Influence of Leadership Style on Performance of Public Hospital in Maiduguri, the Moderating Role of Job Crafting

Umar Sanda Ali[1] and Mohammed Abba Kyari[2]
[1]Department of Business Administration and Management, Ramat Polytechnic, P.M.B. 1070, Maiduguri, Borno State, Nigeria
[2]Department of Banking and Finance, Ramat Polytechnic, P.M.B. 1070, Maiduguri, Borno State, Nigeria

Abstract: *In this period of high demanding work environment, ethics and societal responsibility, it is paramount that leaders must adapt and redesign a change in work behavior and strategy to achieve efficiency and effectiveness. The study intends to examine the Influence of Leadership Style on Performance of Public Hospital in Maiduguri, the moderating role of job crafting. The study adopted the use of descriptive design with a view of forecasting the relationship between, Transactional leadership, servant leadership, transitional leadership and public health performance in Maiduguri Metropolitan Council. The total population in this research work comprised the staffs in public hospitals. the researcher is aimed at drawing sample from public hospitals in Maiduguri Metropolitan Council of Borno State in which cluster sampling method was used, while the focus on a target population with similar features was grouped into clusters, then random sample of cluster selected as a representatives, with a view of having heterogeneity within groups and more homogeneity among groups. Descriptive and inferential analysis was used to test the hypothesis. Recommendations was made based on the findings.*

Keywords: *Influence, Leadership, Performance, Moderating Role, Job Crafting.*

INTRODUCTION

Employee performance has been recognized and pointed out as the key element for achieving organizational productivity. Employee performance is defined as a means or way on how employees execute or perform their task and fulfill related job, duties or activities (Gyamfi, 2015). Employee performance is interrelated to employee productivity, which has a significant effect to the organizational aims and objectives. The competence of an organisation relies on employee beneficence. Employee performance involves defining responsibility, fulfilling targets, team work, input, employee capability, proficiency, adaptness and competency in performing responsibilities. Field researchers have gestate a thought that employees performances is a component to task and contextual performance (Babalola, 2016).

Pradhan and Jena (2017) describe that task performance is categorized into technical, administrative task performance and leadership task performance. Task performance means effectiveness of an employee in performing his responsibilities and contextual performance involves social voluntarily action which an employee contributes to co-workers. However, task performance is highly rewarded but contextual performance is available at no cost.

The versatile of employee performance in an organisation involves problem-solving, creativity, dealing with unpredictable innovation and invention on task, demonstrating interpersonal adaptability (Kesketh& Neal, 1999). Markova and Ford (2011) argues that the central and universal growth of an organisation relies on the ability and capability of employee performance coupled with how they tend to work in any environment and adjust to the understanding change in the workplace.

The important role of employee performance in achieving organizational goals and objectives. Business leaders requires employees that are willing and able to get task done, this is so, because employees are precarious and decisive to the overall success of the organisation. Business owners needs to understand the dire benefits of employee performance so that they can prosper a congruous and comfortable methods of rating and valuing employees performance, by so doing, helps to assess strengths weaknesses and potential leaders gaps in organisation.

Organisational performance has a gloomy consequences in the organisation and to the image of the members. Hylengane and Bayat (2013) study divulge that poor performance corrupt the image of the organisation and runs the work place disorderly and disruptive and turnoff employees that are committed to organizational goals. Superior managers faces issues and challenges with task performance because it is a means of measuring how effective the organisation leads, whereas subordinate's low performance leads to waste of resources in form of holding cost, high employee redundancy and inability to meet up with client expectation. Moreover, ineffective and inefficient employee output or services makes them awkward and sheepish in the eyes of the society. To tight it down to Nigerian public health sector, where health staff services play a significant role on the influence of the public.

Precisely the Borno State public health sector as a core function of public health characterized in health promotion and support individuals to cope with and address health challenges through structuring healthy public policies, construct supportive environments, strengthening community action and personal skills, therefore, job performance is mostly determined by leadership style (Naeem&Khanzada, 2018). Regardless of the significant role of organizational performance in the attainment its victory, some leaders make organizational performance demanding taxing and traumatic. Seng and Arumugam (2017) observed that this would eventually influence the standard level of task and performance of health services. Chiefly quality of leadership style increases the overall work performance (Shafique, Kalyar& Ahmad, 2018).

