

**AN ASSESSMENT ON LEADERSHIP STYLES AND EMPLOYEE PERFORMANCE IN
STANEL WORLD, AWKA, ANAMBRA STATE**

By

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ABSTRACT

Most organization lacks the appropriate skills needed to influence employee in order to achieve both individual and organizations objectives. The management of Stanel World, Awka seems to influence the performance of employees, they tend to be committed as at the time of hiring but later declined with their stay in the organization due to the leadership style adopted by the management. In view of this, this study examines the relationship that exists between transformational leadership style and participatory leadership style on employee performance in Stanel World, Awka, Anambra State. The study adopted Descriptive Survey Research Design and

data were collected from 193 respondents with the aid of structured questionnaire. Data were analyzed using descriptive statistics (Arithmetic Mean) and hypotheses were tested using Pearson product Moment Correlation Coefficient via Statistical Packages for Social Science (SPSS, version 23). Findings revealed that there is significant relationship between leadership style and employee performance by showing positive relationship between participative leadership style and employee loyalty; positive relationship between transformational leadership style and job satisfaction. The study concluded that employee performance is dependent on the leadership style as adopted by management and recommended that management should adopt situational leadership style, that is, there is no best leadership style and leadership style should be based on the situation and recommended that before adopting preferred leadership style, there is need to study employees and the operational pattern of the organization.

Keywords: *leadership style, employee performance, participative leadership style, employee loyalty; transformational leadership style, job satisfaction.*

INTRODUCTION

Most organization lacks the appropriate skills needed to influence employee/subordinate in order to improve performance so that both individual and organization objectives could be achieved. It is obvious that although some scholars believe that leadership improves organizational performance while others gainsay this, different concepts of leadership have been employed in different studies, from this review of related literature, making direct comparisons virtually impossible. Gaps and unanswered questions remain. Consequently, the current study is on how to re-examine the proposed leadership-performance relationship, and thus, contribute meaningfully to the body of growing literature and knowledge in this area of study. Leadership style is a strategy adopted by management in order to influence employee towards ensuring performance and goal attainment. There are series of approaches adopted by management towards ensuring employee compliance to policies, procedures and goal statement of an organization but the effectiveness of these approaches is dependent on the type of leadership style. While

leadership style may vary from one organization to another or from one department to another in same organization but leadership approach is contingent upon what works best for the environment. Stanel World is a “one-stop facility” luxury mega centre that comprises a mega gas station, sales of Stanel tyres, Stanel owned Chicken Republic, French bakery, Stanel oil, automated car maintenance centre, Farmer’s Market, Pharmacy store, supermarket, home delivery services among others. However, the above products and services offered by Stanel World is an output of various functional departments operating depending on the influence of management who may be operating within the capacity of departmental heads.

To ensuring employee compliance, the nature of management-employee relationship in Stanel World, Awka, Anambra State seems to be dependent on the leadership approach. While some department may adopt participative approach to ensure employee compliance, others may adopt transformational leadership style. One approach may be effective than the other. Participative leadership seems to be adopted by top management towards departmental heads as most decision taking in the firm involves top management and departmental heads (Survey visitation, 2020). This act may give accurate understanding of what is to be achieved to the head of departments who may enforce it on employee using appropriate leadership approach and employee loyalty may be affected because such decision may be favourable or unfavourable to them. The adoption of transformational approach to leadership may be dependent on the charisma of the leader as it entails being a visionary leader and influencing employees towards the stated vision. Butler (2011) opined that a transformational leader encourages subordinates to have vision, mission and organization goals, encouraging and motivating to show maximum performance, stimulates subordinates to act critically and to solve problems in new ways and treat employees individually. Leadership approach adopted by manager in Stanel varies from department to department and it tends to influence the level of job satisfaction. Based on the background of this study, it is necessary to study the relationship between leadership style and employee performance in Stanel World, Awka, Anambra State.

