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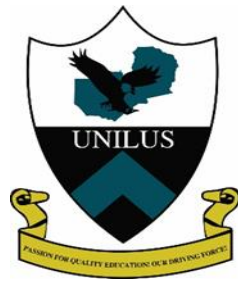
SCHOOL OF POSTGRADUATE STUDIES

**A COMPARATIVE STUDY OF THE IMPACT OF DIFFERENT LEADERSHIP
STYLES ON ORGANIZATIONAL PERFORMANCE: A CASE OF INFRATEL
ZAMBIA.**

**A DISSERTATION SUBMITTED TO THE SCHOOL OF POSTGRADUATE
STUDIES, UNIVERSITY OF LUSAKA IN PARTIAL FULFILLMENT OF THE
AWARD OF MASTER OF ARTS HUMAN RESOURCE MANAGEMENT.**

**BY
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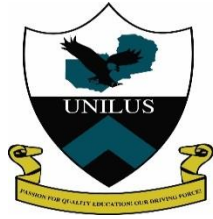
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DECLARATION

I hereby declare that this work is my original work, and all the work of other people has been acknowledged and that it has not been previously presented at this university or any other institution for academic credit.

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APPROVAL

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DEDICATION

This research is dedicated to my parents, Dr. Herbert N. and Joyce M. Mwaanga for their words of wisdom, encouragement and support in all my undertakings. In the same way, you inspired and supported me, in this research milestone; Master of Arts in Human Resource Management because of your confidence in me to achieve greater heights in life.

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LIST OF ACRONYMS/ABBREVIATIONS

ANOVA	Analysis of Variance
ICT	Information and Communications Technology
IDC	Industrial Development Corporation
SOEs	State Owned Enterprises
STATA	Statistical DATA
SSA	Sub-Saharan Africa

ABSTRACT

The role of leadership in an organization is pivotal, encompassing the creation of vision, mission, determination, and the establishment of objectives. It involves designing effective strategies, policies, and methods for achieving organizational goals, as well as directing and coordinating efforts and activities. Recognizing the impact of leadership styles on organisational performance, this study focused on the comparative analysis of different leadership styles at Infratel Zambia.

The study adopted a case study approach, collecting data from 74 randomly sampled participants out of a total population of 90 employees at Infratel Zambia. Employing a mixed-method approach, qualitative data underwent thematic analysis, while quantitative data was analysed using STATA (Version 14) with Microsoft Excel for generating descriptive statistics and tabulation tables. Data collection instruments included questionnaires for employees and interview guides for managers. This research aimed to explore the optimal leadership approach and style for maximizing organizational results in the Zambian setting, using Infratel Zambia as a case study. Relying on primary data from detailed interviews, questionnaire surveys, and a review of literature, the study uncovered a significant correlation between different leadership styles and organizational performance at Infratel Zambia.

The findings emphasized the necessity for organizations to employ a mix of leadership styles rather than relying on a single approach to achieve robust performance. The study concluded that there was a significant link between different leadership styles on Infratel's organisational performance. The general argument of this study revealed that an organization needed to consider a mixture of different leadership styles to achieve robust organisational performance, unlike the application of a single style of leadership. However, the study results would be added to the body of knowledge already available on the effectiveness of leadership and provide insight into real-world applications for improving organisational performance in related fields and situations. Finally, it is recommended to adopt a combination of leadership styles for optimal organizational performance.

Key Words: Leadership Styles, Organisational Performance.

CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1 INTRODUCTION

Over the past 10 years, organisations globally have consistently exhibited leadership qualities, a heightened sense of awareness, and a commitment to thoughtful deliberation. Various people or situations may define and conceptualise leadership styles in different ways. The term "leadership" is widely employed in numerous human endeavours, such as social work, commerce, politics, and academia. Any plan or activity's outcome is primarily determined by its leadership, and different leadership philosophies produce different outcomes under different circumstances.

A leader's style is thought to be a combination of various characteristics, actions, and features that they use to interact with their subordinates. Leadership is one of the most important dynamic components for improving an organization's performance. It is common knowledge that the type of leadership employed in those businesses affects organizational performance. Salanova et al, (2015) promulgate that leadership position plays a critical role in the formulation of an organization's vision and mission, the identification and setting of goals, the development of strategies, protocols, and policies to successfully and efficiently achieve those goals, and the coordination and direction of organizational activities.

To accomplish the goals and bring the vision to life, as well as to adjust to changes in the outside world, effective leadership is essential. Unfortunately, many businesses spend a lot of time trying to resolve managerial problems. Some businesses these days find it difficult to determine which leadership style is best for directing their employees. These days, a lot of companies and organizations are battling problems like high employee turnover, inadequate budgeting performance, and unreliable behaviour. This might be the result of the need for strong leadership. Some companies do not think about the leadership style of their supervisors (Danso et al., 2018).

A significant problem that many companies encounter is the lack of an effective leadership style. It is clear that the results include poor work output, a lack of motivation, slower growth, and impeded institutional development. Businesses need

to establish an environment that encourages the development of tacit knowledge to address problems like creativity and effectiveness. Performance within the organization will rise as a result (Abdullah and Mulhim, 2020). Therefore, this research seeks to analyse and compare the impact of different leadership styles on organisational performance at Infratel Zambia.

1.2 BACKGROUND OF THE STUDY

Organizations globally grapple with the challenges of selecting and implementing appropriate leadership styles to navigate the complexities of the contemporary business environment. The manifestation of leadership issues becomes evident in aspects such as employee morale, productivity, innovation, and overall organizational effectiveness. In the case of Infratel Zambia, the need for effective leadership is heightened by the dynamic and competitive telecommunications industry, where rapid technological advancements and changing consumer demands necessitate agile and adaptive leadership (Avolio and Yammarino 2002; Tlaiss, 2017).

The literature by Khan et al. (2020) identifies various leadership styles, including transformational, transactional, laissez-faire, and situational leadership, among others. Each style manifests differently in organizational settings, impacting employee motivation, communication, decision-making processes, and ultimately, organizational performance.

Consequently, addressing the impact of different leadership styles on organizational performance is necessary in today's society to foster effective leadership, drive innovation, and create workplaces that are not only productive but also conducive to employee well-being and ethical practices. As organizations navigate complex challenges, understanding the nuances of leadership styles becomes a strategic imperative for sustained success (Lubbungu, 2022).

However, Infratel Zambia, like many organizations, faces challenges related to leadership effectiveness. These challenges may include employee turnover, low morale, resistance to change, and suboptimal organizational performance. Understanding the specific manifestations of these challenges in the context of

leadership styles is crucial for developing targeted interventions and strategies to improve overall performance.

The research focused on the case of Infratel Zambia, a telecommunication company established in 2017 to own and operate sharable Telecommunication and Information Communication Technology (ICT) infrastructure on behalf of the Industrial Development Corporation (IDC) Group and Government. The mandate of Infratel Zambia is to provide telecommunications infrastructure and Data Centre Services to public and private entities at competitive rates that support business growth, and continuity and encourage delivery of services to underserved areas (Infratel Zambia, 2017).

In summary, the research aims to contribute to the existing body of knowledge on leadership styles and their impact on organizational performance. By focusing on the unique context of Infratel Zambia, it sought to offer insights that can inform leadership practices in the telecommunications industry and guide organizational leaders in optimizing their approach to enhance overall effectiveness.

1.3 STATEMENT OF THE PROBLEM

Leadership styles significantly influence organizational performance, impacting factors such as employee motivation, productivity, and overall effectiveness (Bass & Riggio, 2006; Northouse, 2018). Existing research has explored various leadership styles, including transformational, transactional, laissez-faire, and situational leadership, providing insights into their characteristics and potential effects on organizational outcomes. However, there is a limited understanding of how these leadership styles specifically manifest in the context of Infratel Zambia, a telecommunications infrastructure provider. While general principles may apply, the unique organizational and cultural context of Infratel Zambia necessitates a focused investigation to comprehend the intricacies of leadership impact.

The gaps in knowledge revolve around the specific effects of different leadership styles on the organizational performance of Infratel Zambia. While broader theories and research offer foundational insights, the application of these leadership styles within the unique operational landscape of Infratel Zambia remains unexplored. Questions

persist regarding which leadership style aligns best with the organizational culture, fosters innovation, and enhances employee engagement at Infratel Zambia. Additionally, there is a dearth of information on the potential challenges associated with specific leadership styles in this particular organizational setting.

To address this research gap, a comprehensive comparative study was conducted, focusing on the impact of different leadership styles on organizational performance at Infratel Zambia. The study involved a detailed analysis of leadership practices within Infratel Zambia, utilizing a mix of qualitative and quantitative research methods. By surveying employees, conducting interviews with leaders, and analyzing organizational performance metrics, the research aimed at providing nuanced insights into the most effective leadership styles for Infratel Zambia. The findings will inform recommendations for optimizing leadership practices, contributing to the organization's success in the dynamic telecommunications industry.

1.4 RESEARCH OBJECTIVES

The research Objectives for this study was divided into two parts: General and Specific Objectives.

1.4.1 GENERAL OBJECTIVE

- To analyse the impact of different leadership styles on the organisational performance of Infratel Zambia.

1.4.2 SPECIFIC OBJECTIVES

1. To identify the different leadership styles applied at Infratel Zambia.
2. To explore how different leadership styles impact the organisational performance of Infratel Zambia.
3. To explore the influence of the different leadership styles on organisational performance at Infratel Zambia.

1.4.3 RESEARCH QUESTIONS

1. What leadership styles are applied at Infratel Zambia?
2. How do different leadership styles impact organisational performance at Infratel Zambia?

3. What is the influence of the different leadership styles organisational performance at Infratel Zambia?

1.5 SCOPE OF THE STUDY

The study intended to analyse the impact of leadership styles on organisational performance at Infratel Zambia an establishment in Lusaka. However, for this study, a cross-sectional approach will be undertaken where only primary data will be collected from the employees and managers at Infratel Zambia.

1.6 SIGNIFICANCE OF THE STUDY

The goal of any organization is not only to survive but also to sustain its existence by improving performance. This study is motivated by the growing need to meet the desires of the highly competitive markets, organizations must continually increase their performance. Leadership is one of the very critical components for any organizational performance.

The findings will help add to the body of knowledge on the different leadership styles and how they impact organisational performance. It is anticipated that the study will be very helpful and significant to leaders at Infratel Zambia and other leaders themselves to comprehend how various leadership philosophies and styles affect the functioning and performance of their organizations. Additionally, using the information from this study, they will be able to adjust their style of leadership and implement more successful tactics to get the most out of their team.

1.7 DEFINITION OF KEY TERMS OF THE STUDY

Leadership Style: The strategy and manner in which a leader engages with their followers and persuades them to fulfil the objectives of the organisation (Bass & Riggio 2006).

Organisational Performance: Refers to an organization's accomplishment of set goals and objectives. It is a gauge of how well and successfully a company uses its resources to produce the results it wants (Rappaport 2005).

1.8 ORGANISATION OF THE REPORT

The study is organised into six chapters. Chapter 1 presents the introduction of the study, the background, and the statement of the research problem, the research objectives and the research questions, the scope of the study, the significance of the study and the structure of the dissertation. Chapter 2 presents the literature review, which includes the empirical review, and theoretical and conceptual frameworks. Chapter 3 presents the research methodology whilst Chapter 4 consists of the presentation and analysis of the results and Chapter 5 presents the discussion of findings. Chapter 6 sums up the conclusion and recommendations.

1.9 CHAPTER SUMMARY

In conclusion, this chapter has looked at the introduction and background of the study and the impact of the different leadership styles on organisational performance. It has further discussed the research problem, objectives of the study, scope of the study, definition of key terms and the structure of the dissertation.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter reviews scholarly literature on the impact of leadership styles on organisational performance. It begins by discussing the concept of leadership styles and organisational performance. This study then reviews the relevant empirical as well as theoretical literature on how leadership styles impacts organisational performance from secondary data sources. Based on the theoretical literature reviewed, the conceptual framework of the study is then developed in this chapter.

2.2 A COMPARATIVE STUDY OF THE IMPACT OF DIFFERENT LEADERSHIP STYLES ON ORGANIZATIONAL PERFORMANCE

Effective leadership is widely acknowledged as a pivotal factor influencing organizational performance across diverse industries (Bass & Riggio, 2006; Mumba, 2022). This literature review explores non-empirical research to provide theoretical justification for various leadership styles and their potential impact on organizational outcomes. The specific focus is on how different leadership styles may contribute to or hinder organizational performance within the context of Infratel Zambia, a telecommunications infrastructure provider.

Transformational leadership, characterized by inspirational vision, intellectual stimulation, individualized consideration, and idealized influence, has consistently emerged as a significant contributor to organizational success (Choongo et al, 2023). Studies suggest that transformational leaders foster a sense of shared vision, motivation, and commitment among employees, leading to improved job satisfaction and overall organizational performance (West and Gemechu, 2019).

Transactional leadership, emphasizing clear roles, expectations, and rewards or penalties based on performance, has been associated with efficient task completion and goal achievement (Tedla and Redda, 2021). While it may lack the inspirational elements of transformational leadership, transactional leadership can create a structured and goal-oriented work environment, positively influencing organizational performance (Abdulai, 2021).

Laissez-faire leadership, characterized by a hands-off approach and granting employees autonomy, is often associated with both positive and negative outcomes. While it may stimulate creativity and innovation, it can also lead to a lack of direction and coordination, potentially impacting organizational performance (Northouse, 2018).

Situational leadership, adapting leadership styles based on the readiness and needs of followers, is recognized for its flexibility (Kamalizeni et al., 2021). By aligning leadership behaviors with the specific requirements of different situations, situational leaders can enhance organizational performance through effective decision-making and employee engagement.

Charismatic leadership, characterized by the leader's ability to inspire and influence followers through personal charm and vision, has been linked to enhanced organizational performance (Chikwanda, 2021). Charismatic leaders can create a compelling organizational identity, leading to increased employee commitment and overall success.

In summary, the literature reviewed provides a theoretical foundation for understanding the potential impact of different leadership styles on organizational performance. While transformational and transactional leadership styles are widely recognized for their positive effects, laissez-faire and situational leadership styles have nuanced implications. The charismatic leadership style, with its focus on inspiration and influence, also emerges as a significant factor in driving organizational success. Understanding these theoretical underpinnings will guide the empirical phase of the research, helping to contextualize findings within the specific operational environment of Infratel Zambia.

2.3 EMPIRICAL REVIEW: GLOBAL PERSPECTIVE

2.3.1 The different Leadership Styles and their applications in Organisations.

Al Amiri, Rahima, and Ahmed (2020) conducted a systematic review in Indonesia on the subject, "Leadership styles and organizational knowledge management activities." The paper is a systematic review published in 2020, with the findings arguing that there was a significant relationship between leadership styles and organizational knowledge management activities. However, the systematic review typically

synthesises and analyses existing empirical studies to draw overarching conclusions about the research topic.

The knowledge gaps left showed no evidence on how the knowledge management and leadership research could include the need for a deeper understanding of how specific leadership styles impact knowledge creation, sharing, and application within organizations. Additionally, the review did not delve into the specific industries or sectors where certain leadership styles are more effective in promoting knowledge management activities.