Statement of the Problem

Management incapability and incapacity to cherish and appreciate its leadership style influence on performance leads to poor performance in many public health sectors (Timothy, Andy, Victoria and Idowu, 2011), the malaise and grievances of job performance and lack of effective leadership style are major problems in most health sectors which many a time or on many numerous occasion results in poor performance (Ukaidu, 2016; Khan, et al. 2010). Though not all leaders wish to be collaborative and entrust followers with responsibility due to panic of losing their seat (Rowe, 2001). Predominantly, leaders place much concern with what they can get out of job performance and profitability, little or no attention given to the subordinates to improve their status (Katz & Khan, 1978). The dissatisfaction of job

performance leads to a serious drawback to leadership style which constitute to poor growth and development of public health sector, lack of motivation, persistent complaints strikes, etc (Ukaidi, 2016; Khan et al,. 2010).

Circumstantially, the Nigerian health sector is considered to be the study because the country constitute of 200 million populace comprising of 3% of the world (Trading Economics Global Macro Models and Analysts Expectation, 2022) and the management of the health sector is seriously in substandard deficient, deplorable and unsatisfactory situation requires urgent and serious attention (Buhari, 2017). However, problem of leadership style include lack of adequate staffing thereby not having enough number of staff and supportive resources to provide quality patient care, which has two key elements, that is, having time to listen to patient and being able to discuss patient care problem with other nurses (Maziah, Marzuki, et al. 2013).

Secondly, leaders in the public health sector fails to modify their style of leading to the changing situation and business environment, this is so because no one common style can adequately suit conditions and must give room to change. Leaders have different styles of leading, each of these styles can only be applied depending on the nature of environment within which it operates and number of staff it has, therefore, leaders fail to study which leadership style is applicable to the environment within which they operate.

Objectives of the Study

The main objective of this study is to examine the influence of leadership style on performance of public hospital in Maiduguri.

Specific objectives of this study are to:
  i.   Examine the influence of transactional leadership style on the performance of public hospital in Maiduguri;
  ii.   Examine the influence of servant leadership style on the performance of public hospital in Maiduguri;
  iii. Examine the influence of transitional leadership style on the performance of public hospital in Maiduguri;
  iv.   Examine the influence of job crafting on the performance of public hospital in Maiduguri;
  v.   Examine the moderating influence of job crafting on the relationship between leadership style and performance of public hospital in Maiduguri
  vi.

LITERATURE REVIEW
Public Hospital Performance
One of the key factors of public policy is the promotion and encouragement of good health care system that hold up the attainment of national health objective of providing health for all and the achievement of a broad based economic growth and development with healthy citizens. Moreover, most developed countries of the world have classify the matter of health and allocates large budgetary allocation to the health sector. However, in Nigeria, healthcare financing is low (even when compared to other African countries) and the outlay on health has cease to function into better health status for the Nigerians. For instance, the disreputable state of the public health facilities elicits to the rich to lk for aprorioate medical attention

overseas. According to the figures quoted by the Nigerian Medical Association (NMA), over 5,000 Nigerian patients travel abroad for medical treatment and upon that it losses ₦120bn ($80m) annually for foreign medical trips (Aguiyi, 2019).

It can be proclaimed that most public health sectors are negligent in the provision of enough health care services to the ordinary Nigeria especially those who cannot afford the cost of private hospital travel overseas has left much to be desired. What is noticed in many public hospitals is that critically ill petients are anaged in intensive care units (ICUs) while other patients are treated on benches or could not be admitted because there is no bed spaces for them. This informs that the public health sector requires seriuous reforms not only in facilities but in terms of performances to citizens irrespective of status, location and ability to pay.

Moreover, (Adefule-Ositelu, 2022), the brain drain is ongoing wit pride and in truth say, that Nigerian health staff and other paramedics are well trained, globally. They specialized in their various fields of health sector, they are good in the performance of needed relative cares, but these poor trends of uncare for treatment and pauperized standing they received nationally may discourage and drastically reduce the number of incoming health personnel.

