadership. *The Journal of Developing Areas*, 49(6), pp.459-467

Gilbert, P., Basran, J., MacArthur, M. and Kirby, J.N., 2019. Differences in the semantics of prosocial words: an exploration of compassion and kindness. *Mindfulness*, 10(11):2259-2271.

Goncalves, M., 2013. Leadership styles: The power to influence others. *International Journal of Business and Social Science*, 4(4).

Goodall, A.H., 2016. A theory of expert leadership (TEL) in psychiatry. *Australasian psychiatry*, 24(3), pp.231-234.

Gopal, R and Chowdhury, R.G. (2014). Leadership styles and employee motivation: an empirical investigation in a leading oil company in India. *International Journal of Research in Business Management*, 2(5):2347-4572.

Guess, A.M., Lerner, M., Lyons, B., Montgomery, J.M., Nyhan, B., Reifler, J. and Sircar, N., 2020. A digital media literacy intervention increases discernment between mainstream and false news in the United States and India. *Proceedings of the National Academy of Sciences*, 117(27):15536-15545.

Hagberg, N. C. (2011). *Key Attributes for Successful Leadership in Construction: Project Managers and Superintendents*.

Hartog, D.N.D, House, R.J, Hanges, P.J and Ruiz-Quintanilla, S.A. (2010). Culture specific and crossculturally generalizable implicit leadership theories: Are attributes of charismatic/transformational leadership universally endorsed?

Hazy, J.K. and Uhl-Bien, M. (2013). "Towards operationalizing complexity leadership: How Generative, Administrative and Community-Building Leadership Practices enact Organizational Outcomes". *Management Department Faculty Publications*, Paper 108.

Hong, Q.N., Gonzalez-Reyes, A. and Pluye, P., 2018. Improving the usefulness of a tool for appraising the quality of qualitative, quantitative and mixed methods studies, the Mixed Methods Appraisal Tool (MMAT). *Journal of evaluation in clinical practice*, 24(3), pp.459-467.

Hong, Y, Victor M and Liao, C.H. (2011). "Leader emergence: the role of emotional intelligence and motivation to lead". *Leadership and Organization Development Journal*, 32(4): 320-343.

House, R.J. (2008). A 1976 theory of charismatic leadership. In J.G. Hunt & L.L. Larson (Eds.), *Leadership: The cutting edge*. Carbondale, IL: Southern Illinois University Press

Hsiang, S., Allen, D., Annan-Phan, S., Bell, K., Bolliger, I., Chong, T., Druckenmiller, H., Huang, L.Y., Hultgren, A., Krasovich, E. and Lau, P., 2020. The effect of large-scale anti-contagion policies on the COVID-19 pandemic. *Nature*, 584(7820):262-267.

Hur, Y.H, Peter T, Berg, V, Celeste P.M and Wilderom, Y. (2011). Transformational leadership as a mediator between emotional intelligence and team outcomes. *The Leadership Quarterly* 22(11): 591–603.

Ilagan, J.R., Hechanova, M.R., Co, T. and Pleyto, V., 2014. Bakit ka kumakayod? Developing a Filipino needs theory of motivation. *Philippine journal of psychology*, 47(1), pp.117-143.

Iqbal, N., Anwar, S. and Haider, N., 2015. Effect of leadership style on employee performance. *Arabian Journal of Business and Management Review*, 5(5), pp.1-6.

Iyer, K.C and Jha, K.N. (2011). Factors affecting cost performance: evidence from India construction projects. *Engineering and construction journal*, 7(3):24-78.

Jamaludin, Z., Rahman, N.M.N.A., Makhbul, Z.K.M. and Idris, F., 2011. Do transactional, transformational and spiritual leadership styles distinct?: A conceptual insight. *Journal of Global Leadership*.

Jayasingam, S., Ansari, M.A. and Jantan, M., 2010. Influencing knowledge workers: the power of top management. *Industrial Management & Data Systems*.

Jeremy .M, Melinde .C and Ciller V. (2012). Perceived leadership style and employee participation in a manufacturing company in the democratic republic of Congo, *African journal of business management*, .6(15), 538-539.

Jiang, J. (2014). The Study of the Relationship between Leadership Style and Project Success. *American Journal of Trade and Policy*, 1 (1):52-55.

Jowah, L.E. 2015. *Research Methodology*. Jowah Publishers. Cape Town.

Jowah, L.E., 2016. The impact of leadership styles on effective project execution. *Sky Journal of Business Administration and Management*, 4(3), pp.10-17.

Jung, Y, Jeong, M.G and Mills, T. (2014). Identifying the preferred leadership Style for Managerial Position of construction management. *International journal of Construction*, 4(1):34-67.

Kaur, A., 2013. Maslow's need hierarchy theory: Applications and criticisms. *Global Journal of Management and Business Studies*, 3(10), pp.1061-1064.