Additionally, Cinnioğlu (2020) conducted a study on “a review of modern leadership styles in perspective of industry 4.0. Agile Business Leadership Methods for Industry 4.0.” The study aimed at providing insights into contemporary leadership styles in the context of Industry 4.0. The findings revealed that modern leadership styles align with the demands and characteristics of Industry 4.0. The study provided information detailing how the leadership styles were specifically applied in organizations. The paper discussed theoretical perspectives and recommendations for applying modern leadership styles within the framework of Industry 4.0. However, the better way could include insights into how leaders can foster innovation, collaboration, and agility in the context of rapidly evolving technological landscapes.

However, the knowledge gaps in the study discussion related to Industry 4.0 and leadership styles included the need for more empirical evidence on the effectiveness of specific leadership styles in facilitating the adoption of Industry 4.0 technologies. Additionally, there was a gap in understanding how leaders can navigate the challenges posed by the rapid technological changes inherent in Industry 4.0.

2.3.2 The Impact of Different Leadership Styles on Organizational Performance

Khan et al (2020) conducted a study at the global scale on the Interplay of Leadership Styles, Innovative Work Behavior, Organizational Culture, and Organizational Citizenship Behavior. The study investigated the relationships between leadership styles, innovative work behaviour, organizational culture, and organizational citizenship behaviour. Findings suggest a significant interplay between these factors. Transformational and transactional leadership styles were positively associated with innovative work behaviour, and organizational culture mediated this relationship.

Moreover, innovative work behaviour positively influenced organizational citizenship behaviour.

Although, the study provided valuable insights into the relationships between leadership styles, innovative work behaviour, organizational culture, and organizational citizenship behaviour, there may be a knowledge gap regarding the specific contextual factors that moderate or mediate these relationships. Additionally, the study may not extensively explore potential contextual variations across different industries or cultural settings.

However, the study offers a comprehensive examination of the interplay between leadership styles, innovative work behaviour, organizational culture, and organizational citizenship behaviour. However, the generalizability of the findings may be limited due to the absence of specific information about the industries or sectors included in the research. A more detailed description of the sample characteristics could enhance the study's external validity.

Razzaq, Sami, and Hammad (2020) conducted a study at the global scale. The paper is a systematic review conducted in 2019, exploring the relationship between transformational leadership and organizational performance in both Western and Non-Western contexts. While specific findings from the systematic review are not detailed, it likely synthesizes and analyses empirical studies published in 2019 to draw conclusions about the impact of transformational leadership on organizational performance across diverse cultural settings.

The information provided knowledge gap on the understanding of how cultural factors mediate or moderate the relationship between transformational leadership and organizational performance. Additionally, the review might not delve into the specific industries or sectors where transformational leadership is effective.

The systematic review conducted by Razzaq, Sami, and Hammad (2020) contributed to the synthesis of empirical studies on transformational leadership and organizational performance in both Western and Non-Western contexts. While the specific findings

are not detailed in the provided information because the focus was on a systematic review indicating an effort to consolidate and analyse the existing empirical literature.

2.3.3 The influence of the different Leadership Styles on Organisational Performance

Nandasinghe (2020), published the paper on the title, "Leadership and Organization Performance: A Review on Theoretical and Empirical Perspectives," provided a comprehensive examination of the relationship between leadership and organizational performance. The findings of the study suggested a significant relationship on both theoretical frameworks and empirical evidence.

The knowledge gaps in the discussions on leadership and organizational performance included the need for more noted insights into the contextual factors influencing the effectiveness of different leadership styles across diverse industries and cultures. Additionally, there was a gap in understanding the mechanisms through which leadership impacts specific performance metrics.

The study provided information detailing on how leadership styles influence organizational performance. Admittedly, the paper explored various theoretical and empirical perspectives on this relationship. Leadership styles impact organizational performance through factors such as employee motivation, innovation, and strategic decision-making. Understanding how different leadership styles contribute to or hinder these factors is crucial for linking leadership to organizational outcomes.

2.4 EMPIRICAL REVIEW: AFRICAN SUB-SAHARA PERSPECTIVE

2.4.1 The different Leadership Styles and their applications in Organisations

The study by Folarin (2021) focused on Sub-Saharan Africa, indicating a regional perspective. The study highlighted the importance of considering the unique cultural, social, and economic contexts within Sub-Saharan Africa when examining leadership styles and their impact on organizational performance.

Additionally, the key findings of the study. It was revealed that the leadership styles are prevalent in Sub-Saharan Africa and relationship to organizational performance and effectiveness was highly significant in the sampled firms explored by the study. Delegation, participatory decision making and autonomy of employees in work

execution were key prominent leadership behaviors that are associated with positive outcomes in the region.

The knowledge gaps identified included specific leadership styles that had not been adequately explored, these are autocratic, transformational, and transactional leadership styles, due to this aspect mentioned, the impact of cultural diversity on leadership effectiveness, or the applicability of certain leadership theories in the Sub-Saharan African context lack substantial evidence.

Nonetheless, the study provided information on how different leadership styles are applied in Sub-Saharan African organizations, this included insights into the practical aspects of leadership. For example, how cultural values and norms influence leadership behaviors, or how leaders adapt their styles to foster organizational effectiveness.

In summary, this study provided the significant contribution of the body of knowledge on the understanding of leadership styles application and their impact on organizational performance within the Sub-Saharan African context. It highlighted the practical implications for leaders, organizations, and future research.

2.4.2 The Impact of Different Leadership Styles on Organizational Performance

West and Gemechu (2019), conducted a study on the “Perceptions of the applications of leadership styles across Sub-Saharan Africa.” The study focused on Sub-Saharan Africa, 11 countries on the sub-Saharan region were studied emphasising the importance of considering the diverse cultural, social, and economic contexts within this region when exploring leadership styles.

The findings of the study revealed that Students and professionals held varying views on servant leadership and autocratic leadership. Admittedly, these leadership styles were significantly perceived to be most prevalent or effective in Sub-Saharan Africa. The identified leadership styles are applied in different organizational settings and the perceived impact on organizational performance was found to be significantly substantial.

The knowledge gap identified in this existing literature was that within Sub-Saharan Africa the subject of leadership styles and their impact on specific organisation of company have not been adequately explored, or the need for more in-depth analysis of how cultural nuances influence the application and effectiveness of certain leadership styles. However, it does not delve deeply into the specific mechanisms through which leadership styles impact organisational performance.

Critically while the study identifies differences in perceptions, it does not thoroughly explore the causal relationships between leadership styles and organizational outcomes. Leadership effectiveness in Africa is influenced by cultural, historical, and contextual factors. The paper could benefit from a more nuanced examination of these aspects. The study's focus on 11 countries may not fully represent the diversity of leadership practices across the entire Sub-Saharan region. The paper primarily relied on quantitative data. A more balanced approach that includes qualitative insights could enhance its robustness.

In summary, although the study clarifies how people perceive leadership, it leaves open the possibility of more research into the complex relationship that exists between organisational success and leadership styles in Sub-Saharan Africa. To improve our comprehension of good leadership in this situation, researchers ought to think about combining qualitative approaches and taking cultural quirks into account.

2.4.3 The influence of the different Leadership Styles on Organisational Performance

Kamalizeni et al (2020) conducted the study on "towards a conceptual framework for organisationally effective female leadership in sub-saharan africa: The case of public enterprises in eswatini." The study focuses on the Kingdom of Eswatini (formerly called Swaziland), a landlocked country in Southern Africa. Eswatini shares borders with Mozambique to the northeast and South Africa on the other sides.

The objective of the study was to explore the organisational effectiveness of female leadership within the context of public enterprises in Eswatini. Despite efforts to address female marginalization, public enterprises in Sub-Saharan Africa (SSA) continue to grapple with the under-representation of women in leadership positions. The study findings revealed numerous hurdles faced by women leaders in public

enterprises or state-owned enterprises (SOEs) across SSA. Given that most large organizations are led by males, there is a need for a leadership alternative. The study developed a conceptual framework for effective female leadership.

Further, existing literature on women in leadership positions and leadership styles is considerable. However, comparative data on this subject remains limited, making it challenging to draw conclusions about the factors defining women's approach to leadership. Available data often emphasizes personal attributes and impediments, neglecting relevant socio-political and organizational factors. Historically, male traits have been considered suitably proven and advantageous for effective leadership.

The study acknowledged the scarcity of comparative data on women's leadership styles. It also highlighted the need to move beyond personal attributes and impediments to consider broader socio-political and organizational factors.

However, the study identified challenges and proposed a conceptual framework, it does not deeply explore the causal relationships between female leadership and organizational effectiveness. However, promoting women to leadership positions necessitates addressing current societal incongruities, as gender mainstreaming remains insufficiently focused.

Consequently, considering the unique context of Eswatini, the paper could benefit from further exploration of cultural and contextual nuances specific to this country. The study's focus on Eswatini may limit the generalizability of findings to other SSA countries. The paper could provide more practical insights into how the proposed conceptual framework can be applied to enhance female leadership in public enterprises.

In summary, this study adds to our knowledge of the influence and efficacy of female leadership in Eswatini and emphasises the significance of resolving gender differences in organisational leadership throughout the Southern African region.

2.5 EMPIRICAL REVIEW: THE ZAMBIAN CONTEXT

2.5.1 The different Leadership Styles and their applications in Organisations

Chikwanda (2021) conducted the study on “An Empirical Examination of Leadership Styles’ Contributions towards Creation of Conducive Teaching and Learning Environment in Selected Colleges of Education in Zambia.” This study investigates leadership styles within the context of Zambian colleges of education. The study aimed at exploring the relationship between leadership styles and the creation of conducive teaching and learning environments in selected colleges of education.

The findings found a strong correlation between leadership styles and the establishment of conducive teaching and learning environments. The study revealed that teaching and learning environments in the examined colleges exhibit a range from poor to moderate.

However, the paper does not specify the exact leadership styles examined, but it emphasizes their impact on the educational environment. The study does not explicitly address the specific leadership styles that contribute to a conducive environment. It also lacks a comprehensive exploration of the mechanisms through which leadership styles influence teaching and learning outcomes.

The paper could benefit from clearly identifying and analysing specific leadership styles prevalent in Zambian colleges of education. While the correlation is established, deeper exploration of the causal relationships between leadership styles and environment quality is needed.

Considering Zambia’s unique context, the study could delve into cultural and organizational nuances specific to Zambian colleges. The paper could provide more practical insights into how identified leadership styles can be effectively applied to enhance teaching and learning outcomes.

To summarise, this study adds to our understanding of leadership dynamics in Zambian education institutes; however, more research is required to close the knowledge gap between organisational performance and leadership styles.

2.5.2 The Impact of Different Leadership Styles on Organizational Performance

Musonda (2021) conducted a study on the effectiveness of leadership styles using a case study focused on the National Road Fund Agency in Lusaka. The study found a significant correlation between organisational performance and commitment among Agency employees and leadership styles. According to the interviewees, their leadership philosophies improved employee commitment and organisational performance.

The paper does not explicitly specify the leadership styles examined, but it focuses on their impact within the NRFA. The study evaluated how various leadership approaches influence the NRFA's performance, decision-making, and organizational outcomes.

The paper does not delve deeply into the specific mechanisms through which leadership styles impact the NRFA's effectiveness. It also lacks a comprehensive exploration of the contextual nuances specific to the Zambian road tolling program.

While the study assesses effectiveness, it does not thoroughly explore the causal relationships between leadership styles and organizational outcomes. Considering the unique context of Zambia's Road tolling program, the paper could benefit from deeper exploration of organizational dynamics specific to the NRFA. The paper could provide more practical insights into how identified leadership styles can be effectively applied to enhance the NRFA's performance.

In summary, this study contributes to understanding leadership dynamics within the NRFA, but further research is needed to bridge the gap between leadership styles and organizational impact in the context of Zambia's Road tolling program.

2.5.3 The influence of the different Leadership Styles on Organisational Performance

Choongo et al (2023) conducted the study in the study is conducted in Zambia in 2022 but published in 2023, a landlocked country in Southern Africa known for its diverse culture, natural beauty, and growing interest in financial technology (Fintech) on the title "the Effect of Leadership Styles on the Growth of Fintech Start-Ups in Zambia." The study investigates leadership styles within the context of Fintech start-ups in Zambia. The following is a breakdown of the key aspects:

The study aims to determine the relationship between leadership styles of leaders in Fintech start-ups and firm growth. The study focuses on three leadership styles: Transformational leadership: Strongly associated with Fintech start-up growth. Transactional leadership: Plays a limited role. Laissez-faire leadership: Positively associated but weakly linked to firm growth.

The study acknowledges the need to consider other leadership styles beyond the three examined. It also highlights the importance of qualitative and longitudinal designs for deeper insights and validation. While the study identifies associations, it does not deeply explore the causal relationships between leadership styles and firm growth.

Considering Zambia's unique context, the paper could benefit from exploring organizational dynamics specific to Fintech start-ups in Zambia.

In summary, this study contributes to understanding leadership dynamics in Zambian Fintech start-ups, but further research is needed to explore additional leadership styles and validate findings.

2.6 Research Critique

The publication reviewed covers the period of 10 years (2013 to 2022) and the field of organisational performance, behaviour and leadership is dynamic. The studies did not encompass the most recent developments or emerging trends in leadership research. Future research could build upon these studies by incorporating recent literature and considering the evolving nature of leadership practices.

The studies primarily focus on the positive relationships between the variables. A more balanced exploration, including potential challenges or limitations of certain leadership styles and their impact on organizational outcomes, could provide a more nuanced understanding.

2.7 Theoretical Framework

A theoretical framework is a structured approach to the systematic analysis and explanation of phenomena. Several theoretical frameworks can be used to compare

and contrast the effects of various leadership philosophies on organizational performance. Several important frameworks consist of:

2.7.1 Transformational Leadership Theory

This was first presented by James V. Downton in 1973 and expanded upon by James MacGregor Burns in 1978, it emphasizes the capacity of the leader to uplift and encourage subordinates to perform at increased levels. According to this theory, transformational leaders improve organizational performance by forging a common vision, encouraging innovation and creativity, and encouraging followers to feel like they are growing both personally and as a group (Amanchukwu, Stanley and Ololube, 2015).

Judge and Piccolo (2004) conducted a meta-analysis; one of the important studies demonstrated the connection between transformational leadership and organizational performance. They discovered a robustly positive relationship between transformational leadership and many performance outcomes, including follower performance, job satisfaction, and leader effectiveness. The study validated the beneficial effect of transformational leadership on organizational performance using data from 87 independent samples.

In 2006, Bass and Riggio conducted another study to look at the connection between organizational outcomes and transformational leadership in a military setting. They discovered that followers' job satisfaction, organizational commitment, and group cohesion were all positively correlated with transformational leadership and that this ultimately resulted in improved organizational performance. The study proved that transformational leadership is applicable in various situations and has a favourable effect on organizational performance (Arif and Akram, 2018).

In summary, numerous other studies as well as this one offer empirical proof of the beneficial effects of transformational leadership on organizational performance. This theory is going to be used because it has been demonstrated that transformational theory-inclined leaders uplift and encourage those around them, establishing a common goal and encouraging personal development, all of which contribute to better organizational results.

2.7.2 Transactional Leadership Theory

Focusing on the exchange relationship between leaders and followers, this concept was first introduced by Max Weber in the early 20th century and later developed by James MacGregor Burns and Bernard M. Bass. According to this theory, transactional leaders use performance-based incentives and penalties to influence and motivate their subordinates (Bass and Riggio, 2016).

