

Research Article

Effects of leadership styles on the performance and job satisfaction of employees' in public sectors in Southern Ethiopia

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Abstract

Leadership style do have a direct impact on the relationship between superior and employees which may have repercussions on the performance and job satisfaction of employees. This study aimed to investigate the effect of leadership styles on employees' performance and job satisfaction in public sectors in Mizan-Aman City Administration, Southern Ethiopia. Structured questionnaire was used to collect data from 100 public servants selected by using a simple random sampling method. Both descriptive and inferential statistics were used for data analysis. The survey result shows that autocratic leadership was the predominant leadership style found among the leaders. The results of regression analysis showed that democratic leadership style had a statistically significant positive effect on employees' job satisfaction and performance. In contrast, laissez-faire leadership style had statistically significant negative effects on the employees' performance. Laissez-faire and autocratic leadership styles have no statistically significant effects on employees' job satisfaction. It is recommended to further promote a democratic leadership style to maintain and retain employees' job satisfaction and performance.

Keywords: Autocratic Leadership, Democratic leadership, Employees' performance, Job satisfaction, Leadership style.

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1. Introduction

In any organization be it public or private desires to achieve its organizational goals or vision, the issues pertaining to planning, management and leadership are always assumed greater significance. To make the planning and management so effective, leadership is a major component of all organizations. But, its capacity and function are getting more complicated with increased involvement in globalization and technological development (Punnett, 2004). When people come to a leadership position, they may have different experiences and follow various leadership styles. Hurduzue (2015) proclaimed that an effective leadership style could promote important role in the development of a member of the organization.

Developing countries like Ethiopia have a significant leadership demand especially in the urban administration centers, for reasons like project planning, project performance, job satisfaction, employees' performance and efficient communication. For high-quality work and effective employee performances, employee job satisfaction is essential. Ethiopia is one of the developing countries especially in terms of educated human resources and to create this workforce effective leaders are required to boost employees' performance and job satisfaction. Employees are the most important assets in establishments, without which the objectives of any organization may not be achieved. Ali, Elmi, and Mohammed (2013) explained that although many factors may affect the performance of an organization, there can be small doubt that the quality of leadership available to it will be one of the most critical determinants for the ultimate success of any organization. Leadership behavior plays a vital role in enhancing and promoting employees' work performance, work motivation, and job satisfaction.

An organization's leadership style is considered to have a direct impact on the relationship between superior and employees, thus affecting both the performance, job satisfaction and the total organizational coherence (Wilderom, Berg & Peter, 2004). Implementing an appropriate leadership style, with excellent leadership qualities can improve an entire organization. Mgbodile (2004) suggested that despite the varying terminologies used by experts to describe management styles of leadership, it has been generally agreed that style used by men in a leadership position can be put into three main types namely; democratic, autocratic and laissez-faire leadership styles. Each of these leadership styles has effects on employees' performance and job satisfaction. A vital aspect of improving the performance of government officials in public service is the need for the development of leadership skills in all management levels in the city administration. This study was limited to public sector employees in Mizan Aman City Administration.

Evidence showed that leadership behaviors can simplify the improvement of both performances of employees as well as job satisfaction. This eventually contributes to enhancing organizational performance. Employee performance includes executing defined duties, meeting deadlines, employee

competency, achievement, motivation training and development, effectiveness and efficiency in doing work.

Leadership style has either a positive or negative effect on various dimensions of the organization. The development of city administration has been disrupted due to the inconsistency in leadership as a manager or as a leader lacks the essential leadership style to lead the organization towards its desired goals. Ineffective leadership behavior termed as toxic, distractive, or tyrannical leadership has an adverse effect, not only the organization but also on the well being of the employees (Chukuwara, 2017). Some organizations face different problems that negatively affect the overall achievement of the sector such as poor innovation, low productivity, and inability to meet performance targets. The employees' also perceived that there is a need for a leader who should not only have to lead people but also be effective.

Leadership behavior in an organization is one of the factors that play a significant role in enhancing the interest and commitment of the individuals in the organization (Obiruwu et al., 2011). Leadership style is particularly important to encourage employees' commitment to fulfill organizational objectives and enhancing job performance, (Riaz, Akram, & Ijaz, 2011). In addition, according to a study conducted by Hueryren Yeh (2012), leadership style is positively related to job performance and organizational commitment.

