Leadership Styles and Employee Productivity: A Study on Walmart

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Abstract:

This study aims to improve employee productivity in Walmart based on varying leadership styles. It also explains the interrelation of employee productivity and various leadership styles employed by organizational leaders, and it elaborates on the vital role leadership plays in an organization's survival. This study benefit organization in selecting appropriate leadership style, help leaders in determining how to motivate their followers, and contributes to existing leadership literature by stimulating scholars to consider the leadership-employee productivity aspects that are yet to be explored.

Keywords: Leadership, Leadership Styles, Employee performance, Employee Productivity, Walmart

1. Introduction

The power of leadership cannot be underestimated as it is among the determinants of the success and failure of an organization. When an organization has effective leadership, it is likely to experience improved employee productivity; good leaders provide purpose and direction for achieving organizational goals. Moreover, leadership is a significant element of teamwork and interrelationship among employees and shapes organizational behaviour. When an organization enjoys strong leadership, employees are likely to achieve organizational goals. When an organization has leadership that portrays social and emotional intelligence and interpersonal and technical skills, it increases employee productivity (Aqqad et al., 2019; Abdeldayem et al., 2021); therefore, it is unlikely to achieve organizational goals without effective and reliable leadership.

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There are several ways to enhance employee productivity and realize organizational objectives. According to Tang (2019), effective leadership improves employee attitude, morale, and creativity by improving teamwork, effective communication, and eliminating potential conflicts that might delay production. According to Johnson and Hackman (2018), leadership is challenging to define. It is when a group, an organization, or a person guides a team, other individuals, or an organization and their activities towards achieving the set goals. Tang (2019) states that leadership behaviour directly impacts employee job satisfaction and motivation, where good leadership and desirable behaviours enhance the organization's success.

The focus of this study is Walmart. Walmart, in full Walmart, Inc., formerly Wal-Mart Stores, Inc., American operator of discount stores that was one of the world's biggest retailers and among the world's largest corporations. Transformational leadership will be the canter of this study and its interrelation with employee productivity. The interrelation of authoritative and Laissez-faire leadership styles to employee productivity will also be part of the literature review

The rest of this paper is organized as follows: Literature review is presented in section (2), Section (3) introduces the methodology. Discussion and results of statistical analysis are explained in section (4), while conclusions are in section (5).

2. Literature Review

2.1 Concept of leadership

Potluka (2021) argues that leadership is not a position, secret, or code only meant for specific individuals; it is a set of skills and individual or group abilities that people can observe even though leadership abilities vary. In organizations, leaders have the power to manage resources, assess performance, manage conflicts, and promote their followers, among other responsibilities (Rüzgar, 2018). No organization should underestimate the importance of leadership as leaders can influence their subordinates towards the set organizational goals. According to Potluka (2021), leaders should give their subordinates directions that benefit the organization. Moreover, their ability to enhance interpersonal relationships amongst the subordinates and improve teamwork towards everyday actions ensures that a leader archives the set objectives (Potluka, 2021). Chaidir and Ahman (2019) argue that leadership skills are acquired gradually and cannot be inherited genetically.

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Leadership is a method or practice of governance or influence that a person or a group uses to direct other individuals or a group towards organizational goals by ensuring they are motivated to work towards those set goals with limited resistance (Saleh et al., 2018).

2.2 Leadership Theories

This section discusses various theories that form the basis of the study on leadership styles and employee productivity. The study focuses on transformational leadership theory and path glory theory.

2.2.1 Transformational Leadership Theory

Kwan (2020) states that this theory was developed by Burns in 1978. The theory focuses on leaders' capacity to inspire their followers towards achieving more than they planned in the set objectives (Kwan, 2020). According to Peng et al. (2021), transformational leadership enhances employees' commitment to achieving organizational goals. Transformation leadership exists in all organizational levels, such as teams, divisions, and departments (Peng et al., 2021). Transformational leadership theory argues that leaders in this context are risk-takers, visionary and creative thinkers whose charismatic appeal changes the organizational operation (Eliyana and Ma'arif, 2019). The transformational theory focuses on the connection the leaders have with their followers. According to this theory, leaders influence and motivate their followers to focus on organizational and personal goals (Kwan, 2020).