Statement of the Problem

The decline in performance of employees in Stanel World, Awka, Anambra State as employee tend to be at their best as at the time of hiring but decline in performance with their stay in the organization due to the leadership style adopted by manager as it was reported by Personnel Staff during a survey visitation by the researcher to Stanel World that there is a training program for staff instantly after hiring to get the staff familiar with the organization. From the report, this seems to be the only means of structuring employee's behavior on the job. Focusing on the bakery department of the firm, there seems to be issues of low job commitment as it was reported by staff in the production department of the section that they operate below expectations as they don't meet set quota allocated to them. The management of Stanel World Plc may not see the need to adopt participatory leadership style which would have assisted in resolving problems encountered by employees in the course of carrying out their respective job. Based on the report from staff in ICT section of the administrative block, management made decision and passes instruction down to employee without creating a platform to know what is challenges affecting employees on their job as this has resulted in high expenses for the firm due to machine breakdown and accident at workplace. Participatory leadership requires consulting employee in the course of making decision in relation to the field of employee so as to ensure effective decision making (Alghazo & Al-Anazi, 2016). Management seems to have failed on the part of adopting participatory decision approach to problem solving in the firm as this would have attribute some degree of self-responsibilities toward ensuring employee compliance and loyalty by adopting various leadership style in their respective department.

Staff from Chicken Republic Section of the firm reported that the section experiences unhealthy behavior of employee such as gossips during work hour, absenteeism, late resumption to work and conflict may necessitate much from management. It seems management is yet to adopt transformational leadership style as a remedial strategy towards accomplishing desired work behavior.

Objectives of the Study

The broad objective of the study is to determine the relationship that exists between leadership style and employee performance in Stanel World, Awka, Anambra State. The specific objectives are;

1. To investigate the type of relationship that exists between participative leadership style and employee loyalty in Stanel World, Awka, Anambra State.
2. To determine the extent of relationship between transformational leadership style and job satisfaction in Stanel World, Awka, Anambra State.

Research Questions

The following questions were formulated for the study;

1. What type of relationship exists between participative leadership style and employee loyalty in Stanel World, Awka, Anambra State?
2. To what extent does transformational leadership style relates to job satisfaction in Stanel World, Awka, Anambra State?

Research Hypotheses

Based on the formulated objectives, the stated hypotheses are;

Ho₁: There is no significant relationship between participative leadership style and employee loyalty in Stanel World, Awka, Anambra State.

Ho₂ : There is no significant relationship between transformational leadership style and job satisfaction in Stanel World, Awka, Anambra State.

Conceptual Review

Concept of Leadership Style

Leadership is “interpersonal influence exercised in a situation and directed, through the communication process, toward the attainment of the specialized goal or goals” (Tannenbaum, Weschler and Mussarik (2010, cited in Ali, 2012). Yukl (2018) defined leadership as a process where one person exerted influence intentionally to a group of people in an organization through relationship, structure, and guide. Leadership, as

defined by Gharibvand (2012) is how the leader communicates in general and relates to people, the way in which the leader motivates and trains the subordinates and the way leaders provides direction to his/her team to execute their tasks.

Participative Leadership

Kappelman and Prybutok (2015) Leadership style is called participative when the leaders set the goal while allowing the subordinates make decisions on work-related matters. Reward and personal growth are used to motivate subordinates. According to Peretomode (2011) participative decision-making use (a) the principle of supportive relationships, (b) group methods for decision-making and supervision and (c) have high performance goals. It is equally referred to as democratic style. Thus leadership effectiveness is largely contingent on the extent the leader involves the subordinates in decision making, not only on his personality traits. Because he involves the subordinates they feel completely free to discuss things about the job even without their superior and they feel satisfied that they did.

Transformational Leadership Style

Yukl (2017) opined that application of transformational leadership style can improve performance because transformational leadership style wants to develop knowledge and employees potential. Leader with transformational leadership provides opportunity and confidence to his subordinates to carry out duties in accordance with his mindset to achieve organizational goals. Butler (2011) stated that a transformational leader encourages subordinates to have vision, mission and organization goals, encouraging and motivating to show maximum performance, stimulates subordinates to act critically and to solve problems in new ways and treat employees individually.

Employee Loyalty

Numerous studies show that organizations with strong emotional attachment from employees have much lower turnover rates and absenteeism rates, and their employees have a stronger motivation to work (Arokiasam, Tat & Abdullah, 2013). Thus, the

foremost source of employee loyalty to an organization comes from their emotional attachment to the organization.

Suma & Lesha (2013) stated that organization should improve the communications and the capacity for cooperation between domestic employees and foreign laborers, consequently enhancing job satisfaction, employee loyalty, and organizational commitment. If the capacity for "cooperation" between domestic employees and foreign laborers is improved, then employee loyalty can be further improved; when cross-country team work cooperation is enhanced, then organizational commitment can be further improved.