There is a great difference in performance and job satisfaction among sectors of the city administration and no previous study has been conducted on the effect of leadership style on employees' performance and job satisfaction, though there are many factors which affects the employee performance and job satisfaction. This study can contribute to filling the above mentioned information gaps. Consequently, it contributes meaningfully to the body of growing literature and knowledge in this area of study in public sectors.

2. Objectives of the study

1. To examine the relationship between leadership style and employees' job satisfaction in Mizan-Aman City Administration.
2. To analyze the relationship between leadership style and employees' performance in Mizan-Aman City Administration.

3. Hypothesis

In this study, the following hypotheses (i.e., the null hypothesis (H_0)) were tested.

H₀₁: There is no significant relationship between leadership style and employees' performance

H₀₂: There is no significant relationship between leadership style and employees' job satisfaction.

4. Empirical literature review

Northouse (2014) asserts that ineffective or inappropriate leadership styles can directly affect the performance and retention of employees' in contemporary organizations. Dale Carnegie Training

(2013) argues that leadership enables employees' to connect with the organization and those who emotionally connect positively with an organization feel a sense of ownership and more likely to stay with organization, delivering more work in less time and reducing turnover costs. Lee and Chuang (2009) explained that an excellent leader not only inspires employees' potential to enhance efficiency but also fulfill their requirements in the process of achieving goals of the organization. Leadership promotes justice. Organizational justice is important because employees' who have a perception of organizational fairness are reported to have a higher level of work performance, trust in their supervisor, psychological ownership and organizational commitment (Cheung, 2013).

Dialog with the employee is the most effective way to give feedback on performance, allowing the generation of new ideas and increasing individual satisfaction and business results. This will also make to protect a misunderstanding and build trust in the engagement process, helping employees' understand the future of organization is going, and their role in the process (Wallace & Trinkka, 2009). Evidence has shown that although some scholars believe that leadership enhances organizational performance while others contradict this (Cheung, 2013).

Mester et al., (2003) states on job satisfaction the role of leaders has a direct influence among followers. Madlock (2008) also explains that employees are most satisfied when they perceive their leaders to possess a combination of relational behaviors. The relationship between leadership styles on job satisfaction and employees' performance needs in depth study in the context of Ethiopia.

5. Materials and Methods

5.1: Description of the Study area

Mizan-Aman City Administration was selected as the study area. The City is the capital of the Bench-Sheko Zone, which is located in SNNPRs. The city is also located 568 km from Addis Ababa, the capital city of Ethiopia, and 839 km from its regional state, Hawassa. Mizan Aman has a latitude and longitude of 7°0'N 35°35'E with an altitude of 1451 meter above the sea level. Administratively, the city is structured into five Keble's (smallest administrative units) and two sub-cities. The city is bordered by the Republic of Kenya in the South, the Republic of South Sudan in the Southwest, the Western Gambella Region and Oromiya Region in Northeastern Ethiopia. Mizan city is the administrative and trading center of Bench-Sheko zone. There are 18 governmental offices that provide service for the community in two sub-cities. The city has employed 1335 permanent public servants.

5.2: Research design

To achieve the intended goal, a quantitative survey was performed amongst the employees in public sectors in Mizan-Aman City Administration. Quantitative methodology is relevant since the study is based on measuring the job satisfaction of employees, as well as their performance in numerical forms.

5.3: Source and types of data

The researchers used both primary and secondary data in order to get the full picture of the issue under the study. Accordingly, primary data was collected from the employees' by using a structured questionnaire. Additionally, the researcher used secondary sources data such as relevant journal articles, books, and Company profiles. These sources were reviewed to give insight in the search for the primary information.

5.4: Study population

The study was conducted among employees' in seven public sectors in Mizan-Aman city administration. There were 200 employees in the seven sectors who are permanently employed. After discussion with the Human Resource department of the seven public sectors, 100 permanent employees were included in the study. The researcher organized the sampling frame to draw 100 permanent employees in the study area.