According to Kwan (2020), the transformational-leadership theory believes in the leader positively impacting the followers. Through their interaction, the ultimate goal is achieved. Eliyana and Ma'arif (2019) state that transformational theory believes in followers' motivation, improving their morale to enhance productivity. The leaders connect with employees' identity and create a collective organizational identity, inspiring them to work towards the set objectives (Peng et al., 2021). The transformational leadership theory argues that leaders must acknowledge the abilities and limitations of their followers to give them tasks that will increase their productivity (Eliyana and Ma'arif, 2020; Abdeldayem & Aldulaimi, 2022).

2.2.2 Path-Goal Theory

Martin Evans (1970) established this theory before its advancement by House (1971), according to Priyowidodo (2021). According to this theory, most successful leaders motivate their followers by creating a clear path and vision (Priyowidodo, 2021). According to the path-goal theory of leadership, leaders can encourage, influence, and support their subordinates towards achieving the set goals by

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ensuring that the path towards the set goals is easy and precise (Chaidir and Ahman, 2019). This theory suggests that leaders should influence their followers' perception of the set goals.

The primary characteristic of this theory is that leaders motivate their followers towards the set goals by controlling their activities and the outcome of their work. Sadide et al. (2019) state that this theory gives leadership behaviours that can be implemented to maximize followers' output, especially when the leaders consider the impact of operation environmental factors and workers' characteristics in performing their duties. Sadide et al. (2019) further state that this theory suggests leaders appreciate and reward followers for their work in order to enhance enthusiasm and motivation.

2.3 Leadership Styles

Leadership style can generally be away from a group or an individual using their power or influence to lead others. A leadership style's effectiveness depends on the leader's responsibility, the situation, and the followers. In contrast, any leadership cannot be successful if the decision-making process involves many followers, especially when the situation calls for a quick and critical decision. Moreover, there are followers with no desire or ability to perform their duties, while others are always rebellious, and a leader must find the appropriate method of motivating them. Situations in operations' internal or external environment may change unexpectedly; therefore, a leader must determine the appropriate leadership style in every situation. When a situation calls for immediate action, leaders must have the decisiveness and accountability skills to ensure that they take appropriate actions without consulting the followers and taking responsibility for those actions.

2.3.1 Transformational Leadership

Peng et al. (2021) state that this style might be a product of personal values in line with the followers' morals and values. Kwan (2020) states that transformational leadership can be subdivided into different types, such as inspirational motivation and more. Inspirational motivation is a basis of transformational leadership where leaders consistently promote the organizational vision, mission, and values, and members understand what is expected from every interaction (Kwan, 2020). There is teamwork and commitment to the common goal. Intellectual stimulation is where leaders motivate creativity and innovation among their followers (Penga et al., 2021). According to Kwan (2020), idealized influence is an element of transformational

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leadership which the theory argues can only be effective if organizational leaders practice what they want their followers to follow. Through practising as they teach, the leaders gain respect and trust from their followers, helping them achieve common goals. Moreover, the individualized consideration in transformational leadership, leaders act as mentors, and every time followers show innovation or creativity, they are rewarded.

2.3.2 Democratic leadership

This leadership style is where the leaders involve their followers in decision-making. Rifaldi et al. (2019) state that in this leadership style, the leader acts as the coach who may make the final decision but gathers opinions from his subordinates. Rifaldi et al. (2019) further state that democratic leadership, when effectively used, can lead to high quantity and quality work. In many organizations, employees like it when their leaders trust their decision-making opinions. Through this leadership style, leaders can develop effective plans and encourage employees in goal development, leading to the improved achievement of the set goals (Rifaldi et al., 2019).

According to Al Khajeh (2018), applying democratic leadership depends on the situation as it may be inappropriate sometimes. Al Khajeh (2018) further explains that democratic leadership may be appropriate when solving organizational group problems, implementing operational changes, or dealing with experienced and skilled followers. The leader keeps their followers updated on issues affecting them, includes them in solving problems, and wants them to experience a sense of satisfaction. Adha et al. (2020) warn that a democratic leadership style should not be applied when there is limited time, strained cost of operation, and employee safety concerns.

2.3.3 Laissez-Fair Leadership

Donkor and Zhou (2020) state that this leadership style gives employees the authority to work under minimal supervision. In this scenario, the leader trusts the followers that they are likely to make the right decision. Donkor and Zhou (2020) states that this leadership is style is effective when followers are highly skilled, motivated, and self-starters

2.3.4 Autocratic Leadership

This type is a boss-centred leadership style. Caillier (2020) states that leaders believe they are all-knowing in this leadership style and make decisions independently with limited followers' involvement. Caillier et al. (2020) state that this

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command-and-control approach is practical when the organization experiences limited flexibility; however, there are limited situations where leaders can use this leadership style.