One important study demonstrating the connection between organizational performance and transactional leadership is a meta-analysis carried out in 2004 by Judge and Piccolo. After analyzing data from 78 separate samples, the study discovered a positive relationship between task performance and organizational citizenship behaviour, among other performance outcomes, and transactional leadership. According to the study, workers who report to transactional leaders typically perform better and display positive organisational behaviours (Arif and Akram, 2018).

Additionally, Bass's 1985 study looked at the connection between organizational performance and transactional leadership in the military setting. According to the study, soldiers' performance ratings were positively correlated with transactional leadership behaviour such as outlining duties and responsibilities, offering incentives that are contingent, and actively monitoring performance. The study showed how transactional leadership can be effectively applied to improve organizational performance in a particular setting (Bass and Riggio, 2016).

Furthermore, a 1990 study by Yammarino and Bass examined how transactional leadership affected 74 sales teams' and performance. The study's findings indicated a positive correlation between transactional leadership behaviour and sales performance, such as performance monitoring and control via reward and feedback systems.

These and other studies in the literature offer empirical evidence in favour of the hypothesis that transactional leadership and organizational performance are related. It has been demonstrated that transactional leaders improve employee performance

and promote constructive organizational behaviour through the use of contingent rewards and active performance management. It's crucial to remember, though, that compared to other leadership philosophies like transformational leadership, transactional leadership might not be as successful in encouraging original and creative behaviour.

2.7.3 Situational leadership theory

Paul Hersey and Ken Blanchard created this leadership paradigm in the late 1960s. It implies that there is no one-size-fits-all method for effective leadership and that managers should modify their approach according to the particular circumstance and the degree of growth of their subordinates. This theory highlights how crucial it is to take followers' commitment and competence into account when choosing the right leadership style.

A study undertaken in 2014 by Henry L. McLaughlin and Melvin Martinson lends credence to the situational leadership theory. According to their research, "Leadership Styles and Effectiveness: A Situational Model," there are situational differences in the effectiveness of various leadership styles. Four types of leadership were found in the study: participating, selling, telling, and delegating (Blanchard, Zigarmi and Zigarmi, 2013).

Furthermore, situational leadership theory is especially helpful for new or inexperienced leaders who might not have the knowledge or skill to choose the right leadership style for various circumstances, (Lussier and Achua, 2015). This theory offers a useful framework for leaders to assess the state of affairs, gauge the followers' level of development, and choose the best leadership approach to bring about the intended result.

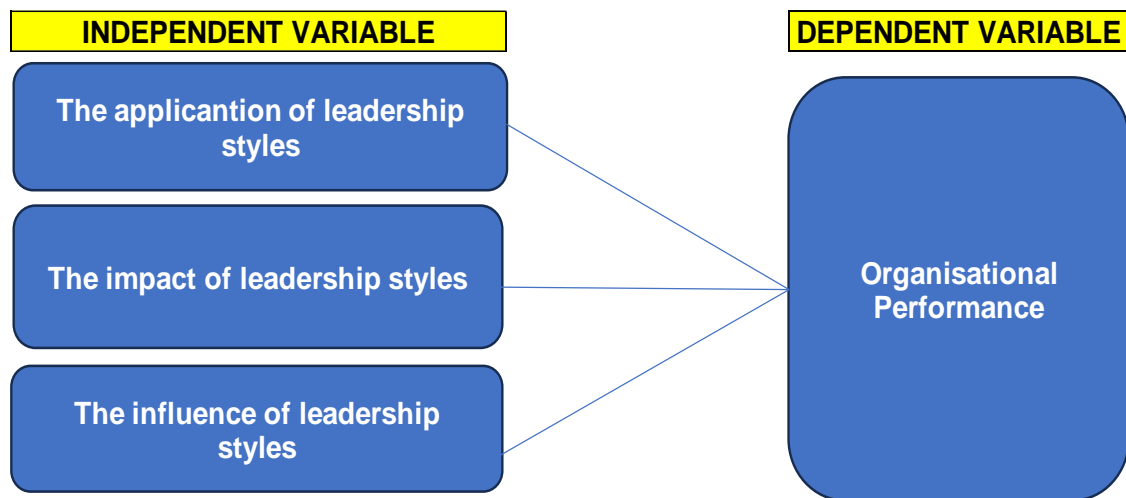
To sum up, the theory of situational leadership posits that proficient leaders possess the ability to modify their approach according to the circumstances and the stage of growth of their subordinates. This theory is supported by numerous studies that show situational leadership improves organizational effectiveness and commitment.

2.8 Conceptual Framework

A conceptual framework, in the words of Orodho (2009), is "a form of model that uses drawings/diagrams to illustrate the interaction between variables, particularly the independent and dependent variables." Figure 2.4 below depicts the conceptual framework that illustrates how the study variables relate to one another.

The Conceptual Framework of the Study

Figure 2.8: The relationship between a dependent variable and independent variable



Source: Researcher (2024)

There is an anticipated interaction between the independent variables that were developed to investigate the interaction between (The application, impact and influence of leadership styles) on organisational performance, which is the dependent variable.

2.9 Chapter Summary

This chapter provides a detailed review of the literature related to the study. It is divided into three parts: the empirical review, where various pieces of literature are reviewed based on evidence; the theoretical framework, which discusses related theories and explains how they support the study under investigation, and the conceptual framework, which is designed to provide a robust anticipated interaction of study variables.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

Research Methodology is a framework within which research is undertaken. It indicates the research strategy, research approach, sample size, data collection tools as well as data analysis methods employed by the research. This chapter therefore highlights the methods that were used to carry out this study.

3.2 RESEARCH APPROACH

The research approach looks at the methods that a study employs and the processes of the research that the researcher believes as the most suitable to employ in data collection, analysis and interpretation (Creswell, 2018). This study employed a mixed method approach which uses both qualitative and quantitative methods to collect the data from the participants. Combining qualitative and quantitative approaches results in a deeper understanding of the research problem than when either approach is applied alone (Ibid, 2018).

3.3 RESEARCH DESIGN

The general plan or approach that directs the conduct of the research study is known as the research design. It describes the strategy and procedures that will be used to address the research questions (Creswell, 2018). Therefore, the research took the form of a sequential exploratory study design, which aided the better understanding of analysis on the impact of different leadership styles on the organisational performance of Infratel Zambia. The qualitative data was analysed and presented using thematic analysis sequentially with the quantitative data and a conclusion was drawn from that sequential analysis.

3.4 TARGET POPULATION

A population is an entire group of individuals with similar characteristics of interest to the researcher such as age, location, race, employment status and income status among others (Creswell, 2009). The study sample population was the 74 Infratel Zambia employees, both male and female employees.

3.5 SAMPLE SIZE

The sample size is the proportional that is obtained from the main population (Creswell, 2018). Therefore, Cochran's formula was used in this research to select a proportion of the population of employees at Infratel,

$$N_0 = \frac{Z^2 pq}{e^2}$$

Where:

- e is the level of significance
- p is the probability of occurrence from the population to be studied
- q is 1-p
- n is sample size
- Z is the value from the Z tables.

The hypothesis will be tested at 95% confidence interval setting the significance level at 5% ($\alpha=0.05$). The sample size is therefore calculated as follows:

$$n_0 = \frac{(1.96)^2 \times 0.1 \times (1 - 0.1)}{0.05^2}$$

$$n_0 = 73.469$$

$$\underline{n_0 = 74}$$

3.6 SAMPLING TECHNIQUE

The sampling technique is the strategy employed to get the study sample size (Creswell, 2018). Therefore, this study employed two sampling techniques, and these are purposive sampling for eight (8) respondents in management, these were chosen based on possessing specific knowledge required for inclusion in the sample, while simple random sampling was used for sixty-six (66) other employees.

3.7 DATA COLLECTION PROCEDURES

The data collected was primary data from Infratel Zambia employees on the different

leadership styles and analysed to generate the results and conclusions. The study was triangulating the tools for collecting data, qualitative data, in-depth interviews were conducted with eight (8) key respondents in management at Infratel Zambia, and sixty-six (66) other employees were given self-administered questionnaires for Quantitative data results.

3.7.1 Primary Data

Primary is data that has been generated by a researcher directly from a firsthand source. The questionnaire generated was used to collect this primary data from the respondents. This questionnaire was divided into four parts which had different types of questions. The first part was meant to collect the demographics of the respondents like their gender, age group, level of education, position as well as the length of their service with the organization.

3.7.2 Secondary Data

Secondary data is data that is collected by someone other than the primary user. This data has already been collected through primary sources and has been made readily available for other researchers to use for their own research. This study used this type of data in many forms such as books, journals and other types of articles.

3.8 DATA ANALYSIS PROCEDURES

The study analysed the data collected in parts; the qualitative data used thematic analysis to synthesize the qualitative data and, while STATA (Version 14) with Microsoft Excel for quantitative data to generate descriptive statistics and tabulation tables.

3.9 ETHICAL CONSIDERATION

The ethical aspects of any research study are essential. Informed consent from participants, participant confidentiality, minimizing harm and distress, and voluntary participation are just a few of the ethical guidelines that researchers must make sure they follow when conducting research (Bryman, 2016). To guarantee adherence to ethical standards, the researcher sought all ethical clearance guidance from the UNILUS Research Ethics Committee and permission from Infratel Zambia. Furthermore, consent was sought from all respondents, and they were assured that

confidentiality would be observed, and data collected would be used for research purposes and to help improve the operations of the company.

3.10 CHAPTER SUMMARY

This chapter explains the methodology that the study used; it begins with the research approach, explains the study design, study population & sample size, data collection & tools for data collection, and data analysis and ends with ethical considerations for the study. The methodology provided a comprehensive structure that this study took to deliver on the demands of the comparative study.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS OF RESULTS

4.1 INTRODUCTION

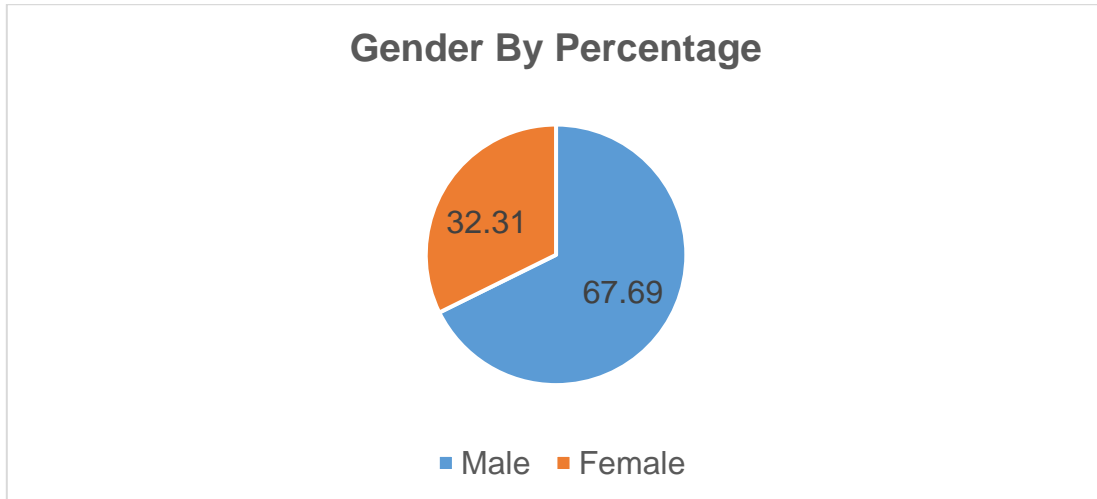
This chapter explores the results obtained during an inquiry investigation on the study. The verbatims are presented in this chapter with explicit concise to the related specific objectives as generated from the research questions.

4.2 GENERAL DEMOGRAPHICS OF THE RESPONDENTS

The demographic data for sex shows that out of the 74 respondents; 50 were male and 23 were female. The response rate for the quantitative part was 98%, with 1 participant not responding out of 66 employees initially approached for the questionnaire. Interviews were held with all the 8 key respondents.

4.2.1 Gender of the study respondents

Figure 4.1.1: Gender of the study participants



Source: Researcher (2024)

The graph above shows the distribution by gender of the study participants, respondents, as from the graph 23 were Female, and 50 were Male giving us a ratio of 32% to 68% Females to Males as illustrated by the pie chart.

4.2.2 Academic qualification for the study respondents

Table 4.2.2: Academic achievement of the study participants

academic_qualification	Freq.	Percent	Cum.
Certificate	36	55.38	55.38
Diploma	17	26.15	81.54
1st Degree	8	12.31	93.85
Masters and above	4	6.15	100.00
Total	65	100.00	

Source: Researcher (2024)

Using STATA Software version 14.2 is the tabulation obtained on the respondents to the questionnaire. The results presented above in the cross-tabulation help understand the classification of the academic qualifications of the employees in general. The 12 key respondents all had first degrees and above kind of qualifications and held senior positions at the institution.

4.2.3 Years of Experience of the Study Respondents

Table 2.2.3: Years of experience of the study respondents

Experience in Years at Infratel	Freq.	Percent	Cum.
1	18	27.69	27.69
2	16	24.62	52.31
3	14	21.54	73.85
4	7	10.77	84.62
5	5	7.69	92.31
6	5	7.69	100.00
Total	65	100.00	

Source: Researcher (2024)

The cross-tabulation of the STATA output above demonstrates the years of experience each of the study respondents had at Infratel Zambia. From the data displayed above, the highest had served 6 years while the least had served 1 year.

4.2.4 Level of positions held by the respondents

Table 4.2.4: Level of positions held by the respondents

level of position held at infratel	Freq.	Percent	Cum.
Mid Management	7	10.77	10.77
General Personnel	58	89.23	100.00
Total	65	100.00	

Source: Researcher (2024)

Most of the respondents in this study were from the general personnel category unlike the few seven as shown in the STATA Display above.

4.3 Findings on what different leadership styles apply at Infratel Zambia

This section is based on the first research question which aimed at finding out how the different leadership styles applied at Infratel Zambia. Eight participants were interviewed to establish the application of different leadership styles at Infratel Zambia. Seven participants revealed that leaders often combine different styles namely Servant Transformational, Transactional and Autocratic leadership styles depending on the situation and company demands.

4.3.1 Qualitative Themes that emerged on the first Objective of the Study

Study participants recounted that applying these leadership styles at Infratel Zambia would be contingent upon the goals, values, and inclinations of the team that leads the organisation. It is also feasible that, depending on the management styles of their managers, certain teams or departments inside the company may encounter varying leadership styles.

4.3.1.1 Thematic Analysis with Verbatims on Objective Number One

Situation-based emerged as a key theme in the first objective of this study. Seven out of eight promulgated that leadership styles vary depending on the team, time and situation at hand, hence there is no single valid leadership style that fits all situations and thus at Infratel Zambia, the leadership styles are applied based on the situation at hand.

The subthemes discussed in the verbatims below are (depending on the circumstance, mode of change and situational dependent) which built to the main theme of situation based.

Some of the verbatims given by the participants included the following:

The Chief Executive Officer of Infratel Zambia said that

Based on my experience in this institution, I think the application of different leadership styles at Infratel Zambia is a pivotal factor in moulding the organization's ethos and propelling its prosperity. The company has a defined leadership structure in place to guarantee sound decision-making and smooth operations. Various leadership philosophies are used depending on the circumstance and the objective.