5.5: Sampling procedure and technique

According to Bray (1996) for a quantitative descriptive study that has a source population of less than 500, taking 40 to 50% of the source population as a sample is recommended. Therefore, the researchers considered a maximum of 50% of the source population, and the sample size determined was 100. The seven public sectors included in the study were Municipal office, City Mayor office, Finance and Economic Development office, Education office, Public service and Human resource office, Health office, and Youth, Women and Sports office. As an inclusion criterion, permanent employees in the sector were included to obtain a reliable assessment of both perceptions of leadership style implemented in the sectors, employees' satisfaction, and performance.

Table 1: Sampling frame

Sector Name	Number of Employees		Total	Permanent Employees	Sample Size
	Male	Female			
Municipal Office	47	25	72	67	33
City Mayor Office	13	8	21	20	10
Finance & Economic Development Office	25	19	44	42	21
Education Office	24	9	33	32	16
Public Service & Human Resource Office	5	2	7	7	4
Health Office	9	5	14	13	6
Youth, Women and Sports Office	5	14	19	19	10
Total	128	82	210	200	100

Source: *Records of sample public sector organizations, 2020*

5.6: Tools and method of data collection

Questionnaires were used to collect the primary data, which is the most widely used data collection instrument in evaluation research. Except for the questionnaire section that was used to collect the background information of the respondents, the questionnaire consists of a Likert's scale and close-ended questions. The question has four sections. The first part of the questionnaire included demographic characteristics of the respondents such as gender, age, educational level, marital status, and length of job experience. The second part contained questions used to assess the perception of employees on leadership style. The third part included questions used to assess employees' performance. The fourth and final part of the questionnaire encompassed questions that focused on employees' job satisfaction.

A self-administered questionnaire was employed to collect the data, which would help to assess the effects of leadership on employees' performance and job satisfaction as well as to test and measure the relationship between variables. Self-administered questionnaire refers to a method of data collection where the study participants themselves completed questionnaire or directly provide their answer on the questionnaire.

5.7: Method of data analysis

The data were checked for its completeness and consistencies, then it was cleaned, coded, and entered into computer software using statistical package for social sciences (SPSS) 22.0. The scale-based variables were checked for internal consistency (Table 2) and were found to be reliable with a Cronbach's Alpha value of >0.7 . Descriptive and inferential statistical techniques were used in the data analysis. Descriptive statistics such as frequency, percentage, the mean and standard deviation were computed to explain the characteristics of study subjects. According to Amin (2005), descriptive statistics provide us with the techniques of numerically and graphically presenting information that gives an overall picture of the data. In inferential statistics, bivariate logistic regression analyses were carried out to assess the association between the independent and dependent variables of the study. Coefficient, standard error, and Wald value were estimated. A p-value of < 0.05 was considered to declare a statistically significant association. Finally, the results were presented in the form of text, tables, and figures.

Table 2: Summary of reliability measurement

Variables	Number of item in the scale	Cronbach's Alpha result
Job performance	13	0.881
Leadership style	11	0.806
Job satisfaction	36	0.783

As shown in Table 2, Cronbach’s alpha test result was above the cutoff point 0.70. The lowest Cronbach’s registered was 0.783 (for job satisfaction) and the highest was 0.881 (for job performance). Therefore, it can be inferred that all measurements were reliable.

6. Results and Discussion
6.1: Testing the effect of leadership styles on the employees’ job satisfaction

Tables 3 & 4 show the relationship and effect of leadership styles on the employees’ job satisfaction using the chi-square test and regression analysis. Table 3 presents findings from Pearson chi-square analysis while table 4 presents findings from the regression analysis.

Table 3: Relationship between leadership style and employees’ satisfaction

Leadership style		Employees’ satisfaction
Autocratic	Pearson Chi-square	3.001
	Degree of freedom	1
	Asymptomatic Significance (2-sided)*	0.083
Laissez-faire	Pearson Chi-square	0.292
	Degree of freedom	1
	Asymptomatic Significance (2-sided)*	0.589
Democratic	Pearson Chi-square	5.463
	Degree of freedom	1
	Asymptomatic Significance (2-sided)*	0.019*

* The relationship was significant at p-value <0.05

Source: Sample Survey data (2020)

Table 3 presents the relationship between leadership style and employees’ job satisfaction based on the result of the chi-square test. The study identified that the democratic style leadership showed statistically significant association (chi-square (X^2) =5.463, P-value<0.05) with employees’ job satisfaction. The study also demonstrated that there is no statistically significant association between autocratic and laissez-faire leadership styles with employees’ job satisfaction.