The Borno State Public Health Services in Maiduguri Metropolitan Council have better hopes and expectations of a better and reliable health care system, despite failures of the previous years, the state government and other stakeholders such as the non-governmental organisations (NGOs) have now restored and restructured the standard and quality of the Specialist Hospitals to the poorers to have access to health care facilities in order to achieve universal health coverage as stipulated by the World Health Organisations (WHO).

Leadership Style
The set-up of leadership has come up with driving force for several decades. Various written works have tried to define what leadership is all about (Abimbola, Omowumi& Dele, 2017) identified in a meta-analysis of leadership study. Various attempts were made to the concept of leadership (Stogdill, 1974) suggests that leadership may be seen an act of influencing the activities of an organized group towards achieving a certain goals. Uniformly, Cribbin (1981) brought to light that leadership is the influence that enables leaders/managers to engage their people by doing what is ought to be done in an organisation. Cohen ((10) defines leadership as an art of influencing others to do their maximum performance to accomplish task, objectives or projects. Yuki (1994) defines the concept of leadership as the process of influencing followers towards achieving a set-up plans, Malik &Azmat (2019) explained leadership as a process in which a person stimulate and prompt others to meet the goals and objectives of an organisation. Moreover, researchers have made a notable observation in discovering the relationship between styles of leadership on performance. Naeem&Khamzada (2018) and Chowdhurry (2014) fruitful leadership has become steadily more imperative and demanding for organisation willing to improve performance (Asiedu&Darko, 2017), Pudyaninsih et al. (2020), Yucel (2021) have elucidated that leadership style plays a significant role in expanding organisation and its performances.

Besides, Schwarkopf (1993) gave the notion that leadership is a combination of strategy and character, Kearns (20050 sees leadership as a resolute relation which transpire among participants that uses their talents to influence or advocate transforming a positive change. Barker (2002) assess and reviewed leadership as a component to process and behaviours.

Kotler (1990), Syrett& Hogg (1992) implied that leadership is a process of having effective use of communication skills to influence followers to put in line with organisational missions.

Winston & Patterson (2006) views leaders as one or group of persons who sort ut, provide, instruct and influence one or more followers in an orgaanisedorganisation to meet up with its targets. However Rost (1993) postulated that the difficult with leadership studies as a discipline and leadership exactness and perfectionally, rather for decades of years the definition of the matter remains the same with only slight or little adjustment.
All together, leadership is conceived as an attribute to traits or as a behaviour, where as others focused leadership through an information processing perspective to trust. Leadership as a trait belief that some people have inborn qualities of a leader which makes them to become a leader, but this dissertation suggests that leadership is a learning process available to everybody. Likewise, obtainable literature on leadership studies is abundant, but different sources directs one to deduce that there no general definition for the concept of leadership, rather only to find scholar literature on the standing point of view which was discussed above. In this sense, the researcher align with the definition of Mintzberg (2010) that leadership is a trust.

Regardless of the multitude ways in which leadership has been conceptualized, the following elements of features are sign and symbol of central point of leadership. It is a process, it involves an influence and it happen among groups with a common goals (Judge &Picolo, 2004). Leadership as an influence means hw leaders affects followers, influence has a significant impact to leadership since leadership is all about ability and capability of influencing a group of others to fulfil a common goal (mayowa,2006) while a group is a major component for leadership to happen.

Leaders and followers have a reciprocal, leaders instruct followers towards common goals, and these could only be accomplished when efforts and attention was given to the followers. However, for the real occurring situation. Rost (1991) noticed that mutual reciprocal of leaders and followers increases the chances of working together to accomplish a common goals, and these could only be accomplish when efforts and attention was given to the followers. However, for the real occurring situation, Rost (1991) noticed that mutual reciprocal of leaders and followers increases the chances of working together to accomplish a common goal. Moreover, Mahdi and Top (2021) identified that concept of leadership has may significant approaches such as , transactional, servant and transitional.