Kelidbari, H. R. R., Fadaei, M., & Ebrahimi, P. (2016). The Role of Ethical Leadership on Employee Performance in Guilan University of Medical Sciences. *Procedia - Social and Behavioral Sciences*, 230, 463-470. <https://doi.org/10.1016/j.sbspro.2016.09.058>

Kian, T.S., Yusoff, W.F.W. and Rajah, S., 2014. Job satisfaction and motivation: What are the difference among these two. *European Journal of Business and Social Sciences*, 3(2), pp.94-102.

Kleinman, C. (2013), The Relationship Between Managerial Leadership Behaviours and Staff Nurse Retention. Available from: <http://www.businessollusn.edu/leadership/lead9310>. [Last retrieved on 2015 Mar 29].

Kulasegaram, K. and Rangachari, P.K., 2018. Beyond “formative”: assessments to enrich student learning. *Advances in physiology education*, 42(1):5-14.

Kulkarni, P.M. (2013). Intelligence and Employee Performance as an Indicator for Promotion, a Study of Automobile Industry in the City of Belgaum, Karnataka, India. *International journal of business and management*. 4(4):34-56.

Liphadzi, M and Thwala, A. (2015). Relationship between leadership styles and project success in the South African construction industry. *Construction and engineering journal*, 4(3):234-256.

Loganathan, R., 2013. The influence of leadership styles on job satisfaction at a cellulose pulp mill in KwaZulu-Natal: a case study.

Lord, R. G. and K. J. Maher (2009) *Leadership and information processing: Linking perceptions and performance*. Unwin Hyman, London.

Lord, R. G., & Brown, D. J. (2009). *Leadership processes and follower identity*. Mahwah, NJ: Erlbaum.

Lunenburg, F.C., 2012. Power and leadership: An influence process. *International journal of management, business, and administration*, 15(1), pp.1-9.

Malik, Waqas Umer; Javed, Muqaddas; Hassan, Syed Taimoor (2017) : Influence of transformational leadership components on job satisfaction and organizational commitment, *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, ISSN

2309-8619, Johar Education Society, Pakistan (JESPK), Lahore, Vol. 11, Iss. 1, pp. 147-166

Mester, C, Visser, D and Roodt, G. (2010). Leadership style and its relation to employee attitudes and behaviour. *SA Journal of Industrial Psychology*, 29 (2):72- 82.

Meyer, B. and Schermuly, C.C., 2012. When beliefs are not enough: Examining the interaction of diversity fault lines, task motivation, and diversity beliefs on team performance. *European Journal of Work and Organizational Psychology*, 21(3), pp.456-487.

Mfengu, Z., 2019. Supply chain performance measurement at a selected hospital in the Western Cape, South Africa (Doctoral dissertation, Cape Peninsula University of Technology).

Mkheimer, I. (2018). The Impact of Leadership Styles on Business Success: A Case Study on SMEs in Amman. *Arabian Journal of Business and Management Review*, 8(2):2223-5833.

Mosadegh Rad, A.M. and Yarmommadian, H. (2016). A study of Relationship between Managers' Leadership style and Employees' job Satisfaction, *Leadership in Health Services*. 19(2):11-28.

Mousakhani, M., Alvani, S.M., Mirza'ee, M., & Mohammadi, S. (2012). The survey of the relationship between organizational citizenship behavior and staff performance. (researcher), *The seasonal journal of Management*, 9(25), 79-89

Müller, R and Rodney Turner, R. (2010). Leadership competency profiles of successful project managers. *International Journal of Project Management*, 28(10):437–448.

Mwesigwa, R., Tusiime, I. and Ssekiziyivu, B., 2020. Leadership styles, job satisfaction and organizational commitment among academic staff in public universities. *Journal of Management Development*.

Nahod, M, Vukomanovi, M and Radujkovi, M. (2013). Competences on Project Management Success. *Procedia - Social and Behavioral Sciences*, 7(4): 244 – 254.

Nanjundeswaraswamy T. S and Swamy D. R. (2014). Leadership styles Advances In Management. Journal of leadership and management, 7(20):34-56.

Nanjundeswaraswamy, T.S. and Swamy, D.R., 2014. Leadership styles. Advances in management, 7(2), p.57.

Nawaz, Z.A.K.D.A. and Khan, I., 2016. Leadership theories and styles: A literature review. Leadership, 16(1), pp.1-7.

Nguyen, D. and Do, D., 2020. The impact of equity in FDI firms on accountants' loyalty: Application of equity theory and creative application in economics sociological knowledge. Accounting, 6(2), pp.215-220.

Ojokuku R. M, Odetayo T. A and Sajuyigbe A. S. (2012). Impact of Leadership Style on Organizational Performance: A Case Study of Nigerian Banks. American Journal of Business and Management, 1(4):202-207.