2.4 Employee Productivity

Employee productivity is the employee output measured on efficiency individually or in a group. Sangwa and Sangwan (2018) define productivity as measuring employee output in quality or quantity based on time and cost of resources in performing specific tasks. Leaders must motivate them and create a positive work attitude. Similarly, improved employee productivity benefits the organization. Since organizational success depends on an individual or a collective effort, productivity depends on both employees and leaders. Eliyana and Ma'arif (2019) state that productivity is usually calculated by dividing the quantity or quality of goods or services by the resources used in the process. A high output/input ratio signifies increased productivity, while a declining output/input ratio shows declining employee productivity (Sangwa and Sangwan, 2018). For example, a leader would calculate the number of produced clothes per hour when calculating labour productivity in a clothes manufacturing company. The more high-quality clothes produced in a short period is translated as high employee productivity. This calculation can be measured for individuals or groups. When using quality to calculate employee productivity, leaders can divide the employees' output with the resources they have used in a specific period (Eliyana and Ma'arif, 2019). For example, if it is a hospital, the number of patients attended to divide by the resources used, basing conclusions on the outcome of the patients care.

Eliyana and Ma'arif (2019) state that leaders can enhance productivity (quantity/time) by advancing technology, improving employee skills, and motivating employees to focus on the primary goals. Since there is no one measuring productivity, the leaders can use the most appropriate method based on the magnitude, risks, skills, and availability of the production materials for the employees Sangwa and Sangwan, 2018).

2.5 Leadership and Employee Productivity

Buil et al. (2019) explain how employee productivity depends on organizational leadership. They also explain how the two affect each other. The study's primary objective was to understand how various leadership styles impact the productivity of

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323 frontline-hotel employees. The study found that the transformational leadership style improved employee productivity, especially when leaders inspired employees, gave them idealized influence, and ensured intellectual stimulation. They remained connected to the overall goal while working individually and in groups.

Eliyana and Ma'arif (2019) used a sample of 30 Pelabuhan Indonesia III Inc employees to understand how transformational leadership impacts their input. The study concluded that transformational leadership directly impacts employee output, and leaders must understand the most suitable situations in which to apply this leadership style. However, Eliyana and Ma'arif (2019) state that it might be challenging to determine the positive or negative changes that this leadership style causes if there is no standard measurement for employee productivity.

Similarly, Hurduzeu (2015) examined employee productivity and its response to leadership. The study concluded that leadership both harms and increases employee productivity, depending on the environment of operations and the present situation. The study was based on authoritarian leadership, in which the boss makes all decisions. The study concluded that this leadership style enhances productivity, mainly when leaders use it to clarify the primary objectives or when the organization is in a state of instability. Hurduzeu (2015) further states that authoritative leadership might lead to low employee productivity, especially when leaders overuse it, leading to rebellion, negative employee feedback, and diminishing morale. Also, Wang and Guan used a sample of 211 supervisor-subordinate dyads from a Chinese organization. The study was based on the authoritarian leadership style, and it concluded that this leadership style improved employee productivity by ensuring goal orientation. Still, it was also harmful when overused or when employees rebelled against their authoritarian leaders.

Priyowidodo (2021) examines the interrelationship between path-goal leadership and employee productivity. The study used 23 workers and employers from 11 private companies. The study concluded that this leadership style increased employee productivity since it paved a clear path and collaborated with employees towards achieving the goals in that path. The study found that this leadership style encouraged employees' freedom of expression, leading to improved feedback, motivation, and teamwork that increased the overall output. However, Priyowidodo (2021) states that path-goal leadership might lead to declined productivity, especially when the leader has little knowledge about the job's specifics, or there is no description of employees' roles in achieving the set goals.

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Based on the findings of various works of literature that this study has reviewed, employee' productivity depends on the organizational leadership style. Transformational, authoritarian, and path-goal leadership styles have positive and harmful impacts on employee productivity. Leaders must be flexible and understand when to adopt specific leadership skills to realize the organizational goal by motivating employees and improving productivity. Moreover, an authoritative leadership style may not appeal to employees; however, studies have revealed that it might be appropriate in some situations, especially when setting goals. When employees can inspire teamwork, skills development, and involvement in goal setting, they are likely to improve their output, leading to organizational success. Therefore, every organization must focus on getting the right leader, conduct employee leadership training, and leaders to ensure they evaluate every situation before implementing a leadership style to ensure they maximize employee productivity.