Leadership approach focuses on effective communication, inspiration and positive reinforcement. Kandra Cherry (2023) view transformation leadership as a process which can inspire positive changes in those who follow leaders are active, vibrant, passionate and eager to follower success. It helps followers to interrelate an correlate with each other to increase their level of satisfaction (Shibru, 2011), transformation leadership has positive impact on followers' behaviours (Al-Swidi, Nawawi et al. 2012), since effective performance is guided by good behaviour; Jin (2010) described that leadership combines the components of affinity with empathy and responsiveness that leads to building relationship, innovation and invention in an organisation. Taamunomiebi and Okwudiri (2021) explained that leadership is universally leading to task performing as a result of human transformation and change in

behaviour of work (job crafting). This style of leadership involves the formation of psychological closeness between leaders and followers.

The theory of leadership was at first instituted by Leadeship specialist, Burns (1978) expanded by Bass (1985) process by bass &A volio (1994) supported by Podsakoff, Bomer et al. (1996). According to Burns 91978), leadership exist when greater level of moral, influence and motivation occurs between the leaders and their followers with a view to strengthening its vision and personality, thereby changing perception, expectation and motivation of work towards achieving goals.

Besides, bass (1985) added that leaders accumulate trust, respect and applaud from their followers, thereby Brass &Avolio (1994) observed the categorical steps of trnsforational leadership such as idealized attribute, idealized behaviour, inspirational motivation, intellectual stimulation and individualise consideration.

Leaders signifies individualized consideration to followers by way of reasoning and adequate judgmental. Developing their followers intellect and personal attention; it s4ervs as a role model for high ethical behaviour. With regards to this, leadership is interrelated with Douglas Mcgregor (1960 Theory X and Y.

The use of leadership in influencing performance has achieved great regards as it aims at improving and exacting followers towards organisational goals and mission, but one of its criticism is that it gives so much emphasis and attention to leaders that they know what is much better for their followers which might be subjected.

Transactional Leadership Style
The idea behind transactional leadership was introduced by Max Weber 91948) in hi recognition to organisational performance extended by burns 9198) and supportd by braws 91985). Weber (1948) believed that transactional leaders are categorized into two ways, these are bureaucratic and charismatic leaders. Bureaucratic leaders under these concepts works within the existing system or environment to acquire better results or outcomes by using normative rules and rights of those in authority and issue commands. While on the other hand, charismatic leaders uses a specialised guidance and communication skills to help them get the most outcome of everyone that works for them for the betterment of the organisation.

Transactionary leadership is based on the belief that employees are highly rewardd and disciplined. It thereby motivates and encourage subordinates by attracting personal desires. Transactionary leader reacts to followers behaviour regarding whether they have diligently did their tasks assigned to the by the leader as "transacted" between them (Bambale, 2013). From the foregoing, it can be deduced that transactional leadership helps organisation to acquire better plan outcome through relating performance influence to better rewards. With a view of ensuring adequate resources required were available to employees as at when due.

Iqbal et al. (2012) suggests that transactional leaders sets high objectives against little participation from employees with punishments if perform poorly which indicates absolute and autocratic control of power by leaders to followers, where Iqbal et al. (2012) linked transactionary leaders belonging to McGregor Theory X and Y.

Moreover, in an attempt to understand the concept of transactional leadership, a field research was conducted by (Bass Avolio, Jung & Berson, 2003) in US Army (light infantry rifle platoon0 discloses that a positive significant relationship there exist between transactional leaders and organisational performance. Elenkov (2002) identified in Russian Management style of leadership that leaders adopt transactional style because there is a positive and strong correlation between behaviour of followers and organsiational performance. Also, research conducted by Burke et al. (2006) on leadership behaviour and team performance outcome, meta-analysis stated that transactional leadership behaviour has a direct relationship with team performance.