Job Satisfaction

Job satisfaction is assumed as the essential factor of the effectiveness of an organization, therefore, it is essential to manage employees who have needs and wants both. By understanding employees and their needs and wants, job satisfaction can be used as good parameters of employee effectiveness (Robbins & Judge, 2013). The definitions of job satisfaction come from various researchers and authors as till now there's no global definition for that term, the most quoted definition by researchers comes from Locke (1969 cited in Swaminathan & Jawahar, 2013), job satisfaction "a pleasurable or a positive emotion state resulting from the appraisal of one's job or job experiences". Ozturk (2010), defined job satisfaction as the emotional feeling of gratification that is experienced by an employee due to many factors of work. Mehboob & Bhutto (2012), defined job satisfaction as "a positive feeling about the job resulting from an evaluation of its characters", where an employee who has a high level of Satisfaction will tend to positive toward his job, and on the other side, an employee who has a low level of satisfaction will defiantly tend to be negative towards his job.

Employees Performance

Avolio & Shamir (2010) The term performance is elaborated as the ultimate ability of an individual (employee) to use its knowledge and skills efficiently and effectively. So far, according to the research, the performance of employees is strictly related with his/her

physical and academic profile (Dvir, Eden, Avolio & Shamir, 2012). In this regard, the employees' performance is most significant to bring about the results according to the international standards. The leadership style induces commitment, emotional strength, motivation, and the working relationship while on the other side, the employees perform with their utmost ability and diligence. The main attributes extracted from the relevant literature are the efficiency, effectiveness, responsiveness, innovativeness.

On the other hand, there are some other attributes related with the employees' performance like the work ethics, communication, creativity, development, professionalism and the commitment. All of them contribute to the effective performance on the part of employees. To enhance the performance of an employee is dependent upon the leadership style adopted by the management, which is operative and has a definite status. The main goal of any organization is to improve the job performance of its employees so that it could survive in this highly competitive environment.

Theoretical Framework

This study was anchored on Situational Leadership theory by Blanchard (1969). The theory proposes that leadership style is dependent on situation and that there is no best style of leadership and therefore leadership behavior is influenced by situational factors. Thus, the combination of leadership styles either participative, transformation, depending on the situation, is the best approach to leadership.

Empirical Review

Ojokuku (2012) carried out a research on the Impact of leadership Style on Organizational Performance: A Case Study of Nigeria Bank in Nigeria. The sample size used by the researchers is 60. The study contained twenty of random picked banks in Ibadan, Nigeria. A structured questionnaire was used to collect data from the heads of accountants, heads of operations, and branch managers on face-to-face basis. Inferential statistical tool was used and one hypothesis was formulated to analyse data. Regression analysis was used to study the dimensions of significant effect of leadership style on followers and performance. The findings showed that there was positive and negative

correlation between performance and leadership style. There was 23 percent variance of performance found in leadership style jointly predict organizational performance. This study concluded that transformational and democratic leadership styles have positive effect on both performance and followers, and are highly recommended to banks especially in this global competitive environment.

Leng (2014) conducted a research on impact of leadership styles on employee commitment in Retail Industry in Malaysia. Sample size used by the researchers is 384. The researchers used questionnaires as the research instrument. SAS software version 9.3 was used to run tests of reliability, Pearson correlation and linear regression. The findings concluded that there was a significant impact of leadership styles towards employee commitment.

Dalluay and Jalagat (2016) studied the impact of Leadership Style effectiveness of Managers and Department Heads to Employees' job Satisfaction and Performance on Selected Small-Scale Businesses in Cavite, Philippines. The sample size used is 150. Survey questionnaires were designed to study the effects of manager leadership styles on employees' performance and satisfaction. 150 respondents were selected from corporations in Cavite, Philippines through random sampling with Slovin formula $n = \frac{N}{1+Ne^2}$. Data were analysed by using weighted mean, percentages, multiple regression and correlation coefficient. Percentages specifically were used to analyse demographic variables (gender, age, length of service and leadership styles). Weighted mean were used to survey questionnaires on leadership styles, and correlation coefficient and multiple regression were used to study the relationship between variables on leadership style, job performance and job satisfaction. The finding concluded that corporations should constantly making the most of leadership style which enhances employees performance and employee job satisfactory level even though there is still rooms for improvements.