Osemeke, M. and Adegboyega, S., 2017. Critical Review and Comparism between Maslow, Herzberg and McClelland's Theory of Needs. Funai journal of accounting, business and finance, 1(1), pp.161-173.

Pancasila, I., Haryono, S. and Sulisty, B.A., 2020. Effects of work motivation and leadership toward work satisfaction and employee performance: Evidence from Indonesia. The Journal of Asian Finance, Economics and Business, 7(6), pp.387- 397.

Paracha, M.U., Qamar, A., Mirza, A., Hassan, I.U. and Waqas, H., 2012. Impact of leadership style (transformational & transactional leadership) on employee performance & mediating role of job satisfaction. Study of private school (educator) in Pakistan. Global Journal of Management and Business Research, 12(4), pp.55- 64.

Parsons, S., Kruijt, A.W. and Fox, E., 2019. Psychological science needs a standard practice of reporting the reliability of cognitive-behavioral measurements. Advances in Methods and Practices in Psychological Science, 2(4):378-395.

Portney, L.G., 2020. Foundations of clinical research: applications to evidence- based practice. FA Davis.

Rahbi, D.A., Khalid, K. and Khan, M., 2017. The effects of leadership styles on team motivation. *Academy of Strategic Management Journal*, 16(3).

Raluca-Elena, H. (2015). The impact of leadership on organizational performance

Ray, S. and Ray, I.A., 2012. Understanding democratic leadership: some key issues and perception with reference to India's freedom movement. *Afro Asian Journal of Social Sciences*, 3(3.1), pp.1-26.

Roopa, S. and Rani, M.S., 2012. Questionnaire designing for a survey. *Journal of Indian Orthodontic Society*, 46(4_suppl1), pp.273-277.

Saeed, T, Almas, S, Anis-ul-Haq, M and Niazi, G.S.K. (2014). "Leadership styles: relationship with conflict management styles". *International Journal of Conflict Management*, (3):214-225,

Saif, S.K., Nawaz, A. and Jan, F.A., 2012. Predicting job-satisfaction among the academicians of universities in KPK, Pakistan. *Industrial Engineering Letters*, 2(2), pp.34-45.

Sakiru, O.K., D'Silva, J.L., Othman, J., DaudSilong, A. and Busayo, A.T., 2013. Leadership styles and job satisfaction among employees in small and medium enterprises. *International Journal of Business and Management*, 8(13), p.34.

Seong-Hun, Y., 2018. An Overdue Critical Look at Soft Power Measurement. *Journal of International and Area Studies*, 25(2):1-20.

Seyedsafi, M. (2017). Relationship between Leadership Styles, Emotional Intelligence, and Project Manager Performance.

Sharma, M.K. and Jain, S., 2013. Leadership management: Principles, models and theories. *Global journal of management and business studies*, 3(3), pp.309-318.

Shikalepo, Elock. (2020). The Role of Motivational Theories in Shaping Teacher Motivation and Performance: A Review of Related Literature. 4. 64-76.

Siddiqui, R.S. (2013). Impact of Emotional Intelligence on Employees Turnover Rate in FMCG. *Pakistan Journal of Commerce and Social Sciences.*, 7 (2):394- 404.

Singh, A.S. and Masuku, M.B., 2014. Sampling techniques & determination of sample size in applied statistics research: An overview. *International Journal of economics, commerce and management*, 2(11), pp.1-22.

Singh, V. and S. Vinnicombe (2003). *The 2003 Female FTSE/Index. Women Pass a Milestone.*

Sorm, S. and Gunbayi, I., 2018. School leadership: The exercise of legitimate power in Cambodia. *European Journal of Education Studies*.

Story, D.A. and Tait, A.R., 2019. Survey research. *Anesthesiology*, 130(2):192- 202.

Tarsik, N.F., Kassim, N.A. and Nasharudin, N., 2014. Transformational, transactional or Laissez-Faire: what styles do university librarians practice?. *Journal of organizational management studies*, 2014, p.1.

Timothy C.O, Victoria O.A, Idowu A.N and Andy T. O. (2011). Effects of leadership style on organizational performance: a survey of selected small scale enterprises in ikosi-ketu council development area of Lagos state, Nigeria. *Australian Journal of Business and Management Research*, 1(7): 100-111.

Trivellasa, P and Drimoussisb, C. (2013). Investigating Leadership Styles, Behavioural and Managerial Competency Profiles of Successful Project Managers in Greece. *Social and Behavioral Sciences*, 73(13): 692 – 700.

Turner, J.R, Müller, R and Dulewicz, V. (2011). "Comparing the leadership styles of functional and project managers". *International Journal of Managing Projects in Business*, 2(2):198-216.

Van Laar, E., van Deursen, A.J., van Dijk, J.A. and de Haan, J., 2018. 21st-century digital skills instrument aimed at working professionals: Conceptual development and empirical validation. *Telematics and informatics*, 35(8):2184-2200.