Relationship Between Servant Leadership Style and Pubic Hospital Performance

Razmjovei, Bozorgiizhad et al. (2018) conducted a research on the relationship between servant leadership style and job performance a mediating role of organisational culture with a sample size of 160 of nursing members in Shiraz, where Pearson Correlation and Regression Analysis using Baron and Kenny method and finding reveals that there is a significant direct relationship between servant leadership style and job performance. Also, Datche, Mohammed et al. (2018) conducted a research work on the effect of leadership style on employee performance in Civil Service Commission (Somalia) using a sample size of 44 respondents where outcome reveals that servant leadership style has a greater influence on the performance of employees in that respective Commission though this simple is scanty to generalize a conclusion for the work, again Muhtason, Musbijang and Latief (2017) conducted a field research among 320 employees working in different Star hotels located in Makassar (Indonesia) where Structural Equation Model (SEM) method of data analysis was used, tested and validated outcome reveals that the use of servant leadership style has a greater influence (positive significance) on employee performance. Yukl, et al. (2002) suggests that a lot of empirical research on effective leadership to influence organisational performance is servant leadership. It has support from researchers such as Sandjaya and Sarros (2002), Hale and Field (2007), Vandierendonck (2011) that the use of servant leadership style is an ethical, practical and significant way of influencing organisational performance.

METHODOLOGY

This research work titled "Impact of leadership style on the performance of public hospitals in Maiduguri Metropolitan Coucil (MMC): the moderating role of job crafting seek to adopt the use of descriptive design with a view of forecasting the relationship between leadership, transactional leadership, servant leadership, transitional leadership and public health performance in Maiduguri Metropolitan Council.

Population of the Study

The total population in this research work comprises of staffs in public health hospitals where 393 staff are from State Specialist Hospital, 33 staff from UmaruShehu Memorial Hospital, 86 staff from Nursing Home Hospital and 91 staff are from Eye & Dentist public hospital. These population figures are represented below:

Table 3.1:   Population of the Study

S/No	Public hospitals	Total
1	State Specialist Hospital, Maiduguri	393
2	Umaru Shehu Memorial Hospital	366

3	Nursing Home Hospital	186
4	Eye & Dentist Hospital	91
	Total	1,036

Size and Sampling Techniques

Based on the Taro Yamane (1967) scientific formulat for a prospective guideline to decide on sample size is given as 289. Thus, the formular and the computation is seen below:

$$n = \frac{N}{1+N\ (e)^2}$$

Where:

n	=	sample size
N	=	population size = 1036
e	=	level of population = (5%)
1	=	Constant value

Hence,

$$n = \frac{1036}{1+1\quad (5\%)^2}$$

$$n = \frac{1036}{1+1\quad (0.05)^2}$$

$$n = \frac{1036}{1+1036\ (0.0025)}$$

$$n = \frac{1036}{1+2.59}$$

$$n = \frac{1036}{1+3.59}$$

$$n = 288.5$$

$$n \approx 289$$

For the purpose of this study, a probability sampling was used, the researcher randomly selects a group (subset) of participants from the population. Taherdoost (2016); madugu& Said (2015); Sekaran 92003) explained that probability sampling design are used when the representatives of the sample is of significance in the attentiveness of open and vast generalizability. Therefore the researcher is aimed at drawing sample from public hospitals in Maiduguri Metropolitan Council of Borno State in which cluster sampling method was used, where the focus on a target population with similar features are grouped into clusters, then random sample of cluster selected as a representatives, with a view of having heterogeneity within groups and more homogeneity among groups.

From the forgoing, this research consist of four (4) clusters namely State Specialist Hospital, Maiduguri, Umaru Shehu Memorial Hospital, Maiduguri, MammanShuwa Hospital, Maiduguri and Eye and Dentist Hospital, Maiduguri. A list of sample frame is depicted on Table 3.2 after which a simple random sampling was used for the distribution of questionnaires to the respondents.

Table 3.2: Sample of the study

S/No	Public Hospitals	Population	Sample Size
1	State Specialist Hospital	393	198
2	Umaru Shehu Memorial Hospital	366	191
3	Mamman Shuwa Hospital	186	127
4	Eye & Dentist Hospital	91	74
	Total Sample size of the study	1,036	590

Findings

Method of Data Collection

The researcher used a standardized (closed ended) questionnaires. The questions will be categorized into four (4) sections (A-D) comprised of twenty-eight (28) questions. Section of the questionnaire consist of Bio-data constituting seven (7) questions, Section B of the questionnaire consists of seven (7) questions, Section C of the questionnaire consists of public health performance constituting seven (7) questions and Section D of the questionnaire consists of job crafting constituting of seven (7) questions also.