The Head of Human Capital at Infratel Zambia said:

When teams or organisations are going through a lot of change, encountering difficulties, or trying to accomplish long-term objectives, transformational leadership is a common leadership style that is used. This type of leadership is marked by vision, inspiration, and an emphasis on both individual and group development.

The Sales Manager further added that:

I feel that a situational-dependent kind of leadership technique is also used at the departmental level when leaders modify their actions in response to the individual needs of their team members.

Need dependency emerged as the key theme of the first objective of the study. Six out of eight participants contended that Infratel Zambia's executives often show team leaders how to apply the need-dependency kind of leadership techniques in their daily interactions with subordinates. The ultimate essence of any form of leadership style applied at Infratel Zambia is focused on promoting employee performance.

Additionally, having a solid understanding of this strategy helps modify their leadership style to meet the demands of their team in a variety of circumstances. For example, leaders adopt a more directive style, giving explicit instructions and actively monitoring team members' development, when they are new or inexperienced.

The subthemes discussed in the verbatims below are (priority at hand, the need is identified and depending on a specified requirement) which built to the main theme of need dependency.

Below are the key verbatims generated from the in-depth interviews.

The Finance Manager at Infratel Zambia expounded that:

Infratel Zambia typically uses a participatory leadership style as per priority at hand to help team leaders and guarantee that everyone at the company is included in important decision-making processes, ultimately leading to improved organisational performance. On the other side, the management team uses transformational leadership to assist the organisation in realising its objectives and to enable individuals within the group to reach their full potential, which is thought to improve organisational performance.

The Business Relationship Manager at Infratel Zambia promulgated that:

Once the need is identified which corresponds to an organisational goal, we work together as a team and promote candid communication among us in the workplace. Since we are a parastatal institution, the government enforces certain decisions; thus, political meddling does not eliminate our independence. However, we support the organization's open-door principles. The three types of leadership are blended: transformative, democratic, and autocratic.

The Chief Information Officer added that:

Alternatively, leaders take on a more supportive position, providing direction and encouragement, depending on the need at hand and particularly when team members demonstrate competence and confidence. This adaptability enables leaders to develop and empower team members in an efficient manner, which in turn promotes a culture of growth and excellence depending on a specified requirement.

Innovation and creativity initiatives emerged as a key theme of the first objective of this study. Eight out of eight of the study participants agree that to promote innovation and creativity, Infratel Zambia uses a variety of leadership philosophies to spark fresh concepts, support trial and error, and establish an atmosphere where staff members are encouraged to share their knowledge and skills. Because innovation and creativity demand more than simply one-sided leadership, this action heavily depends on the integration of many sets of leadership styles.

The subthemes discussed in the verbatims below are (innovation of ideas, creativity in reasoning, and initiative and swift decision-making) which built to the main theme of innovation and creativity initiatives.

The Chief Commercial Officer of Infratel Zambia revealed that:

In the case of innovation and creativity, transformational leadership is encouraged and this has a defined, long-term goal since it enables workers to realise their full potential and achieve the objectives of the company. This is accomplished through creativity and motivation, as well as by outlining the organisation's vision and objective and a leader's presentation. One of Infratel's basic values is this: it is my sole responsibility in my unit to continuously remind the team of the company's mission and the reason it was established. This is accomplished by outlining the organization's vision in detail and expressing it succinctly in the poster and branding.

Chief Financial Officer alluded to that:

In instances when originality, creativity and innovation are valued, as a leader, I use transactional leadership to strongly boost employee input and productivity based on quantity. For example, when working on a project, sales and marketing staff are urged to concentrate on the numbers to meet their goals and maintain the organization's competitiveness in the industry. We impose this level of leadership since our success is based on sales.

The Chief Executive Officer at Infratel Zambia said that:

Autocratic leadership is used when employers have the freedom to decide on their own, and that is noted as a negative impact on our vision for the company. This encourages initiative and swift decision-making to advance performance and efficient service delivery. For example, having a log-in system that determines pay grade helps prevent salary payments from being wasted since it has a mechanism that determines the quantity of input/output and hours worked by each employee in a particular workday.

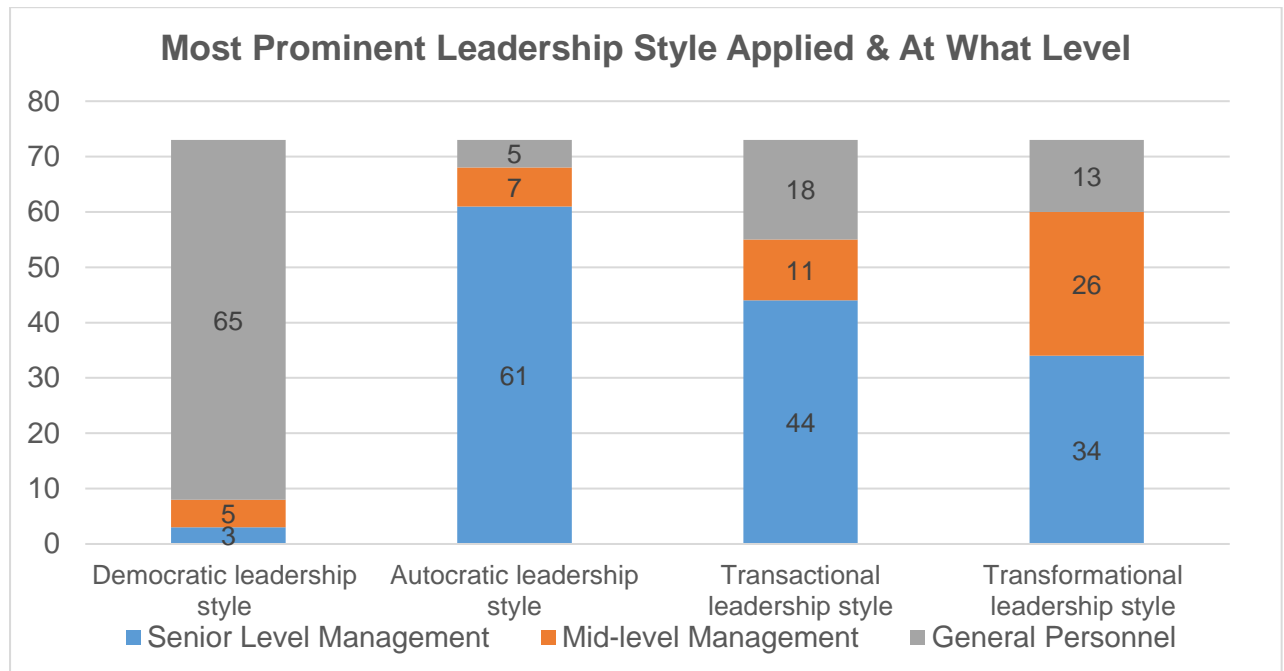
In summary, the following themes emerged as the key themes to support the first research objective and research question. Situation-based theme illustrated situations in which various leadership styles are applied at Infratel Zambia. The need dependency theme explored in detail how different leadership styles apply depending on the need at hand at Infratel Zambia. Innovation and creativity Initiatives theme examined in detail how different leadership are applied at Infratel Zambia, and how the combination of different leadership style applications contributes to organisational performance.

4.4 The Quantitative results on the type of leadership style that is more prominent at Infratel Zambia

To understand further in terms of the prominent leadership style applied at Infratel Zambia, the respondents were asked which of the leadership styles they thought was dominant and at which stage was it dominant. The results were quantified and reported using a bar chart in Microsoft excel as shown below.

4.4.1 Most prominent Leadership Style applied and what level of management.

Figure 4.4.1: Most Prominent Leadership Style Applied & At What Level

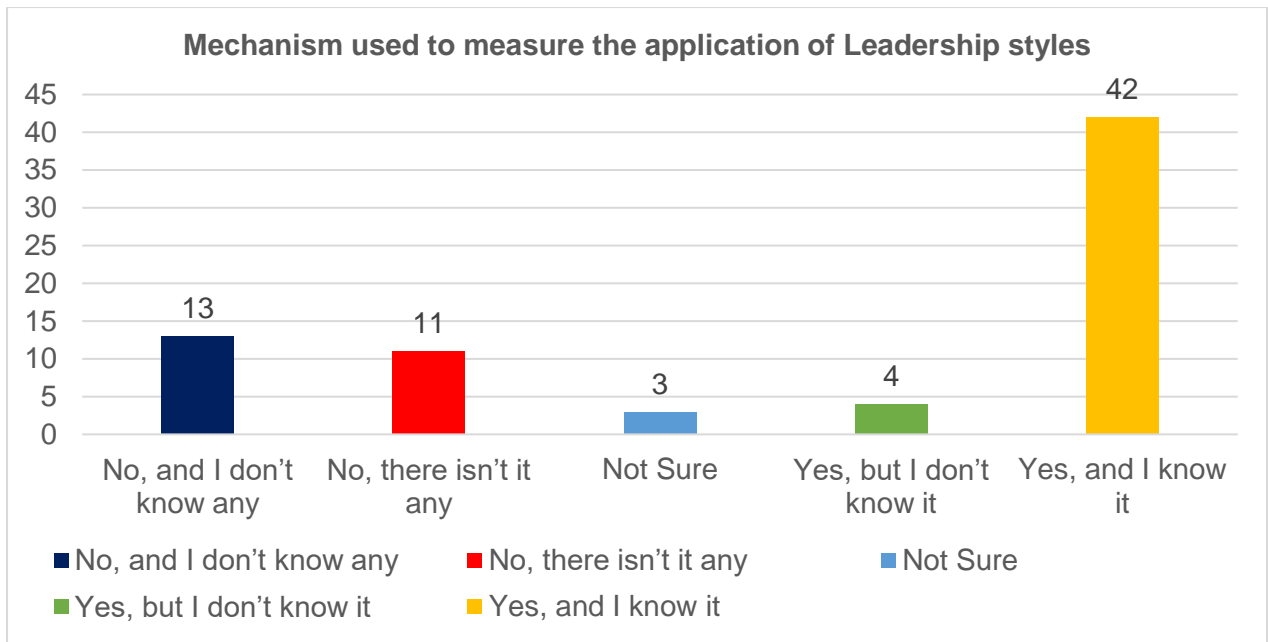


Source: Researcher (2024)

The graph above shows the prominent leadership style applied at Infratel depending on the level of management supervision. The democratic style was argued to be the most applied by management at general personnel level to accommodate ideas and innovations. Autocratic leadership style is applied at senior level of management to ensure that vision, mission and direction are given to the general workforce to follow. Whereas transformational and transactional leadership styles are fairly applied across the three levels of supervision.

4.4.2 Mechanism (system) used to measure the application of Leadership Styles.

Figure 4.4.2: Mechanism used to measure the application of Leadership styles

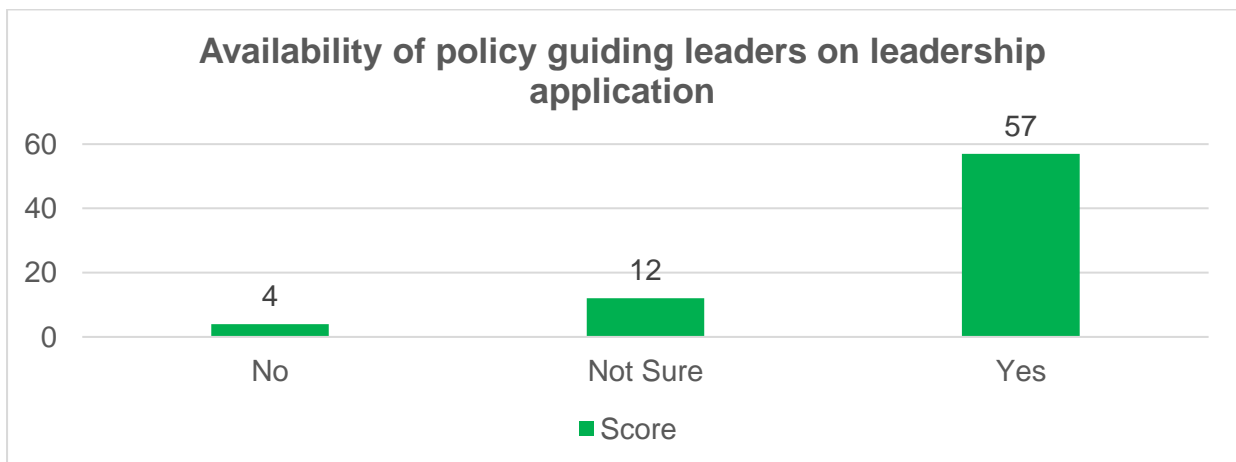


Source: Researcher (2024)

The above graph shows that 42 of the respondents revealed that management uses the appraisal tools mechanism for leadership style measurement at Infratel Zambia.

4.4.3 Availability of policy document guiding the application of the leadership styles

Figure 4.4.3: Availability of policy guiding the application of leadership styles

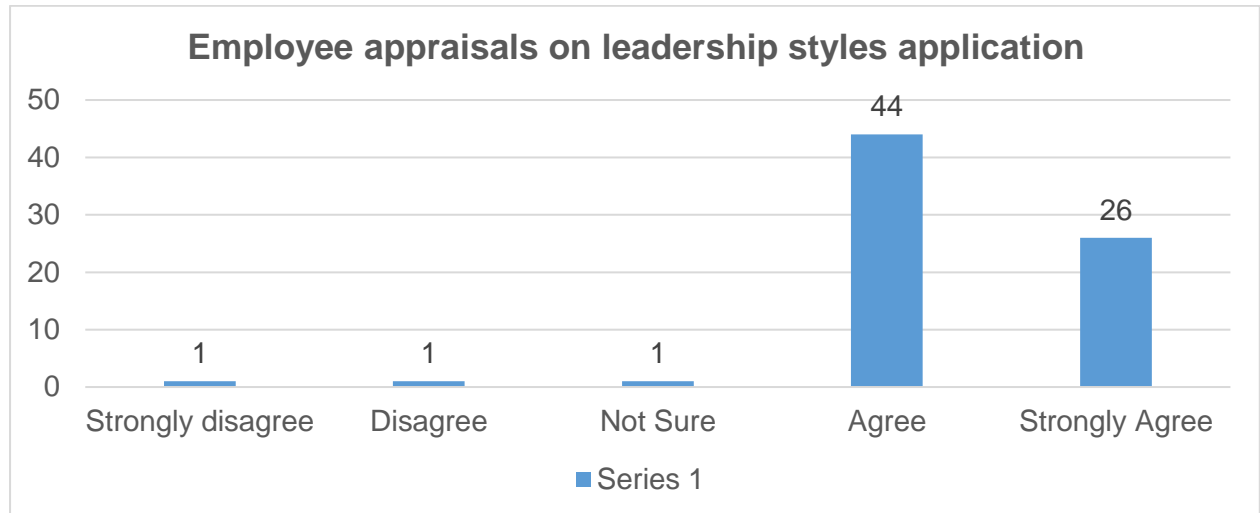


Source: Researcher (2024)

The graph above shows that Infratel Zambia has a guiding policy which leaders follow in the way they apply leadership styles and to whom, to achieve organizational performance at the institution.

4.4.4 Do Employee Appraisals reflect the application of any of these Leadership Styles

Figure 4.4.4: Employee Appraisals on Leadership Styles Application



Source: Researcher (2024)

From the graph above, 44 respondents agree that Infratel Zambia appraisal forms reflect the leadership styles used by their employees, while 26 strongly agreed as compared to 1 who strongly disagreed, disagreed and were not sure.