3. Methodology

3.1 Problem Statement

Lack of flexibility of organization leaders in their leadership styles is a fundamental challenge, especially in a changing business environment and operation situations. Moreover, some leaders ignore the present situation when managing their followers; this failure to change leadership style sometimes leads to conflicts and lower productivity. Further, communication plays a significant role in leadership, and failure by some leaders to communicate effectively to their subordinates may lead to divisions and low productivity, especially when employees are not motivated.

3.2 Objectives, hypotheses, and research questions

The study objective of this paper is to establish how leadership impacts employee productivity, emphasizing transformational and path-goal leadership styles. Employee productivity will be a division of employee output by time or resources used in production. This study will also be guided by research questions "how do transformational, path-goal, and authoritarian styles of leadership impacts employee productivity?" The researcher has several hypotheses that shall be confirmed null or true after analyzing various pieces of literature. The first hypothesis

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is that "transformational leadership and employee productivity are linked," this hypothesis will be followed by an authorial leadership theory-based hypothesis which states that "authoritative leadership has no ling with employee productivity." The final hypothesis to be confirmed or rejected in this study is based on the Laissez-faire leadership. The hypothesis states that "Laissez-faire leadership is inconsequential to employee productivity." These hypotheses help formulate research questions such as " Do leadership styles impact employees' productivity differently?" Do situation and leadership style impact employees' output? And "What is the connection between employee productivity, situation, and leadership style?"

3.3 Population

A representative sample is a collection of various frames of the research population with the identical features of each element or compound for approximation purposes. The target population for this study would be 3,150 Walmart employees. As a result, the sampling unit for this study will be all Walmart's staff and leadership strategies. Professionals with experience in retail market companies in the United States completed the demographic set for the study (Supriyanto et al., 2020, p.1112).

3.4 Sample

The study's participants are Walmart employees. Due to the large population size and the impossible task of scanning the overall sample, the study's population has been limited to Walmart. In a previous Walmart department shop, 450 workers were chosen through qualitative research from the data obtained from their database in relation to different leadership strategies. These leadership styles include charismatic, visionary, ethical, strategical, and complex leadership, all incorporated in their leadership strategies.

The approach or methodology for analyzing the variables or characteristics of the entire population by selecting the needed sample is known as sampling. For Walmart's sales and retail in the United States, stratified sample methods were utilized (Pandey et al., 2021, p.121). The report's goal was to include workers from all departments in the population while also giving respondents who were picked later the same chances. Both probabilistic samples and non-probability sampling strategies were used in the experiment.

Workers in these places are included in the study's population. Electronic questions were used to obtain information from the respondents due to their

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geographical diversity of personnel, simplicity of implementation, and archiving (Yu et al., 2021, p.11). The purpose of sampling is to allow a scientist to judge the overall population from sample analysis. Individuals who work at Walmart sales and retail outlets make up the study's study population. The study pursued to limit the study population to Walmart retail shop staff due to the enormous population size and the relative unimportance of investigating the whole population.

Respondents were chosen using a simple random sampling selection procedure to reduce researcher bias and ensure a representative sample was taken from the data received from the company's database (Yu et al., 2021, p.11). The random sampling technique assures that each population person has an equal chance of being chosen as a subject, is relatively simple to apply, eliminates bias, and ensures that the sample selected is representative of the population when used appropriately. 450 respondents were gathered from the company's five main sites and a responsive questionnaire study from the different strategies present.

3.5 Data collection

Because this is a secondary data collection approach. The ideal option is to get the employees' additional data from their company's database and use a previously used questionnaire for other research results. The fourth layer dealt with methodological approaches such as mono-, multi-, and mixed systems, as seen on the study (Supriyanto et al., 2020, p.1112). The mixed-methods strategy was used in this investigation. The method backed up, cross-validated, and verified the study's conclusions. The technique produced the most useful, comprehensive, unbiased, and enlightening data.

The studies concentrated on hybrid procedures that included theoretical and practical testing methods. The mixed-method approach was offered to improve the study's reliability and validity. The analytical framework in this study was determined by the research methodologies selected. The comparative research approach is the most effective way of describing current issues linked to management practices and their effect on employees' performance (Pandey et al., 2021, p.121). This method aids in the representation of both structured and unstructured data.