Nwagbala and Agbor (2021) examined the effect of Employee participation and productivity in Government Printing Press Awka, Anambra State. Using the total

population of 137 consisted of Managers and Employees. The hypothesis formulated were tested by the use of Chi-square (X^2) methods. Based on the analyzed data, the findings revealed that there is a significant relationship between employee participation and organizational performance. It is imperative to state that, the style adopted by any organization have impact on the employee's motivation positively or negatively. Indeed, participative management should be seen as an inevitable tool in any organization both public and private and recommended that, any organization that wishes to survive and meet up with better and efficient management should practice its importance and this cannot be overemphasized in any organization.

Sagnak (2016) carried out a research on the relationship between participative leadership style and change-oriented organizational citizenship. A survey model was used for the study. The participants included 850 teachers randomly selected from 68 elementary schools in the center of Nigde and its districts in Turkey. Three different instruments were used in the study. The scales were translated using the translation and back translation method. In order to examine the construct validity of the scales, exploratory factor analysis and confirmatory factor analysis were used. Structural equation modeling was conducted using the LISREL 8.7 computer program for the mediating test. It was found that Participative leadership was a significant predictor of change-oriented organizational citizenship behavior ($\beta=0.26$, $p<.01$) and intrinsic motivation ($\beta=0.27$, $p<.01$). Also, there is significant relationship between change-oriented organizational citizenship behavior and intrinsic motivation ($\beta=0.75$, $p<.01$). It was concluded that participative leadership significantly affected change-oriented organizational citizenship and intrinsic motivation.

Ali, Mohsin, Muhammad, Sajjad & Shaher (2015) examined the relationships among employee's participation in decision making (PDM), manager's encouragement of creativity (MEOC) and employee's creativity (CTY) and the role of climate for creativity and change (CLT) as a possible mediator among the relationships. Multisource data was collected from 206 employees and their managers. The results indicated that employee's participation in decision making and manager's encouragement of creativity were

positively related with employee's creativity. Support was also found for the role of climate for creativity and change as a partial mediator. Findings suggested that employee's creativity was positively related with employee's participation in decision making and manager's encouragement of creativity through climate for creativity and change.

Balogun (2017) investigated levels of teacher's participation in decision-making as correlates of job satisfaction and morale in public senior secondary schools in Delta State. A sample size of 976 teachers in 36 public senior secondary schools in Delta State was drawn using stratified random sampling technique. The study was a correlation research aimed at determining the relationship among levels of participation in decision-making, job satisfaction and morale of teachers. The researcher therefore, formulated three research questions and three null hypotheses to guide the study. A research instrument titled "Questionnaire on Levels of Participation in Decision-Making, Job Satisfaction and Morale of Teachers" (QLPDMJSMT) was used to collect data. Data collected were analyzed using Pearson's Product Moment Correlation Coefficient 'r' and multiple regressions at 0.05 level of significance. The results obtained revealed that levels of participation in decision making was significantly related to teachers' job satisfaction and morale, and that there was a significant relationship among levels of participation in decision-making, job satisfaction, morale, sex and teaching experience of teachers. Based on the result of findings, the study recommends that autocratic style of leadership should not be employed by school principals, teachers be involved in as many decisions as they prefer, all categories of teachers regardless of sex or experience be involved in decision-making.

Materials and methods

Descriptive survey research design was adopted in this study as the study aimed to describe the variables in the study in relation to the responses from the respondents. The study involves collecting data directly from respondents in relation to questions in the questionnaire administered. Descriptive survey research design was preferred as the study seeks to describe the relationship that exists among the subject variables and the sub

variables in the study. The study focused on Management and staff of Stanel World, Awka, Anambra State as the population of this study. According to the personnel officer (2021), there are 375 staff currently working in Stanel world. The sample size of one hundred and ninety three (193) was adopted using Taro Yamane technique. Data were sourced primarily with the use of questionnaire comprising structured type. Secondary sources of data were sourced from libraries, textbooks, lecture materials, journals, internet and available records from Stanel World records. The Cronbach Alpha Technique via Statistical Packages for Social Science (SPSS, version 23). 30 copies of the questionnaire were administered to respondents of Roban Stores Ltd, Awka, which are different from the organizations of study. Questionnaire was restructured and redistributed to the same respondents upon testing the reliability of responses to the items in test instrument using correlation analysis a figure of 0.917 was obtained which shows that this instrument is very reliable. The relevant data were collected through the use of questionnaire which comprised a five (5) point Likert scale of strongly agreed, agreed, undecided, disagreed and strongly disagreed. The formulated hypotheses were tested using Pearson product Moment Correlation Coefficient via Statistical Packages for Social Science (SPSS, version 23) at 5% level of significance.