Van Scheers, L and Botha, J. (2014). Analysing relationship between employee job satisfaction and motivation. *Journal of Business and Retail Management Research*, 9(1):98-109.

Varpio, L., Paradis, E., Uijtdehaage, S. and Young, M., 2020. The distinctions between theory, theoretical framework, and conceptual framework. *Academic Medicine*, 95(7):989-994.

Wang, E., Chou, H.W. and Jiang, J., 2005. The impacts of charismatic leadership style on team cohesiveness and overall performance during ERP implementation. *International Journal of Project Management*, 23(3), pp.173-180.

Yat-Hung, C. (2011). *Leadership Style for Building Project Managers in Hong Kong*.

Yusuf-Habeeb, M. and Ibrahim, Y. (2017). The Effects of Leadership Style on Employee Performance in Nigerian Universities. *Global Journal of Management and Business Research: Administration and Management*, 17(7):33-56.

QUESTIONNAIRE

My name is **Nyembezi Juliet Moyo** and I am a student at the Great Zimbabwe University (GZU). I am required to carry out a study in a marketing related field so I am kindly asking for your participation through completing this questionnaire. The findings of this research will be confidential and used for academic purposes only. My study topic is **“THE INFLUENCE OF STRATEGIC LEADERSHIP STYLES ON JOB SATISFACTION OF SMES EMPLOYEES IN MASVINGO”**

Please note the following: This is a self-administered, anonymous survey and your name will not appear on the questionnaire. The answers you give will be treated as strictly confidential as you cannot be identified in person based on the answers you give. Your participation in this study is very important. Please answer the questions as completely and honestly as possible. The study should not take more than 10 - 15 minutes of your time. The results of the study will be used for academic purposes only and may be published in a dissertation. Your support and participation is highly appreciated.

Regards,

Nyembezi Moyo.

SECTION A: DEMOGRAPHIC INFORMATION

This section requires you to put an ‘X’ in the appropriate box.

Gender

Male	1	Female	2
------	---	--------	---

Age

Below 18-30	31-41	42-52	53-60	More than 60
1	2	3	4	5

Level of Education

No education	O level	Diploma	Degree	Masters	PhD
1	2	3	4	5	6

SECTION B: STRATEGIC LEADERSHIP

Please indicate the extent to which you agree or disagree with each of the statements listed below by ticking (√) the number corresponds to your answer. (Please note that 1 = strongly disagree; 2 = disagree; 3 = neutral 4 = Agree; 5 = strongly agree)

	TRANSFORMATION LEADERSHIP STYLE	1	2	3	4	5
TL1	Takes my input in decision making very serious.					
TL2	Leader spends enough time teaching and coaching.					
TL3	Discusses the tasks that must be completed with enthusiasm.					
TL4	Leads in a way that promotes a peaceful working environment.					
TL5	Instils pride in me and my job to keep me motivated.					
	AUTOCRATIC LEADERSHIP STYE	1	2	3	4	5
A1	Does not have to consult anyone and they should give instruction to be followed					
A2	Knows from experience what isto be done and need no consultation with anyone					
A3	A manager that consults show weakness, and loses respect from its followers					
A4	A knowledgeable leader knowsthe situation should be consult by subordinates					

A5	Autocratic leaders don't waste time discussing, they save money and they decide					
	CHARISMATIC LEADERSHIP STYLE	1	2	3	4	5
CL1	I believe charismatic leadership inspires those around me					
CL2	As a leader I have the power to modify the beliefs and values of followers					
CL3	I have complete confidence in the judgment of my subordinates					
CL4	I have an idealized goal that proposes a future better than the status quo					
CL5	The leader shows willingness to take high risks and engage in self-sacrifice to achieve their vision					
	DEMOCRATIC LEADERSHIP STYLE	1	2	3	4	5
DL1	I always consult team members before making decisions on anything to be done					
DL2	I value whatever I say and co-opt that into the decision to be made for operations					
DL3	I know that leadership is collective and two heads are better than one					
DL4	I always remember that I am leading people and should start with people first					
DL5	I always develop relationships if they want to work expeditiously and promptly					

SECTION C: JOB SATISFACTION

Please indicate the extent to which you agree or disagree with each of the statements listed below by ticking (√) the number corresponds to your answer. (Please note that 1 = strongly disagree; 2 = disagree; 3 = neutral 4 = Agree; 5 = strongly agree)

	Job satisfaction	1	2	3	4	5
JS1	There has been an increase in return on investment.					
JS2	The company experienced an increase in sales growth.					
JS3	The company experienced an increase in gross profit margin.					
JS4	The company has achieved positive growth in number of customers					
JS5	The company's relative market share improved.					

THANK YOU FOR YOUR RESPONSES