4.5 Findings on how different leadership styles impact organizational performance.

This section is based on the second research question which aimed at finding out how the different leadership styles impact organizational performance at Infratel Zambia. Eight participants were interviewed to determine how the different leadership styles impact organizational performance. Six key informants revealed that the impact of different leadership styles on organisational performance can vary based on the specific context, organisational culture, and the nature of the tasks involved.

4.5.1 Qualitative Themes that emerged on the second Objective of the Study

Using thematic analysis, this section has presented the key themes that were generated during interviews with key informants and the verbatims supporting the themes.

4.5.1.1 Thematic Analysis with Verbatims on Objective Number Two

Employee motivation and engagement emerged as the first key theme of the second objective of the study. Four of the key informants agreed that motivation and engagement are often improved by leadership styles that encourage teamwork, empowerment, and employee involvement. To attain the highest level of organisational performance, the executives of Infratel Zambia work hard to encourage employee empowerment and involvement.

The subthemes discussed in the verbatims below are (motivation by creativity, employee creativity, employee engagement and leadership demotivation) which are built to the main theme of employee motivation and engagement.

Below are the key informant's verbatims.

The Chief Financial Officer said that:

It is the primary objective of Infratel Zambia's top leadership to achieve organizational performance, and this can be achieved through utilizing key leadership styles that we think bring about the employee's creativity and innovation. Democratic and transformational leadership styles, for instance, foster a sense of ownership over work outcomes, encourage creativity, and include staff members in decision-making. Conversely, personnel who experience authoritarian or laissez-faire leadership may become disengaged and demotivated.

The Chief Executive Officer said that:

From my experience, the positive side of the transformational leadership style is that employees are inspired and motivated by transformational leaders, who cultivate a common vision and dedication to the objectives of the company. By promoting a culture of continuous improvement, this approach can boost organisational performance, employee engagement, and innovation.

He continues to add that:

The challenge is that if a leader's vision is overused, there will not be as many other viewpoints. In addition, daily work management may present difficulties if transactional components are not included.

The Head of Human Capital said that:

My view on how leadership styles can affect organizational performance here at Infratel Zambia is that each time we narrow the lenses on transactional leaders for example, it is observed that they prioritise compensation, performance criteria, and unambiguous expectations, and since that is the case, then increased productivity, task completion, and goal achievement results as an outcome of the former priorities. In my opinion, transactional leadership works best in circumstances that are routine and stable.

She further contended that:

On the contrary, if staff members perceive excessive control, it could hinder their creativity and innovation. Furthermore, not all circumstances will lend themselves to the emphasis on incentives and penalties for promoting intrinsic motivation.

Communication and feedback emerged as the second key theme in the second objective during data synthesis of the key interviews. Seven of eight revealed that employees under the direction of effective leaders receive regular feedback, clear communication, and direction. Democratic or transformational leaders frequently have excellent communication skills, making sure goals are known, expectations are clear, and criticism is constructive. This boosts productivity and creates a positive work atmosphere.

The subthemes discussed in the verbatims below are (teamwork by communication, in-depth discussion, clear direction and positive feedback) which built to the main theme of communication and feedback.

Below are some of the verbatims that were filtered from the key informants in support of the raised theme above.

The Business Relationship Manager said that:

Communication and feedback are the strongest fibre of democratic leaders; this bleeds a character in which democratic leaders encourage a sense of ownership and commitment in their workforces by involving them in decision-making through a robust process of communication and feedback. This approach does improve teamwork, innovation, and employee happiness.

He further contended that:

Conversely, in leadership not everything should be communicated to everyone, this is because making decisions can take a lot of time when parties involved are many, and not every circumstance calls for in-depth discussion. There are situations when prompt and decisive action may be required, that is when leaders should act autocratically.

The Chief Information Officer said that:

Autocratic leadership is effective at Infratel Zambia, it draws strength on the premise that when management wants things done, they communicate and expect quick feedback, so in situations requiring quick decisions and clear direction. It is very suitable for crises where a swift response is essential. On the contrary, continuous use of autocratic leadership may lead to decreased morale, stifled creativity, and a lack of employee engagement. It might not be conducive to long-term innovation and collaboration.

The Sales Manager said that:

In my honest opinion, a key factor in determining how well an organisation performs is effective communication and feedback. These components can produce many advantageous effects when they are properly handled and incorporated into the corporate culture.

He further opined that:

Employees are better able to comprehend expectations when organisational goals, individual roles, and expectations are communicated clearly. Additionally, frequent feedback makes performance expectations clear, enabling staff members to coordinate their efforts with company goals.

The Finance Manager at Infratel Zambia said that:

Various leadership styles encourage employee engagement, and a sense of belonging is enhanced by open and honest communication, constructive criticism helps workers grow and feel appreciated, which raises engagement levels.

The Chief Financial Officer said that:

At Infratel Zambia, autocratic leadership works well in rare instances because it is based on the idea that management needs to communicate and provide prompt feedback when they want things done. This is especially true in situations where prompt choices and clear direction are needed. It works well in emergencies where prompt action is necessary. Conversely, persistent use of authoritarian leadership may result in low staff engagement, suppressed creativity, and low morale. It might not be supportive of sustained innovation and teamwork.

Employee development emerged as the third key theme in the second objective during the data synthesis of the key interviews. All eight key respondents agreed that prioritising the personal and professional development of employees is a hallmark of leadership styles that enhance organisational performance. For example, transformational leaders provide opportunities for learning, mentoring, and advice to help staff members realise their full potential. Organisations can enhance overall performance, innovation, and individual talents by investing in staff development.

Below are some of the verbatims that were sieved from the key informants' interviews in support of the raised theme above.

The Chief Financial Officer said that:

The laissez-faire leadership style at this company sometimes not always, encourages independence and innovation in their staff by giving them decision-making authority. When used in settings with knowledgeable and driven team members like Infratel Zambia, this strategy can produce excellent results because of its ability to provide employee empowerment.

The Business Relationship Manager said that:

The challenge of the laissez-faire leadership style at Infratel Zambia is that in the absence of clear guidance, some employees may feel lost or uncertain. This leadership style may not be effective in situations where more structure and direction are desired.

Innovation and creativity emerged as the fourth key theme in the second objective during data synthesis of the key interviews. All eight key informants agreed that workplace creativity and innovation could be fostered by certain leadership ideologies, such as democratic and transformational leadership. These methods inspire employees to challenge the status quo, generate original ideas, and exercise creativity. By developing an innovative culture, leaders can improve the performance of their organisations by introducing new products, services, or improvements to existing processes.

The subthemes discussed in the verbatims below are (innovation for results, creativity birth impact, and innovation focused on overall improvement) which built to the main theme of innovation and creativity.

Below are some of the verbatims that were filtered from the key informants in support of the raised theme above.

The Business Relationship Manager said that:

Considering Infratel Zambia as a case study on servant leadership. Leaders who demonstrate this typically put employees' welfare first, that is promoting employee innovations and creativity, which in turn promotes a pleasant workplace culture. Increased performance, loyalty, and employee satisfaction may result from this.

The Sales Manager argued that:

On the contrary, the potential challenge to this servant leadership is that it could be that some situations with a strong focus on serving employees may lead to challenges in making tough decisions or providing necessary direction if it is relied on very much which also may result in poor organisational performance.

The Head of Human Capital said that:

In addition, I would discuss the charismatic leadership style, with which I am personally familiar. This approach allows leaders to motivate and sway followers with their charm and vision. This may occasionally result in increased zeal, dedication, inventiveness, creativity and originality that boost organisational performance. This creativity has a tremendous impact on the overall performance of an organisation.

She further added that:

Conversely, an excessive focus on charisma could overwhelm the value of thoughtful consideration and strategic strategy. Additionally, it may lead to a reliance on the personality of the leader rather than on institutional procedures. Hence, innovation focused on overall improvement is what makes charisma outstanding.

Employee satisfaction and retention emerged as the fifth key theme in the second objective during data synthesis of the key interviews. All eight key informants agreed that positive work environments, a focus on employees' well-being, and acknowledging their efforts are all characteristics of leadership styles that increase employee retention and happiness. Workers are more likely to be motivated and dedicated to company goals when they feel appreciated and supported, which improves output and lowers turnover.

The subthemes discussed in the verbatims below are (employee retention, satisfaction, pride in a job, and long-term retention) which are built to the main theme of employee satisfaction and retention.

Below are some of the verbatims that were streamed from the key informants in support of the raised theme above.

The Finance Manager said that:

Organisational performance is significantly impacted by employee retention and satisfaction. When staff members are encouraged to stick with the company, feel involved in their roles, and are content with their work environment. At Infratel Zambia democratic, transactional, transformational and servant leadership styles provide this platform for employees to feel appreciated and retained.

The Chief Information Officer said that:

Content and dedicated staff members are likely to generate higher-quality work when there is proper leadership in place. Their inventiveness, attention to detail, and commitment to their work frequently show how happy they are. Hence, the pride workers have in a job is the results the organisation get.

The Business Relationship Manager said that:

With great leadership in place, there is long-term retention at the workplace. For Infratel Zambia, long-term retention has been positively correlated with employee satisfaction, and this increased employee loyalty. This devotion helps to create a dedicated and steady workforce.

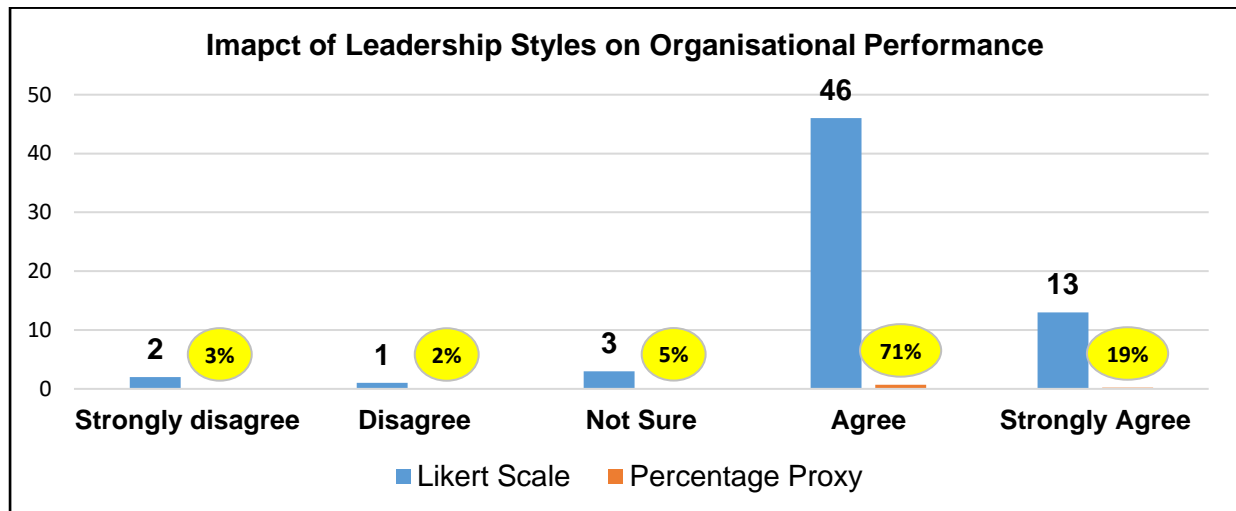
In summary, employee motivation and engagement, communication and feedback, employee development, innovation and creativity, and employee satisfaction and retention emerged as key five themes to support the answer to the second research question and meet the demand of the second objective.

4.5.1.2 The Quantitative results on the impact of different leadership styles on organisational performance at Infratel Zambia.

This part presents the quantitative results of the second objective as summarized from the questionnaire responses.

4.5.1.3 The impact of different leadership styles on organisational performance

Figure 4.5.1.3: Likert Scale on the impact of different leadership styles on Organisational performance

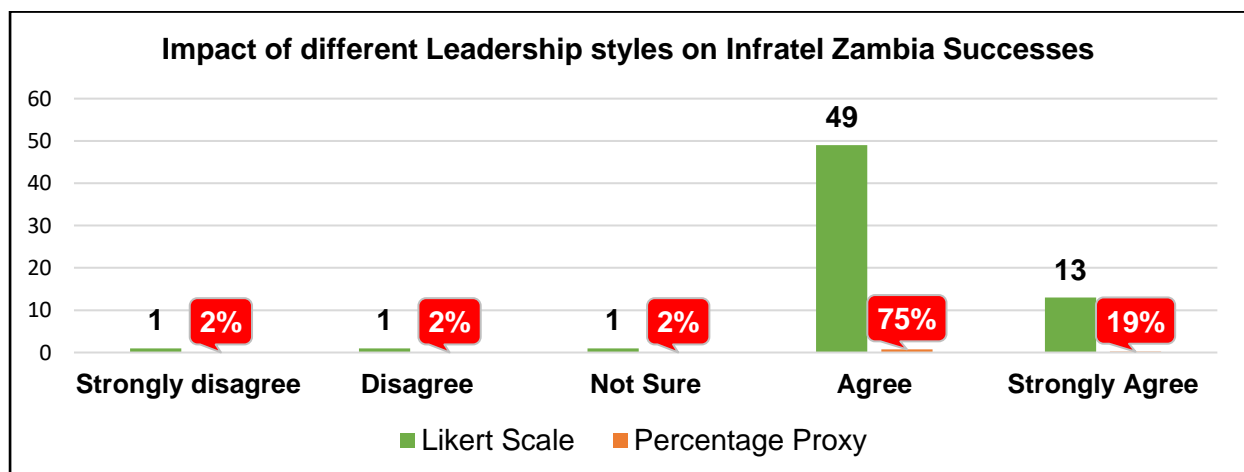


Source: Researcher (2024)

The data above shows that 46 respondents connoting 71% agreed and 13 respondents represented by 19% strongly agreed that different styles had an impact on Infratel Zambia’s performance.

4.5.1.4 The achievement of the Infratel Zambia Project Successes is a result of a different mixture of leadership styles.

Figure 3.4: Impact of Leadership Styles on Infratel Successes



Source: Researcher (2024)

The data above shows that Infratel Zambia’s organisational performance was impacted by a combination of different leadership styles as shown in the graph above.

4.5.1.5 Are there any leadership training for employees in management

Figure 4.5.1.5: Availability of leadership training for management & Supervisors

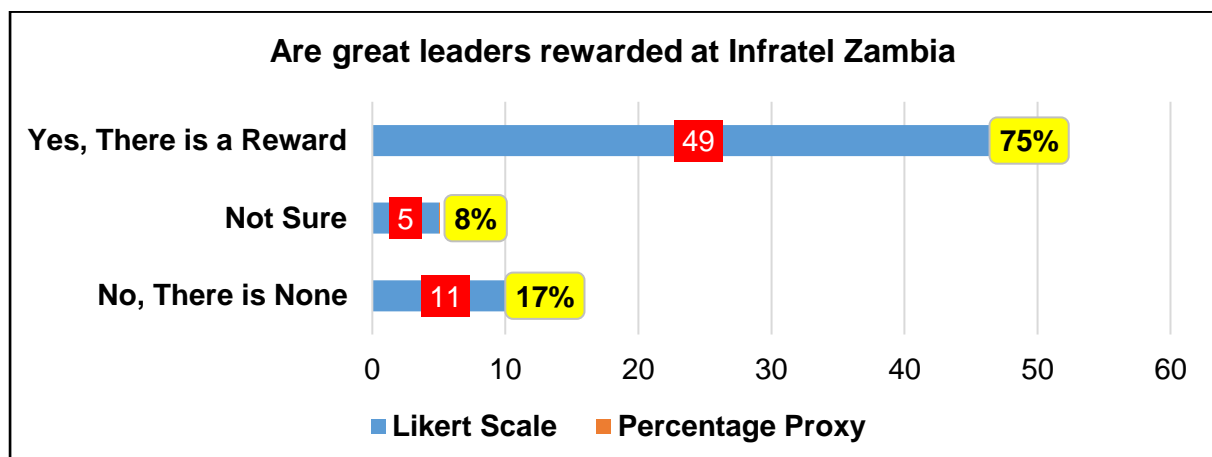


Source: Researcher (2024)

The data above shows that 59 respondents agreed that there is a routine schedule for leadership training at Infratel to help enhance the leadership styles of various departmental and supervisors at all levels.