3.6 Data sources

Primary data was acquired earlier by distributing an online survey to the study population. The online survey research approach will be helpful because it uses the

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internet to reach participants who would be challenging, if not unattainable, to get through conventional means. Respondents complete the questions themselves using a web link supplied via email. The sample was divided into three sections. The first component of the survey was intended to gather information about respondents, such as their gender, age, education level, and duration of service with the company (Supriyanto et al., 2020, p.1112). The information in this part aided the researcher in gaining a better understanding of the participant's history.

As per the corporate glossary survey, a series of research questions were posed to participants and tailored to obtain specific details. It is organized to accomplish four key goals: collect sufficient data, make data consistent and assessment, eliminate biases in question design, and make subjects attractive and diversified. For this instrument to be generous, vast amounts of information from various people must be collected quickly. The retail outlet has asked the participants to collect the necessary information (Yu et al., 2021, p.11). The survey was completed and submitted with 77 answers. The survey included both self-made and customized topics and the necessary concerns taken from Hussein 2014. To get feedback from workers, the researcher has created both open and closed questionnaires.

The second survey draft was dedicated to gathering information on the study's significant variables. The predominant leadership styles, including authoritarian, administrative, inspirational, laisse fair, democratic, and revolutionary, are split into two independent factors. The Competing Values leadership survey, created by Avolio and Bass, was tweaked to allow the study to obtain the necessary data on Walmart's leadership behaviors. Simultaneously, other questions attempted to decide the quantity of employee efficiency. Secondary data was gathered by a thorough evaluation of the current research domain.

3.7 Data collection instruments

The procedures used to collect data are crucial to achieving the desired results. The researcher will utilize two typical data collection instruments to gather the information needed for this report: a survey questionnaire with participants and a semi-structured discussion with the agency's Board member. The tool was divided into three portions, each gathering respondent characteristics and assessing Walmart's management and leadership approaches. It consisted of 20 items on a 5 point Likert scale to evaluate transformational leadership.

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Previous scales established by other researchers are being adjusted to develop another apparatus element. As a result, students can use tools that have been proven to be reliable and valid. The qualitative data that was gathered is discussed in the next section. It consisted of five open-ended questions (Yu et al., 2021, p.11). The device's design was similar to scales utilized in previous research. The device was then put through its paces with five executives. Furthermore, internet sources such as the organization's website, relevant literature, and articles were used as a data collection tool.

3.8 Data analysis strategy

Interpretation of the data is crucial in a study review. The evaluations and results should be based on the data collection and review. The findings were then assessed in terms of data integrity, both descriptive and analytical. The basis for examining the data that have been collected in the analytical modules for social scientific science version 20 (Sulaiman et al., 2019, p.87). Proportions, Chi-square, and inferential analysis would be used to examine the employee's past survey results. The secondary data is analyzed and statistically displayed using percentile rank, diagrams, drawings, and graphing techniques. Additionally, the retail chain's departmental directors' facts will be assessed and understood through interviews, which will help us define how management styles approaches affect employee performance outcomes. Employee production will be forecasted as a predictor variable by independent administration.

3.9 Reliability and Validity

It is necessary to evaluate the random error-free data gathering efficiency. In some calculations, the information acquired is only relevant if it is appropriately recorded truth; trustworthiness must be established. Cronbach's alpha is a statistic commonly used as a trustworthy indicator of a psychometric system's internal coherence. In other words, it determines how well a set of variables or elements can accurately assess a latent space representation property of individuals (Pandey et al., 2021, p.121). To use the S.P.S.S. result, the Cronbach alpha must be higher than the cutoff. This shows that the test items have high internal consistency precision. As a result of the above conclusion, it can be deduced that the autonomous leadership style has a minor impact on the department's staff's efficiency. Even though A.L.S. causes aggressive tendencies, disagreements, misunderstandings, guard interaction, massive sales rates, truancy, and poor pricing, this management technique has hampered workers' performance.

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The approach also produces yeasts that lack creativity and originality. They are conscientious of laws, regulations, red tape, prestige, pursuing symbols, and they are always wary of responsibility. In summary, multiple regression analyses have shown that unconventional leadership predicts staff efficiency favourably. Workers perform better when their supervisors display more transformative leadership. The data also demonstrate that democratic leadership has a positive and significant impact on the efficiency of firms. This entails high employee productivity, satisfaction, teamwork, and commitment to the democratic establishment. It does away with the requirement for monitoring and formal regulations and processes that contribute to reduced truancy and retention (Yu et al., 2021, p.11). Comes equipped competent, motivated workforce eager to learn how to engage freely and accept responsibility. Employee production will be forecasted as a predictor variable by independent administration.