The questionnaire covered all the variables related in this research work which would be distributed to the Management and staff of public hospitals in Maiduguri metropolitan Council which is the scope of this study.

Method of Data Analysis

The data obtained from the primary source was minimized, checked and edited. Statistical Package for Social Science (SPSS) V. 20 was used to test and validate the hypothesis, however, the use of correlation and regression were used for the analysis of leadership style, public hospital performance and job crafting in order to measure the variance between the observed (field result) and the expected (hypotheses) with a view of arriving at a deduction to validate (accept or reject) the research hypothesis. The model specification is depicted below:

Y	=	Public hospital performance
X_1	=	Leadership style
M	=	Job crafting
E	=	Error

Reliability Analysis

The reliability test for this study was based on the information obtained from the targeted population. The use of Cronbach alpha coefficient test was used to have a consistent, reliable and valid outcome. If the Cronbach alpha is closer to 1, the higher the internal consistency reliability of the instrument (Sekaran, 2003). Reliabilities less than 0.60 are considered to be poor, at 0.70 range are acceptable while those over 0.80 are good (Sekaran, 2003).

The reliability of this study findings shows that Cronbach value of 0.835 belonging to the leadership style is the least reliability value for all the variables while Cronbach alpha value of 0.915 belonging to public hospital performance followed by 0.891 job crafting while 0.961 belonging to general reliability.

The instruments used for this study have good and acceptance reliability as far as internal consistency is concern, that is, the instrument can give a consistency outcome on the influence of leadership style on the performance of public hospitals in Maiduguri Metropolis, the moderating role of job crafting.

Table 1: Summary of reliability analysis variance

Variable	Item	Cronbach alpha value
Leadership style	16	0.835
Public hospital	20	0.915
performance	18	0.891
Job crafting	54	0.961
General reliability		

Source: SPSS Output 2024

Results of Correlation Analysis

Correlation analysis was performed to explain the relationship among all the variables in the study, specifically, Pearson Correlation was used to examine the correlation coefficient among the variables. However, a positive relationship has been revealed between the measures of leadership style, public hospital performance and job crafting.

Table 2: Correlation between Leadership Style, Public Hospital Performance and Job Crafting

Correlations		Leadership style	Public Hospital Performance	Job Crafting
Leadership style	Pearson Correlation	1	0.890**	0.898
	Sig (2 tailed)		0.000	0.000
	N		207	207
Public Hospital Performance	Pearson Correlation	0.890**	1	0.933**
	Sig (2 tailed)	0.000	Tr4f	0.000
	N	207	207	207
Job Crafting	Pearson Correlation	0.898	0.933**	1
	Sig (2 tailed)	0.000	0.000	
	N	207	207	207

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

Table 2 presents the correlation analysis between leadership style, public hospital performance and job crafting. The testing was to determine the influence of leadership style on the performance of public hospitals in Maiduguri Metropolis: the moderating role of job crafting. The values of the peers on correlation in Table 2 shows the influence or the relationship of the variables. The highest correlation between the independent and dependent variables as shown in the correlation Matrix was between leadership style and public hospital performance which was positively significant at 0.01 level)r = 0.933 P<0.000), this correlation results suggest that administration who exhibit leadership style on public hospital performance are more likely to enhance productivity among their sublimates in hospitals.

This study reveals that both the variables involved are positively correlated with one another, which reveals that there is strong and positive influence of leadership style on the performance of public hospital, the moderating role of job crafting in Maiduguri Metropolis.

RECOMMENDATIONS

Several studies have suggested that leadership style and job crafting influences employee performance positively or negatively depending on the leadership style adopted, by leaders however, the following recommendation were pertinent.

1. Leaders in the public hospital sector must be consistent to one particular type of leadership style, they must change depending on the environment.
2. The management of public hospital performance must embrace the culture of sharing leadership, building community, listening to patients and discussing patient's problems among themselves with a view of having a proper solution to patient's problems.

3. The government should concentrate on the factor that increases hospital performance such as adequate payment of staff, promotion and benefits, adequate working condition and proper policy implementation.
4. The management of public hospital should use job crafting model as a signfciant tool that shapes the leadership style to improve employee performance in the hospitals.

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