4.5.1.6 Is there any reward or appreciation for the great leaders who contribute to Organizational success at Infratel Zambia

Figure 4.5.1.6: Reward system for great leaders at Infratel Zambia



Source: Researcher (2024)

The data shows that 75% of the respondents agreed that Infratel Zambia has a reward system to appreciate all the leaders whose leadership contributes to the organisational performance.

4.6 Findings on what influences the different leadership styles on the organizational performance at Infratel Zambia.

This section is based on the third research question which aimed at finding out what influences the different leadership styles on organizational performance of Infratel Zambia. Eight participants were interviewed to establish what influences the application of different leadership styles at Infratel Zambia. All eight participants revealed what influences different leadership styles on organisational performance at Infratel Zambia and how they have a profound impact on various aspects of the company's functioning.

4.6.1 Qualitative Themes that emerged on the third Objective of the Study

Using thematic analysis, this section has presented the key themes that were generated during interviews with key informants and the verbatims supporting the themes on the third objective.

4.6.1.1 Thematic Analysis with Verbatims on Objective Number Three

Autocratic leadership influence emerged as a key theme under the third objective. Seven out of eight key informants agreed with the argument that an autocrat is a leader who makes decisions without seeking advice or opinion from their subordinates. The following verbatims illustrate how the ways that this leadership style may be detrimental to the functioning of an organization like Infratel Zambia.

The subthemes discussed in the verbatims below are (a major lack of employee motivation, less innovation, and high employee turnover is inevitable) which built to the main theme of Autocratic leadership influence.

Below are the key informant's verbatims.

The Chief Information Officer said that:

I think with autocratic leadership in place, there is a major lack of employee motivation at Infratel Zambia, this is because autocratic leaders rarely include their staff in decision-making, and their staff may become alienated and demotivated. Performance and productivity may suffer as a result. Hence, the focus on the influence of different leadership styles on organizational performance can best understand how these leadership facets play out.

The Head of Human Capital said that:

There is less invention and originality when there is an autocratic leadership style. I mention this because employees who work for autocratic leaders may not be encouraged to contribute new ideas and solutions, and they may take a strict approach. This may limit the organisation's capacity for innovation and impair its ability to adjust to shifts in the market.

The Business Relationship Manager said that:

In the presence of autocratic leadership high employee turnover is inevitable. However, working under authoritarian leadership might cause employees to become irritated and unsatisfied. This may result in a high turnover rate among the workforce, which would cost the company more money and cause interruptions as well as lower productivity.

Democratic leadership influence emerged as the second theme of the third objective of the study. All eight participants promulgated that the beauty of democratic leaders is that they solicit input from staff members and incorporate it into decision-making processes. Nonetheless, the following verbatims represent some of the ways that this style has influenced organisational performance at Infratel Zambia.

The subthemes discussed in the verbatims below are (instilling a sense of importance in employees, candid communication & teamwork, and improved problem-solving) which built to the main theme of democratic leadership influence.

The Sales Manager had this to say:

Democratic leaders at Infratel Zambia do instil a sense of importance and involvement in the success of the company in their workforce by incorporating them in decision-making, which has been shown to enhance employee engagement and motivation. The influence emanating from this leadership style has brought about higher levels of motivation and involvement among the workforce, which would enhance output.

The Finance manager said that:

Collaboration and teamwork have improved as a result of democratic leadership. Democratic leaders at Infratel Zambia promote candid communication and teamwork among staff members. This has improved collaboration and created a cooperative culture, all of which led to increased output and effectiveness.

The Chief Commercial Officer said that:

Democratic leaders may make more informed judgements by taking into account a variety of viewpoints and ideas, which has greatly influenced improved problem-solving and decision-making at Infratel Zambia. Performance inside the company has benefited from more efficient problem-solving and decision-making procedures as a result.

Transformational leadership influence emerged as a key third theme under the third objective of the study. All eight key informants agreed that Transformational leaders create a compelling vision and establish ambitious goals to inspire and encourage their team members. The following verbatims express some of the ways that this leadership style has influenced organisational performance at Infratel Zambia.

The subthemes discussed in the verbatims below are (fostering more employee engagement & loyalty, future leader development, and adaptability & innovation) which built to the main theme of Transformational leadership influence.

The Chief Executive Officer said that:

The capacity of a transformative leadership style to foster more employee engagement and loyalty is perhaps its greatest influence. Here at Infratel Zambia, transformational leaders have demonstrated a potent capacity for

inspiring and motivating staff, resulting in heightened dedication and loyalty to the company. Performance and productivity levels have increased as a result.

The Sales Manager added that:

The influence of this leadership style is on the future leader development it has brought about. Transformational leaders at Infratel Zambia have prioritised personal development. The organization has in recent years improved on its long-term success by developing a pipeline of future leaders within it by offering opportunities for development and growth.

The Head of Human Capital said that:

I think all the influences that transformational leadership style, adaptability and innovation should not be missed. I say so because Transformational leaders foster an innovative and creative work environment. However, in the case of Infratel Zambia, they create an atmosphere that encourages experimenting and taking calculated risks, which enables the company to adjust to shifting market conditions and maintain an advantage over rivals.

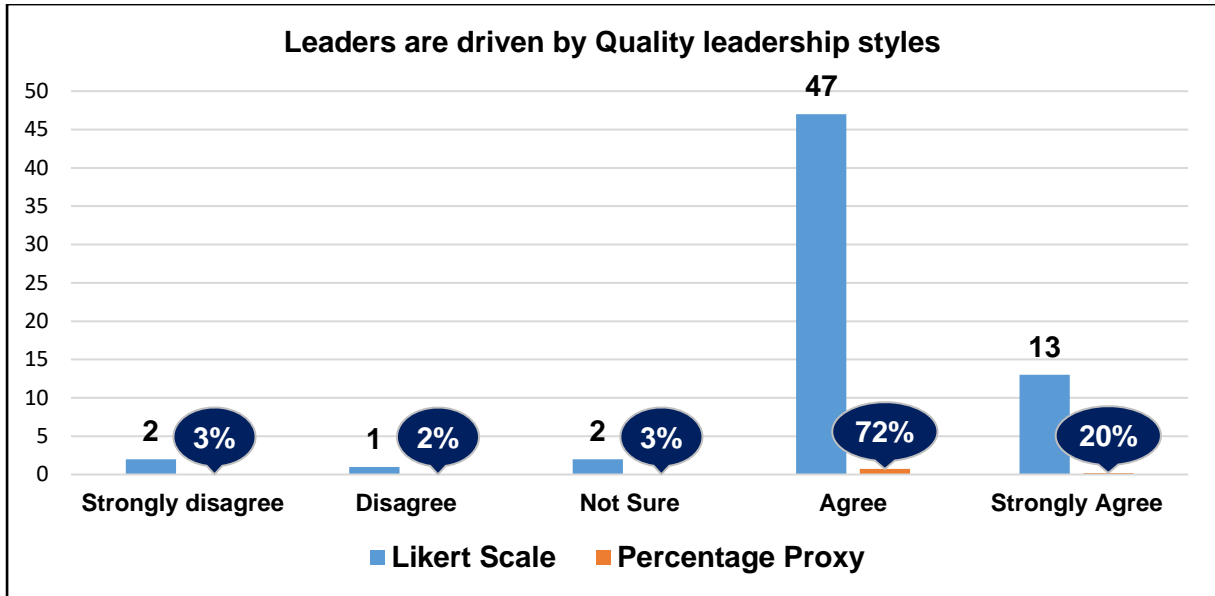
In summary, the following themes emerged as key themes to build support for the third objective of the study. The themes are emerged are as follows autocratic leadership influence, democratic leadership influence and lastly transformational leadership influence. Within each of them, there were key verbatim highlights that built support for each theme and discussion to cement a solidified understanding of them has done in the next chapter.

4.6.1.2 The Quantitative results on the influence of different leadership on the organizational performance at Infratel Zambia

This part presents the quantitative results of the second objective as summarized from the questionnaire responses.

4.6.1.2 Are the leaders of Infratel Zambia driven by quality leadership?

Figure 4.6.1.2: Quality of leader's versus quality leadership styles

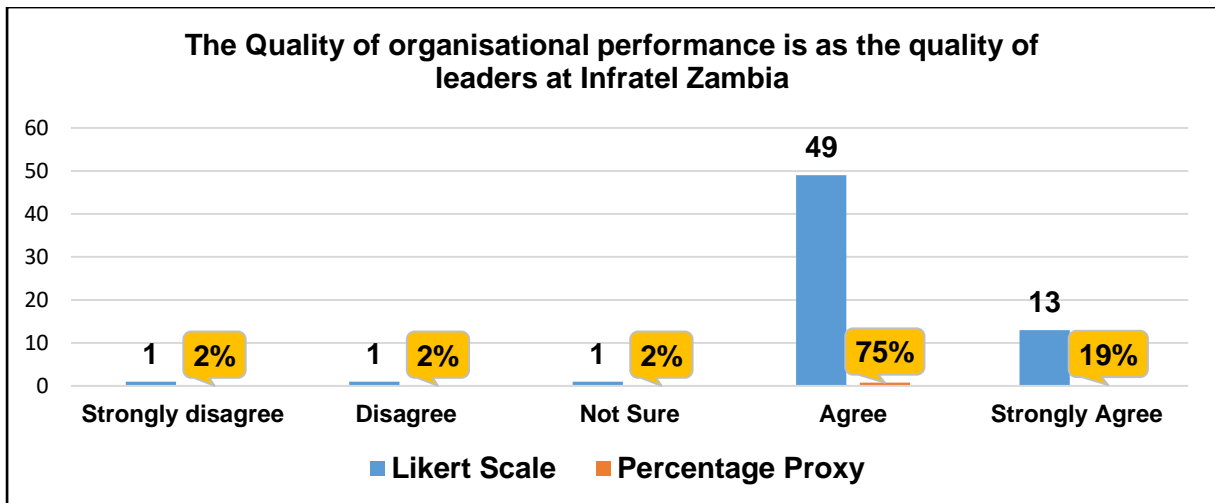


Source: Researcher (2024)

The question was posed by 65 respondents to find out if the leaders at Infratel Zambia were driven by quality leadership styles. The result in the graph above shows that 47(72%), and 13(20%) agreed and strongly agreed respectively to the assertion that leaders are driven by quality leadership styles at Infratel Zambia.

4.6.1.3 The quality of organizational performance is as the quality of the leaders of Infratel Zambia

Figure 4.6.1.3: Quality of Leaders vs quality of organisational performance



Source: Research (2024)

The question was asked to 65 respondents whether the quality of organizational performance achieved at Infratel Zambia was a result of quality leadership styles demonstrated by Infratel Zambia leaders exhibited at work.

4.7 Chapter Summary

The chapter presented the key data gathered during interviews and self-administered questionnaires. Interesting results have been showcased in which profound themes have been raised from the interviews and data synthesis process. The verbatims to support the themes have been included in which they stand as support for the key emerging themes.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 INTRODUCTION

This chapter discusses the findings of this research from the previous chapter about the findings of other scholars presented in the review of the literature.

5.2 Discussion on how the different leadership styles are applied at Infratel Zambia

In support of the first study objective which aimed at identifying the different leadership styles applied at Infratel Zambia, the following themes emerged as the most important ones. The situation-based theme provided examples of how different leadership styles are used at Infratel Zambia. The need-dependency issue at Infratel Zambia was thoroughly examined, showing how several leadership philosophies are applicable based on the situation. The innovation and creativity initiatives subject looked closely at how several leadership philosophies are used at Infratel Zambia and how using these philosophies together improves organisational performance overall (Abdullah and Al Mulhim, 2020).

The application of different leadership styles at Infratel Zambia was dependent on the situation at hand as observed from the themes raised on the first objective and the verbatims key informants raised. For example, transformational leadership is essentially used in situations where inspiring and good organisational cultures need to be fostered, visionary leadership is needed, and people need to be motivated towards a common objective. Transformative leadership style functions particularly well in dynamic environments that require ingenuity, flexibility, and a common commitment to sustained success. By using this strategy, leaders may enable employees to take ownership of their work while still providing them with the guidance and assistance they require (Amanchukwu, Stanley and Ololube, 2015).

In addition, participative was synonymous with the democratic leadership approach, and this style at Infratel when adopted and applied, promotes staff members' participation in decision-making processes by soliciting their thoughts and opinions. In

that regard, Infratel Zambia increases employee engagement and cultivates a sense of responsibility among all staff members by promoting a collaborative atmosphere (Blanchard, Zigarmi and Zigarmi, 2013).

First, the results demonstrated how transformational leadership significantly improves organisational performance. Transformational leaders cultivate a sense of commitment and involvement in their followers by inspiring and motivating them. Organisational performance as a whole consolidates creativity and productivity from all employees, and thus from the findings, these increase as a result contributing significantly to the overall Infratel Zambia organizational performance.

On the other hand, the application of different leadership styles depended on the need at hand. Autocratic leadership styles have proven to be effective in addressing immediate needs and resolving issues, leading to positive contributions to overall institutional success. Organisational performance could be negatively impacted by an authoritarian leadership style. Decisions made by autocratic leaders are made without seeking input from their subordinates, which frequently results in low morale, lower motivation, and diminished job satisfaction (White, 1982; Limsila and Ogunlana, 2018). This management approach can impair employee risk-taking, creativity, and innovation, which will negatively impact organisational performance (Bass & Riggio, 2006). An autocratic leadership style is not something Infratel Zambia should embrace to guarantee staff engagement and sustain a healthy work environment. of shared accountability, trust, and cooperation, leading to better organisational performance.

Conversely, the results of the study demonstrated that the application of an autocratic leadership style affected Infratel Zambia's organisational performance in both favourable and unfavourable ways. Without debate, management would typically force decisions on staff members, which would stifle innovation and creativity and, if improperly managed, be detrimental to the functioning of the company.

5.2.1 The discussion of the quantitative results of the study on the first objective

The authoritarian management style promoted prompt decision-making and effective daily operations. It was discovered to have a detrimental effect on worker morale and inventiveness. This implies that although autocratic leadership could be appropriate in some circumstances requiring prompt choices, it should not be the primary leadership style since it can impair long-term performance (Limsila and Ogunlana, 2018).