Data presentation and Analyses

Bio data collected were quantified and presented using simple mathematical tabular presentation based on frequency percentage. The data generated were analyzed using descriptive statistics and hypotheses were tested using Pearson product moment correlation co-efficient on Statistical packages for Social Science (version 23) at 5% level of significance. The data used in the analysis of this project were obtained from the response of the respondents to the questionnaire administered to them by the researcher.

Table 1.0 Schedule of Questionnaire administered and returned

1.	Number of questionnaire copies administered	193	100%
2.	Number of questionnaire copies retrieved	176	91%

3.	Number of questionnaire copies not retrieved	17	9%
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Source; Field Survey, 2021.

Table 1.0 above showed that 193 copies of questionnaire were distributed, 176 (91%) were returned while 17 (9%) were not returned.

Test of Hypotheses

Ho₁: There is no significant relationship between participative leadership style and employee loyalty in Stanel World, Awka, Anambra State.

Table 1.1: Correlation between participative leadership style and employee loyalty

		Participative_leadership_style	Employee loyalty
Participative_leadership_style	Pearson Correlation	1	.811*
	Sig. (2-tailed)		.042
	N	176	176
Employee_loyalty	Pearson Correlation	.811*	1
	Sig. (2-tailed)	.042	
	N	176	176

*. Correlation is significant at the 0.05 level (2-tailed).

From table 1.1 result showed that there is positive relationship between participative leadership style and employee loyalty at $r = 0.811$, $n = 176$ and $p = 0.042$ ($p < 0.05$) at 5% significant level. At this significant level, alternative hypothesis is accepted. There is positive relationship between participative leadership style and employee loyalty in Stanel World, Awka, Anambra State.

Ho₂: There is no significant relationship between transformational leadership style and job satisfaction in Stanel World, Awka, Anambra State.

Table 1.2 Correlations between role conflict and task accomplishment.

		Transformational_leadership_style	Job_satisfaction
Transformational_leadership_style	Pearson Correlation	1	.571*
	Sig. (2-tailed)		.041
	N	176	176
Job_satisfaction	Pearson Correlation	.571*	1
	Sig. (2-tailed)	.041	
	N	176	176

*. Correlation is significant at the 0.05 level (2-tailed).

From table 1.2 result show that there is a significant relationship between transformational leadership style and job satisfaction at $r=0.571$, $n=176$ and $P=0.041$ ($p<0.05$) at 5% significant level. At this significant level, alternative hypothesis is accepted. Therefore, there is positive relationship between transformational leadership style and job satisfaction in Stanel World, Awka, Anambra State.

Summary of Findings, Conclusion and Recommendations

Findings revealed that there is significant relationship between leadership style and employee performance in Stanel World, Awka, Anambra State by indicating the following;

- 1) Table 1.1 result proved that there is positive relationship between participative leadership style and employee loyalty at $r = 0.811$, $n=176$ and $p=0.042$. This entails that employee participation in organizational leadership compels employee to work in line with stipulated plans.
- 2) Table 1.2 result show that there is a significant relationship between transformational leadership style and job satisfaction at $r=0.571$, $n=176$ and $P=0.041$. This entails that transformational leadership style could result in job satisfaction.

Conclusion

The study concluded that employee performance is dependent on the leadership style as adopted by management. Participative leadership positioned employees to share in the responsibility of the organization. Consequently, in the organization participative leadership makes employees answerable for decision made and actions taken. There is propensity that employee performance would improve, when the leadership style is supportive such as the transformational leadership style, in an organization, Transformational leadership style contributes to the skill upgrade and early adaptation to change. It structures behavior and work pattern towards organizational goals.

Recommendations

The study made the following recommendations;

- 1) Management should adopt situational leadership style; leadership style should be based on the situation. This will position members of the organization to be flexible enough to adapt to changing situations within and outside the organization.
- 2) Before adopting preferred leadership style, there is need to study employees and the operational pattern of the organization. This will encourage high degree of employee commitment.
- 3) Management should be flexible to switch from one style to another and not be rigid in the leadership approach in the organization. This will compel employee loyalty.

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