Table 4: Regression results: Influence of leadership style on employees’ job satisfaction

Leadership style	Standardized Coefficients (Beta)	Standard error (SE)	Wald	Significance (P-value)
Autocratic	0.770	0.449	2.946	0.086
Laissez-faire	-0.266	0.493	0.291	0.590
Democratic	1.030	0.447	5.294	0.021*

Source: Sample Survey data (2020), **Dependent variable:** Employees’ job satisfaction

*Statistically significant at p-value <0.05

Table 4 above shows that democratic leadership has statistically significant and positive standardized coefficients ($\beta=1.030$, $SE=0.447$, $p\text{-value}=0.021$). The positive coefficient implied that for an increase on the practice of democratic leadership style, employees' job satisfaction would also increase. The regression analysis also revealed that both laissez-faire ($\beta= 0.266$, $SE= 0.493$, $p\text{-value}= 0.590$) and autocratic leadership ($\beta= .770$, $SE= 0.449$, $p\text{-value}= 0.086$) have no statistically significant association with employees' job satisfaction. This finding is consistent with the study conducted by Bhatti (2012). Bhatti (2012) found that employees under the democratic leadership style were satisfied with their jobs and do not want to change their jobs. Although a democratic leader will make the final decision, he/she invites other members of the team to contribute to the decision-making process.

6.2: Testing the effect of leadership style on employees' performance

The Pearson chi-square analysis, as shown in table 5 was performed to investigate the association between leadership style and employees' performance.

Table 5: Relationship between leadership style and employees' performance

Leadership style		Employees' performance
Autocratic	Pearson Chi-square	3.319
	Degree of freedom	1
	Asymptomatic Significance (2-sided)*	0.068
Laissez-faire	Pearson Chi-square	6.136
	Degree of freedom	1
	Asymptomatic Significance (2-sided)*	0.013*
Democratic	Pearson Chi-square	8.771
	Degree of freedom	1
	Asymptomatic Significance (2-sided)*	0.003*
* The relationship was significant at p-value <0.05		

Source: Sample Survey data (2020)

Table 5 shows the relationship between leadership style and employees' performance. The study found that laissez-faire ($X^2=6.136$, $P\text{-value}<0.05$) and democratic leadership styles ($X^2=8.771$, $P\text{-value}<0.05$) showed statistically significant relationship with employees' performance.

Table 6: Regression analysis: Influence of leadership style and employees’ performance

Leadership style	Standardized Coefficients (Beta)	Standard error (SE)	Wald	Significance (P-value)
Autocratic	0.772	0.427	3.267	0.071
Laissez-faire	-1.257	0.525	5.740	0.017*
Democratic	1.260	0.434	8.438	0.004*

Source: Sample Survey data (2020), **Dependent variable:** employees’ job performance

*Statistically significant at p-value <0.05

Table 6 describes results from the regression analysis. Autocratic leadership did not show statistically significant effect on employees’ job performance ($\beta = 0.777$, $SE = 0.427$, $P\text{-value} = 0.071$). This is consistent with the finding by Mawoli and Mohammed (2013) that autocratic leadership style does not exert significant influence on the job performance of workers. These suggest that the use of autocratic and authoritative principles of leadership by the leader/boss at various management levels cannot help the organization to achieving its mission and goals.

On the other hand, laissez-faire have statistically significant negative ($\beta = -1.257$, $SE = 0.525$, $P\text{-value} = -0.017$) association with employees’ performance. The negative beta coefficient ($\beta = -1.257$) indicates that for every one-unit increase in application of laissez-faire leadership, the job performance of employees would decrease by factor of 1.257. This finding is consistent with a study conducted by Asrar-ul-Haq and Kuchinke (2016) who showed negative relationship between laissez-faire leadership style and employee performance outcomes in terms of effectiveness. Moreover, Al-Malki and Juan (2018) also reported that the role conflict and role ambiguity associated with laissez-faire leadership style have a negative influence on increasing job performance. The above-mentioned finding indicated that laissez-faire leadership could be detrimental to the effectiveness of public organizations since its application negates the public office daily activity that is employees’ job performance.