Frequency of leadership application and there effect on organisational performance was taken, and from the results drawn it is argued that autocratic leadership style was more prominent at the senior management level and had less presence in terms of adoption at mid-level management and general personal level, this is because employees thought that in autocratic leadership employees had no opinion nor chance to debate and be open-minded hence it was argued that if dominantly used to all employees at all level and every time, could retarded the significance of the overall company performance as supported by (Blanchard, Zigarmi and Zigarmi, 2013).

At mid-level management, it was noted that the majority argued that the democratic leadership style had a level of dominance this is because mid-level managers were more focused on collaborative winning and thrived quite a lot on subordinate input through innovation and creativity. This was evidence from the Likert scale results gathered and synthesized in chapter four. In general majority promulgated that democratic leadership had a robust contribution to the organisational performance in the way it was been applied at Infratel Zambia (Lussier and Achua, 2015).

Lastly, transformative and transactional leadership styles were aggregated as those that were highly demanded by the general workforce. The two leadership styles encouraged a sense of focus, compensation and appreciation hence the fair distribution of the leadership styles at the general personnel level.

5.2.2 Mechanism used to measure the application of leadership styles and its impact on organisational performance at Infratel Zambia

The results presented in chapter four above show that a considerable number of respondents agreed to the use of a mechanism to measure the leadership of different

leadership styles and how it drives towards enhancing organizational performance at Infratel Zambia.

A detailed inquiry was made, and it was agreed that a mix of qualitative and quantitative evaluations was employed in the appraisal process at Infratel Zambia to gauge the implementation of various leadership styles, and this tool was the employee appraisal tool. 57 out of 65 agreed that Infratel Zambia had the mechanism in place, 44 and 26 agreed and strongly agreed respectively that the appraisal tool worked as a mechanism strategy to measure different leadership styles applications and how they impacted the organisational performance of Infratel Zambia.

The first stage is self-administering, hence, using a survey or questionnaire, leaders at Infratel Zambia are asked to evaluate their leadership style. They are asked to rate the frequency with which they exhibit particular leadership behaviour linked to various types (such as transformational, authoritarian, democratic, and laissez-faire). This self-evaluation gives leaders a chance to consider how they lead and serves as a springboard for conversation during performance reviews with Infratel Zambia management (Macky and Johnson, 2003).

Secondly, peer assessment is considered and here peers and subordinates in addition to themselves may assess leaders. Feedback on the frequency with which they witness particular leadership behaviors' from the leaders undergoing appraisal would come from subordinates and colleagues. Because this peer assessment takes into account the opinions of people who regularly contact directly with the leader, it provides a more comprehensive knowledge of how the leader applies various styles (Salanova, Agut and Peiró, 2015).

Further, to obtain a complete picture of the leader's performance and the influence of their leadership style on various organisational characteristics, the appraisal method may also include input from other stakeholders, such as clients or consumers. The feedback provided enables a comprehensive evaluation of the leader's efficacy across various leadership contexts (Ojokuku, Odetayo and Sajuyigbe, 2012).

Lastly, objective performance indicators that assess how various leadership styles affect important organisational outcomes may be included in the appraisal instrument.

The efficacy of different leadership styles, for instance, might be evaluated using metrics like financial performance, customer happiness, staff engagement, and productivity.

In summary, the study argues that the application of different leadership styles at Infratel Zambia had considerable significance on the overall performance of the organization. If leaders combine these leadership styles and have adequate knowledge of the organizational goal and objectives, success is undeniable except for the single-sided application of these leadership styles.

5.3 Discussion on how the different leadership styles impact the organizational performance of Infratel Zambia

The essential five themes that supported the second research question's answer and the second objective's demand were employee motivation and engagement, communication and feedback, employee development, innovation and creativity, and employee satisfaction and retention.

Effective feedback and communication have an impact on better performance outcomes, employee engagement, and a positive organisational culture. Organisations that prioritise transparent and candid communication along with a constructive feedback culture will have an advantage in surmounting challenges, fostering creativity, and achieving sustained success (Tlaiss and Kaifi, 2017).

The results of the study showed that an organization's performance was negatively impacted by a laissez-faire leadership style. Employee motivation suffered, uncertainty ensued, and there was little responsibility because of the lack of direction and oversight. To tackle this, Infratel Zambia ought to set unambiguous guidelines, provide efficient channels of communication, and aid managers in enhancing their leadership abilities (Salanova, Agut and Peiró, 2015).

Transformational leadership is one type of leadership that has demonstrated a significant contribution to improving organisational performance at Infratel Zambia. Employees of transformational leaders are inspired and motivated to go beyond the call of duty, which boosts output and fosters creativity (Avolio, Walumbwa, & Weber,

2009). According to Bass and Riggio (2016), this leadership style encourages staff involvement and dedication, which improves job satisfaction and overall performance. Infratel Zambia can improve organisational performance by introducing transformational leadership and cultivating a more upbeat and inspiring work environment.

Servant leadership is another leadership style that proved useful in raising organisational performance at Infratel Zambia. Prioritising the needs of their staff members, servant leaders empower them and foster a sense of accountability and ownership (Greenleaf, 1977). Research has demonstrated that this type of leadership increases worker commitment, contentment, and output (Van Dierendonck & Nuijten, 2011). Infratel Zambia can enhance organisational performance by implementing a servant leadership style that fosters a culture of trust, collaboration, and shared responsibility.

These results give Infratel Zambia important direction for choosing and cultivating leadership styles that best suit their needs and organisational objectives. It is advised that the business fund programmes for developing managers' leadership skills, support their continued professional growth, and cultivate an environment that encourages staff participation in decision-making.

5.3.1 The discussion of the quantitative results of the study on the second objective

The question was paused on whether the use of different leadership styles had a significant impact on the organisational performance of Infratel Zambia. From the statistics gathered and synthesised, the results revealed that 46 respondents and 13 respondents agreed and strongly agreed respectively to the idea that the use of different leadership styles had a significant impact on the organisation's performance.

Further, 62 respondents went on to agree that the different leadership styles applied at Infratel Zambia had a significant contribution to the major successes of the telecommunication institute.

Infratel Zambia has invested in leadership training and seminars to help facilitate the quality application and influence of different leadership styles by the leaders. It is

advised that Infratel Zambia make investments in leadership development courses that emphasise cultivating transformational leadership skills in its management. A significant response was given by 59 respondents out of 65 in response to the question of Infratel Zambia has means of training and seminars to train and reorient leaders into leadership styles and people management.

Infratel Zambia has invested in rewards for great leaders whose teams hit organisational planned goals this has helped to facilitate high-quality performance in each department and this in turned as resulted in achieving organisational performance because leaders are using different leadership styles to ensure that their departments are rewarded for high achieving (Danso, *et al*, 2018).

In summary, the effects of different leadership styles on the functioning of organisations differ. Employee commitment, engagement, and productivity can all be positively impacted by transformational and servant leadership philosophies, which will enhance organisational success. On the other hand, the performance of the organisation as a whole and employee morale may suffer under an authoritarian leadership style. Through the application of good leadership tactics, Infratel Zambia can establish a work environment that fosters achievement and guarantees sustained expansion.

5.4 Discussion on what influence different leadership styles have on the organizational performance of Infratel Zambia

5.4.1 The influence of autocratic leadership style on Infratel Zambia Organisational performance

The influence of an autocratic leadership style on the organisational performance of Infratel Zambia is the first theme that emerged. It is critical to have a greater understanding of the following concerns.

One disadvantage of autocratic leadership is that it might lead to a decline in worker productivity. Employee productivity typically declines when they feel demotivated and disengaged. They might not have the motivation or zeal to complete their work quickly and successfully. Reduced output and performance may follow, both individually and collectively (Macky and Johnson, 2003: Tlaiss and Kaifi, 2017).

Secondly, autocratic leadership leads to poor quality of work. At Infratel Zambia, employees who lack motivation might not give their work their all or pay close attention to details. The employees' ability to generate high-quality work may suffer as a result. Inadequate work can have a detrimental effect on client satisfaction, harm the company's reputation, and possibly result in financial losses (Tlaiss and Kaifi, 2017).

Not only that, autocratic leadership sense of style also can cause increased errors and mistakes (Lussier and Achua, 2015). In the case of Infratel Zambia, this style of leadership has produced a decrease in motivation may also be a factor in the rise in staff errors and mistakes. People that lack motivation may be less committed, focused, and attentive, which increases their risk of making mistakes. Rework, delays, and increased expenses for the company may follow from this.

Autocratic leadership style influences result in a lack of initiative and innovation. Regarding Infratel Zambia, the company's autocratic management style has gradually discouraged staff members from being proactive and taking the initiative. Employees who lack motivation are less likely to propose novel ideas or points of improvement. This may stifle creativity and keep the company from realising its full potential (Lussier and Achua, 2015).

Furthermore, the high employee turnover rate has been influenced by autocratic leadership approaches. At Infratel Zambia, autocratic leadership typically stifles worker morale and job satisfaction. Employees may leave in search of more interesting and gratifying work settings, which could result in a greater turnover rate. High employee turnover impairs the effectiveness of the organisation by causing disruptions to workflow, raising the expense of hiring and training new employees and eroding institutional knowledge (Limsila and Ogunlana, 2018).

Lastly, autocratic Leadership style has demonstrated decreased employee engagement. Autocratic leadership, as it exists at Infratel Zambia, usually limits staff communication and participation in decision-making. Employee engagement may suffer because of this lack of participation and voice. Employee disengagement can lead to a lack of enthusiasm and engagement as well as a decreased likelihood of ideas and skills being shared for the organization's benefit (Judge and Piccolo, 2004).

In summary, autocratic leadership style applied alone is found to have a negative influence on the functioning of an organisation by demotivating employees. It may

result in low output if tolerated, subpar output, more mistakes, a lack of initiative and creativity, a high employee turnover rate, and a decline in employee engagement. By implementing leadership philosophies that encourage employee engagement, motivation, and empowerment, organisations can lessen these effects.

5.4.2 The influence of Democratic leadership style on Infratel Zambia's organisational performance

5.4.2.1 The influence of Democratic leadership on higher staff motivation and engagement at Infratel Zambia

At Infratel Zambia, the Democratic leadership style has a significant influence on higher staff motivation and engagement. The following discussions develop support for this influence.

Democratic leaders at Infratel Zambia provide their staff with a sense of empowerment and ownership by involving them in decision-making processes. Liden, *et al* (2014) promulgated that employee engagement increases by this involvement since workers feel appreciated and actively contribute to the success and direction of the company.

Democratic leaders create a positive work environment by encouraging an atmosphere of open communication and teamwork. Employee motivation is increased by this respectful and open communication because it makes people feel heard and understood and encourages them to share their thoughts and opinions. Additionally, it encourages teamwork and fosters a feeling of participation and shared purpose (Liden, *et al*, 2014).

Democratic team leaders encourage a sense of accountability and common objectives. They make sure that everyone is aware of the team's goals and promote cooperation to reach them. Democratic leaders establish a culture of cooperation and teamwork by encouraging a sense of shared accountability and dedication (Limsila and Ogunlana, 2018).

Democratic leaders encourage staff development and offer chances for advancement. They provide career progression opportunities, offer training and mentorship, and actively encourage staff members to pick up new skills. Employee motivation and engagement increase by this development-focused approach because they perceive

a clear path for both professional and personal growth within the company (Limsila and Ogunlana, 2018).

Democratic leaders at Infratel Zambia are aware of and grateful for their staff members' contributions and efforts. They offer regular feedback, recognise accomplishments, and celebrate victories. Employee motivation and engagement increase by this feedback and acknowledgement, which strengthens their sense of worth and contribution (Liden, et al, 2014).

Infratel Zambia's Democratic leadership style fosters employee motivation and engagement through participation in decision-making, candid communication, teamwork, autonomy and trust, growth opportunities, and acknowledgement. Infratel Zambia may establish a work climate that promotes employee engagement, motivation, and well-being by putting this leadership style into practice.

5.4.2.2 The influence of Democratic leadership on improved teamwork and collaboration at Infratel Zambia

At Infratel Zambia, improved teamwork and collaboration are influenced by the Democratic leadership style. Several important elements support this influence.

Democratic leaders at Infratel Zambia foster a relationship of trust with their staff members and grant them independence in their work. When workers are trusted to make decisions within their purview, their motivation and engagement soar. They have the confidence to own their work and advance the objectives of the company (Chen, Chuang and Wang, 2014).

Democratic leaders at Infratel Zambia value and promote team members' varied backgrounds, specialities, and points of view. They establish chances for sharing and utilising the strengths that each member of the team offers to the group. Due to learning from one another and collaborating to achieve shared objectives, team members who value diversity are more likely to work well together (Danso, *et al*, 2018).

Democratic team leaders foster mutual respect and trust. They foster an environment where people can express themselves, take chances, and work together without worrying about criticism or unfavourable outcomes. Mutual respect and trust like this provide a strong basis for productive teamwork and collaboration.

In summary, Infratel Zambia's Democratic leadership style fosters inclusive decision-making, open communication, mutual trust and respect, understanding of varied abilities and viewpoints, and a shared sense of goals and accountability, all of which have a good impact on cooperation and collaboration. Democratic leaders foster a collaborative work atmosphere that fosters innovation, teamwork, and the accomplishment of group objectives by advancing these essential elements.

5.4.2.3 The influence of Democratic leadership on decision-making and problem-solving skills at Infratel Zambia

There are various reasons why Infratel Zambia's decision-making and problem-solving skills have improved under democratic leadership. The following discussion provides a brief detail on the case.

Democratic leaders regularly involve their teams in decision-making and problem-solving procedures. A wider variety of viewpoints and ideas consider this inclusive approach, which produces judgements and solutions that are more successful (Chen, Chuang and Wang, 2014).

Democratic leaders encourage a cooperative atmosphere where team members are at ease voicing their ideas and cooperating to achieve shared objectives. Collaboration improves problem solving and decision-making since each person contributes their special knowledge and perspectives (Blanchard, Zigarmi and Zigarmi, 2013).

Democratic leaders enable their team members by giving them the freedom and power to decide in their areas of specialisation. Empowerment increases drive and promotes responsible decision-making and problem solving (Bass and Riggio, 2016).

By recognising many viewpoints and encouraging experimentation, the democratic leadership style fosters creativity and innovation. This makes it possible to investigate original concepts and new approaches to problem solving and decision-making (Arif and Akram, 2018).

In general, the democratic leadership approach at Infratel Zambia encourages teamwork, collaboration, open communication, individual empowerment, and the stimulation of creativity and invention, all of which have a beneficial impact on problem solving and decision-making. Through the adoption of this leadership method, Infratel

Zambia may efficiently utilise the combined knowledge and proficiency of its workforce to address intricate issues and arrive at informed judgements.

5.5 The influence of Transformational leadership style on Infratel Zambia's organisational performance

5.5.1 The Influence of Transformational leadership on increasing employee Dedication and loyalty at Infratel Zambia

At Infratel Zambia, a transformational leadership style has a significant influence on increasing employee dedication and loyalty. The following are some important elements that support this influence.

Employees at Infratel Zambia are inspired and motivated by transformational leaders who present a compelling future vision for the company. They inspire passion and enthusiasm in their staff members and clearly express their mission. Because of this inspiring motivation, workers feel deeply committed and devoted to the organisation as they align with its values and objectives (Akpapere, Jengre and Mogre, 2019).