Democratic leadership style showed a statistically significant and positive ($\beta = 1.260$, $SE = 0.434$, $p = 0.004$) effect on employees’ job performance. The positive beta coefficient ($\beta = 1.260$) indicated that when the implementation of democratic leadership style increased, the employees’ job performance would also increase. This finding is in agreement with the finding of Nuhu (2010), and Dolatabadi, and Safa (2010); which reported that democratic leadership style significantly influences employees’ performance and commitment to external service quality delivery, respectively. The implication of this finding is that democratic leadership style is the most productive among the three types of leadership examined since it brings about increased performance of employees. In addition, the finding is supported by Iqbal, et al. (2015) who stated that democratic leadership style provides employees to some extent a discretionary power to do work that leads to better performance. It could also be due to the fact that democratic leaders provide guidance and help to its team, departments while accepting, and receiving inputs from individual team members.

6.3. Summary of hypothesis testing results

Hypothesis testing is a method of testing whether claims of hypothesis regarding the population are likely to be true or not. The general rule is to reject the null hypothesis (Ho) if the p-value < 0.05 and to accept the Ho if p-value > 0.05 (Pallent, 2016). The p-value is the probability that identifies whether or not the observed association or correlation is due to chance or due to the statistically significant association/correlation. If the p-value is < 0.05 , it indicates that the observed association/correlation is due to a statistically significant association/correlation.

Table 7: Summary of hypothesis test results

Developed Hypothesis	Test Results
Ho1: There is no significant relationship between leadership style and employees' performance.	Rejected
Ho2: There is no significant relationship between leadership style and employees' job satisfaction.	Rejected

As shown in Table 7, both null hypothesis 1 (Ho1) and null hypothesis 2 (Ho2) were rejected. Ho1 was rejected because the regression analysis (Table 4) indicated the presence of a statistically significant and positive association between leadership style, particularly democratic leadership, and employees' job satisfaction. Likewise, Ho2 was rejected because the regression analysis (Table 6) showed that: 1) there was a statistically significant and positive association between leadership style, particularly democratic leadership style and employees' job performance; and 2) there was a statistically significant and negative association between leadership style, particularly laissez-faire and employees' job performance.

7. Conclusion and Recommendations

From the findings of the study, the following conclusions were made: The majority of leadership styles implemented in the city administration were autocratic leadership followed by the democratic and laissez-faire leadership styles. The majority of the study participants were dissatisfied with their job. Regarding the association between leadership styles and employees' job satisfaction, the study found that democratic leadership has a statistically significant and positive impact on employees' job satisfaction. In contrast, both laissez-faire and autocratic leadership have no statistically significant effects on employees' job satisfaction. Nearly half of the respondents showed poor job performance in the city administration. Democratic leadership style has a statistically significant and positive impact on the job performance of employees while laissez-faire leadership has a statistically significant and

negative impact on employees' performance in Mizan-Aman city Administration. On the other hand, autocratic and leadership styles have no significant impact on the job performance of the employees.

Based on the findings of the study, few recommendations are forwarded. First, the study identified that the democratic leadership style has a significant contribution to employees' job satisfaction and performance. Therefore, the researchers recommended that Mizan-Aman city administration should further promote a more democratic leadership style to maintain its employee job satisfaction and performance. This could be achieved through providing capacity building training on the leadership style to all-level managers and providing periodic recognition to best leaders that employ a democratic leadership style.

Secondly, leaders in city administration need to be encouraged to lead their subordinates practicing democratic leadership style for the betterment in job performance and satisfaction of their subordinates.

The findings of the study also pointed out that the laissez-faire type of leadership style reduced employees' performance. Thus, Mizan-Aman City Administration should strive hard to transform leadership style of its managers from laissez-faire to democratic style. Awareness creation and leadership skill improvement through continuous training and further education could be strategies to be followed as an intervention.

The city administration should put policies in place that prevent the implantation of laissez-faire leadership since it hampers employee performance.

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