At Infratel Zambia, transformational leaders show personalised consideration by attending to the requirements, goals, and worries of their staff members. They serve as mentors and role models, actively listen, and offer assistance. Employee engagement and loyalty rise because of this individualised approach, which creates a feeling of support and caring (Arif and Akram, 2018).

At Infratel Zambia, transformational leaders inspire their staff to think outside the box, question accepted wisdom, and look for novel solutions. They foster an environment that is intellectually demanding and stimulating, encouraging staff members to develop and reach new heights. Employee engagement and loyalty increased because of this intellectual stimulation since they feel appreciated and motivated to give it their all (Abdullah and Al Mulhim, 2020).

At Infratel Zambia, transformational leaders set a high standard for morality, ethics, and integrity by leading by example. They exhibit values-aligned behaviours and serve as excellent role models for the organisation. Employee dedication and loyalty rise as due to this idealised influence, which inspires respect and trust (Lussier and Achua, 2015).

High emotional intelligence and empathy for the feelings and worries of their workforce characterise transformational leaders. They establish a helpful and upbeat workplace where staff members feel appreciated, listened to, and understood. Because they feel valued and a part of the company, employees are more devoted and loyal as a result of this emotional connection (Abdullah and Al Mulhim, 2020).

In summary, through intellectual stimulation, idealised influence, personalised attention, inspirational motivation, and emotional intelligence, Infratel Zambia's transformational leadership style fosters employee engagement and loyalty. Transformational leaders foster a work atmosphere where people feel inspired, encouraged, and a part of the company by putting these essential elements into practice. This increases employee commitment and loyalty.

5.5.2 The Influence of Transformational leadership on the development of future leaders at Infratel Zambia

The development of future leaders at Infratel Zambia is greatly influenced by the transformational leadership style. Within the organisation, transformational leaders are essential in developing and guiding the potential of up-and-coming leaders. The following are some important elements that support this influence.

At Infratel Zambia, transformational leaders offer an inspirational and well-defined vision for the organization's future. They share this vision with up-and-coming leaders and include them in the processes of strategic planning and decision-making. Future leaders can better grasp the organization's direction and hone their leadership abilities in line with the vision with the support of this visionary guidance (Wang, *et al*, 2011).

At Infratel Zambia, transformational leaders actively mentor and coach up-and-coming leaders. These people can improve their abilities and competencies with their help by receiving advice, encouragement, and feedback. Bass and Riggio (2016) argue that Transformational leaders support the personal and professional development of upcoming leaders by identifying their strengths, areas for growth, and areas for improvement through one-on-one encounters.

By allowing them to take on difficult tasks and delegation of authority, transformational leaders enable the next generation of leaders. Transformational leaders foster a sense of ownership and accountability by giving significant duties to aspiring leaders. Future

leaders can acquire important experience, boost their self-esteem, and hone their decision-making and problem-solving skills thanks to this empowerment (Chen, Chuang and Wang, 2014).

Emerging leaders look up to transformational leaders as inspirational role models. They display the traits, principles, and conduct that are anticipated of aspiring leaders. Emerging leaders are inspired and motivated to acquire comparable leadership qualities by transformational leaders' excellent acts and integrity (Bass and Riggio, 2016).

At Infratel Zambia, transformational leaders foster an environment of learning by supporting the ongoing development and learning of up-and-coming leaders. They offer chances for more training, education, and career advancement. This emphasis on education fosters a continual improvement mindset and motivates upcoming leaders to obtain the skills and information required for leadership positions (Chen, Chuang and Wang, 2014).

Infratel Zambia's transformational leadership approach has a major impact on the evolution of future leaders through visionary direction, coaching and mentoring, authority delegation and empowerment, inspirational role modelling, and support for ongoing learning and development. Infratel Zambia can successfully discover, develop, and nurture the next generation of leaders who can steer the organisation towards success in the future by implementing this leadership style.

5.5.3 The influence of Transformational leadership on innovation and adaptability at Infratel Zambia

A leader who practices transformational leadership encourages and inspires their team members to surpass their own goals and realise their full potential. This has positively impacted creativity and adaptation in businesses. The application of a transformational leadership style at Infratel Zambia has various influential effects on creativity and flexibility.

In Infratel Zambia, the workers are encouraged to think outside the box, take calculated chances, and question the status quo by transformational leaders. These executives foster an innovative culture that encourages staff members to come up with fresh concepts and solutions, which boosts innovation inside the company. People

who are always looking for new methods to do things and coming up with creative solutions to problems are a valuable asset to Infratel Zambia (Blanchard and Zigarmi, 2013).

Leaders that embody transformation stress the significance of ongoing education and growth. By giving workers the chance to grow their skills and get training, they help them become more adaptable to changing conditions and new procedures and technology. Chen, Chuang and Wang (2014) revealed that employees that are proactive in their growth and open to learning new skills could help Infratel Zambia adapt to the rapidly changing trends and improvements in the sector.

Through the development of deep bonds with their staff members and the promotion of open communication, transformational leaders encourage cooperation and teamwork. These leaders foster a culture of trust that motivates staff members to collaborate, exchange ideas, and provide mutual assistance. Teams that work well together and can adapt to changes, innovate, and solve problems creatively would be beneficial to Infratel Zambia (Danso, *et al*, 2018).

It is said that transformational leaders are adept at laying out a compelling vision and motivating their team members to strive towards it. These leaders inspire their staff to be more flexible and receptive to change by giving them a clear direction and goal. Employees who actively contribute to the attainment of Infratel Zambia's mission and who share that vision can help the organisation become more innovative and adaptable (Limsila, K., & Ogunlana, 2018).

Infratel Zambia, the transformational leadership style can have a major impact on creativity and flexibility. Transformational leaders can stimulate innovation and improve an organization's capacity to adjust to changes in the business environment by inspiring a common vision, establishing a learning and development attitude, and supporting an innovative culture.

5.5.4 The discussion of the quantitative results of the study on the third objective

The question inquired the drive to quality leadership by leaders at Infratel Zambia. The results gathered showed that quality leadership drove leaders at the institution significantly. As the results, revealed 65 respondents were to determine whether

effective leadership styles motivated the leaders at Infratel Zambia. The results in the graph above indicated that, at Infratel Zambia, leaders are driven by quality leadership styles by 72%, 20%, and strongly agreeing, respectively.

Akparep and Mogre (2019) opined that the quality of organisational performance is a result of the quality of leaders in an organisation. The leadership in place has a significant impact on the quality of organisational performance they influence in the organisation.

Therefore, it is noteworthy that the influence of leadership styles on the performance of organisations can differ depending on the industry, the particular aims of the organisation, and the context. Furthermore, leaders based on the demands of their team and the circumstances at hand can use many leadership styles. At the end of the day, improving organisational performance and attaining long-term success need careful consideration and implementation of a suitable leadership style.

In conclusion, the organisational performance of Infratel Zambia is greatly influenced by the leadership style it chooses. While democratic and transformational leadership styles have shown the ability to foster employee engagement, teamwork, creativity, and general productivity, authoritarian leadership may impede performance as shown by the results above.

5.4 CHAPTER SUMMARY

The chapter has covered a detailed discussion of the themes and quantitative results raised in chapter four of the study. The chapter unveiled all the key findings and details to help provide a meaningful conclusion to the study.

CHAPTER SIX

CONCLUSION RECOMMENDATIONS

6.1 INTRODUCTION

In the previous chapter, the researcher presented an expanded and in-depth discussion of the data collected. This chapter presents the conclusions as well as suggestions for further study and recommendations. The findings reported in the preceding chapter provide the foundation for the suggestions made by the researcher in this study.

6.2 CONCLUSION

In conclusion, a significant number of studies have been conducted in various industries and businesses over time resulting in divergent views on the impact of different leadership styles on organisational performance.

Organisational performance is significantly impacted and influenced by transformational leadership. Transformational leaders may foster a more engaged and productive workforce, which boosts performance. They can do this by inspiring and encouraging their subordinates. Performance inside an organisation is affected differently by autocratic leadership styles. Autocratic leadership style applied alone can result in quick decisions and effective daily operations, but it can also lower staff morale and inventiveness, which can have a detrimental long-term impact on organisational success and performance. Democratic leadership enhances employee engagement and creates a positive work environment, which improves organisational performance. Leaders can take advantage of their employees' varied abilities and knowledge by incorporating them into decision-making processes and appreciating their contributions.

On the other hand, another argument is that laissez-faire leadership negatively affects the performance of an organization like Infratel Zambia. Insufficient direction and oversight may give rise to misunderstandings, inadequate responsibility, and diminished worker enthusiasm, which in turn can cause a reduction in total productivity.

Finally, the study reveals the reason why democratic and transformational leadership styles are prominently used is that leadership styles especially the dynamic leadership style contribute to great commitment among their subordinates and in the process; it leads to the organization achieving its goals.

6.3 STUDY RECOMMENDATIONS

Following the findings of the study, the study makes some recommendations:

1. Infratel Zambia senior management should continue to consistently involve staff members in decision-making procedures and ask for their input to foster a democratic leadership style. Regular team meetings, feedback sessions, and cultivating a culture that supports different points of view can help achieve this.
2. Infratel Zambia senior management should consider adopting transformational leadership technique and encourage their leaders to use it as a primary leadership style. Programmes for training leaders that concentrate on enhancing their capacity to uplift and encourage their team members can help achieve this.
3. Frequently hold leadership training for managers so they may hone their abilities in a variety of leadership philosophies and approaches, and allowing leaders to modify their strategy based on the demands of their team and the circumstances.

6.3 LIMITATIONS OF THE STUDY

Regardless of the relevance of this study, the findings may not be relevant to other organizations in the private or public sector. This is a critical limitation and therefore future researchers are encouraged to undertake this study across various industries.

6.4 RECOMMENDATION FOR FURTHER STUDY

This study limited itself to one telecommunication organization, Infratel Zambia. There is need for further studies to be undertaken on other Telecom organisations' in order to broaden the research on the impact of leadership styles on organisational performance.

6.5 CHAPTER SUMMARY

This chapter presented the conclusion and recommendations based on the findings on leadership styles and their impact on organisational performance at Infratel Zambia.

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APPENDICES

APPENDIX I: Interview Guide (Management)

My name is Ethel Mutinta Mwaanga, a postgraduate student at the University of Lusaka. I am researching the title, "***A comparative study of the impact of different leadership styles on organisational performance. Case of Infratel Zambia***". You were chosen on purpose to participate in this survey and provide your answers. Your answers to the questions will be kept private and used just for academic reasons. Your assistance will be much appreciated.

Section A: *General information on the key informant.*

Indicate the following:

1. Sex:
2. Position:
3. Years of experience:
4. In your experience with this organization or institution, kindly explain to me how Infratel Zambia applies different leadership styles.
5. Do the leadership styles that you use help in achieving the targets of the organization?
6. With your expertise kindly share with me how these different leadership styles have impacted organizational performance in the organisation.
7. How do leadership styles contribute to the growth of Infratel Zambia?
8. What sort of influence do different leadership styles have on Infratel's organizational performance?
9. 7. Do you use leadership styles to measure the performance of the agency and employees?

APPENDIX II: Questionnaire (Employees)

My name is Ethel Mutinta Mwaanga, a postgraduate student at the University of Lusaka. I am researching the title, “**A comparative study of the impact of different leadership styles on organisational performance. Case of Infratel Zambia**”. You were chosen on purpose to participate in this survey and provide your answers. Your answers to the questions will be kept private and used just for academic reasons. Your assistance will be much appreciated.

Section A: General information on respondent

1. **Gender:** Female Male
2. Highest qualifications
3. What is your position at Infratel Zambia?
4. Years of work experience in the organization.....

Section B: The application of different leadership styles at Infratel Zambia.

5. What type of leadership style is more prominent at Infratel Zambia (**tick one**)
 - i. Transformational leadership style
 - ii. Transactional leadership style
 - iii. Autocratic leadership style
 - iv. Democratic leadership style
 - v. Other types of leadership styles

6. Is there any mechanism (system) Infratel Zambia use to measure the application of these leadership styles above? (**Tick one**)

No, and I don't know any (1)	No, there isn't it (2)	Not Sure (3)	Yes, but I don't know it (4)	Yes, and I know it (5)	Score

7. Rank the following leadership styles in how they are applied at Infratel Zambia. (***Tick one***)

Style of Leadership	Not Applied (1)	Moderately applied (2)	Mostly applied (3)	Always applied (4)	Score
Transformational					
Transactional					
Autocratic					
Democratic					
Other:					

8. Rank the following leadership styles in how their applicability contributes to organizational performance at Infratel Zambia. (***Tick one just per style***)

Style of Leadership	Not applicable (1)	Moderately applicable (2)	Mostly applicable (3)	Always applicable (4)	Score
Transformational					
Transactional					
Autocratic					
Democratic					
Other:					

9. Is there any policy document guiding the application of the leadership styles at Infratel Zambia?

Yes No Not Sure

10. Does the employee appraisals reflect the application of any of these leadership styles on each line manager or supervisor?

Strongly disagree (1)	Disagree (2)	Not Sure (3)	Agree (4)	Strongly Agree (5)	Score

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Section C: The impact of different leadership styles on organisational performance at Infratel Zambia

11. Do you think the application of these leadership styles above contributes to organizational performance at Infratel Zambia? (**Tick one**)

Strongly disagree (1)	Disagree (2)	Not Sure (3)	Agree (4)	Strongly Agree (5)	Score

12. Is the achievement of all the successes at Infratel Zambia because of different mixtures of leadership styles? (**Tick one**)

Strongly disagree (1)	Disagree (2)	Not Sure (3)	Agree (4)	Strongly Agree (5)	Score

13. Which of the following leadership styles has contributed very much to the organizational performance of Infratel Zambia? (**Tick one**)

Transformational (1)	Transactional (2)	Autocratic (3)	Democratic (4)	Other (5):	Score

14. Are there any leadership seminars or trainings for Infratel employees in management? (**Tick one**)

Yes (1)	No (2)	Score

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15. If yes in Q14. How many times in a year calendar are these leadership seminars and trainings done at Infratel Zambia? (**Tick one**)

Once Per Year (1)	Twice Per Year (2)	Thrice Per Year (3)	Four Times Per Year (4)	Score

16. Is there any reward or appreciation for the great leaders who contribute to Organizational success at Infratel Zambia? (**Tick one**)

Yes (1)	No (2)	Not Sure (3)	Score

Section D: The influence of different leadership styles on the organizational performance of Infratel Zambia

17. Are the leaders of Infratel Zambia driven by the quality of leadership (**Tick one**)

Strongly disagree (1)	Disagree (2)	Not Sure (3)	Agree (4)	Strongly Agree (5)	Score

18. The quality of organizational performance is the quality of the leaders of Infratel Zambia. (**Tick one**)

Strongly disagree (1)	Disagree (2)	Not Sure (3)	Agree (4)	Strongly Agree (5)	Score

Appendix 3: Key Respondents Interviewed

Senior Level Management

Title of the Key Respondent	Chief Executive Officer	Chief Financial Officer	Chief Commercial Officer	Head Human Capital	Chief Information Officer
Number Interviewed	1	1	1	1	1

Mid-Level Management

Title of the Key Respondent	Sales Manager	Business Relationship Manager	Finance Manager
Number Interviewed	1	1	1

Appendix 4: Similarity Report

Dissertation

ORIGINALITY REPORT

13%
SIMILARITY INDEX

11%
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4%
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7%
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