3.10 Ethical considerations

After obtaining authorization to perform the study there, the investigator emailed the tool and a covering note to an executive person. Involvement was ostensibly free, according to the cover letter. Participants were not required to reveal their identity; their data was kept strictly confidential and used purely for academic purposes (Buil et al., 2019, p.71). The executive member carefully selected and disseminated the instruments to those thought to be knowledgeable and competent respondents in this study.

To better understand the study topic's existing literature and guide future research. The moral rules that regulate a user's behavior and actions are known as ethics. The investigator must guarantee that all ethical concerns are investigated and evaluated throughout the study process. They are the behavioral rules that discriminate between wrong and right, safeguard survey subjects' interests, minimize prejudice, and guarantee the correctness of research results. Informed permission secrecy, secrecy, regard for privacy, neutrality, and authenticity are ethical issues examined during the study.

Walmart retail store provided a letter of approval allowing the researcher to conduct a study appropriate to its personnel on the company. Gathering primary information electronically using an internet questionnaire published on the SurveyMonkey website is one method to meet ethical principles(Pandey et al., 2021, p.121). Participants will be requested to provide minimum personal identifying information, and they will have the alternative of sending their comments privately. A

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permission acknowledgment section of the survey discusses the study, the objective of the information recorded, and guarantees of confidentiality. To maintain privacy, responses will be saved digitally, and encryption key and participants will respond securely.

4. Empirical Findings and Analysis

The SPSS. Version 23 application was used for statistical analysis. The profiles of respondents were analyzed using descriptive statistics. The transformational leadership used by managers at Walmart retail outlets was identified using factor analysis (Rozi et al., 2020, p.1). To determine the final factors, the factor analysis used an initial constituent retrieval and varimax rotation as shown in figure 1. Content analysis was used to assess qualitative data as a different inquiry. The texts were read numerous times to familiarize ourselves with the information. Afterward, words and groups were organized into categories for any further investigation. The characterize approach was used to evaluate and reflect on patterns, with some replies cited word by word where appropriate.
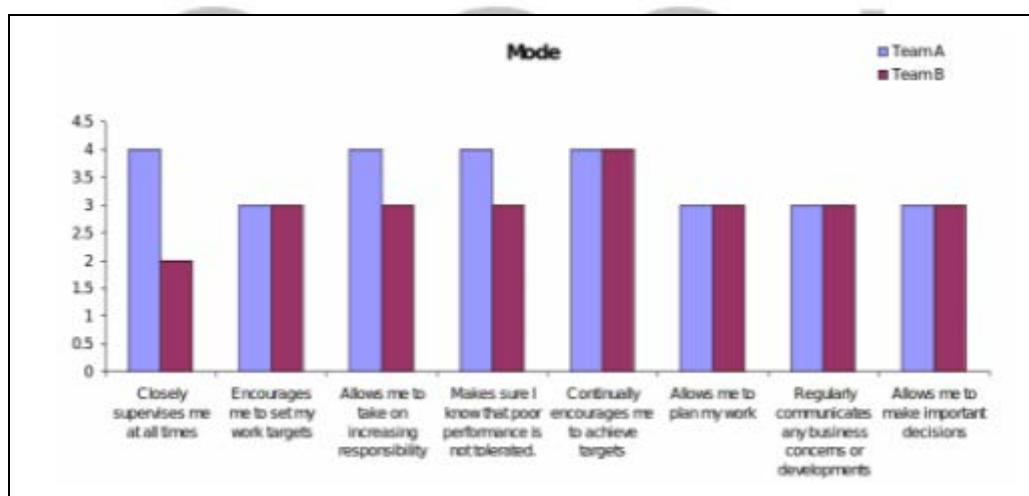

Figure 1. Results of Factor Analysis

Regression analysis also was performed as shown in figure 2. Various indicators indicate the relationship between the dependent and independent variables. The R accounts for 52.8 percent of the total, implying that 34.4 percent of the factors are detrimental to productivity. The R-Square is used to assess the strength of a link between variables, with 38.4 percent indicating commercial, revolutionary, authoritarian, and democratic governance. Finally, the standard deviation is roughly 2%, showing that the data has a normal distribution and is free of bias. There is a direct association between a variable used in this study due to the regression

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analysis, which is based on a substantial error of 5%. The results were significant at a less than 5% threshold, showing that the contributing factors were linked.
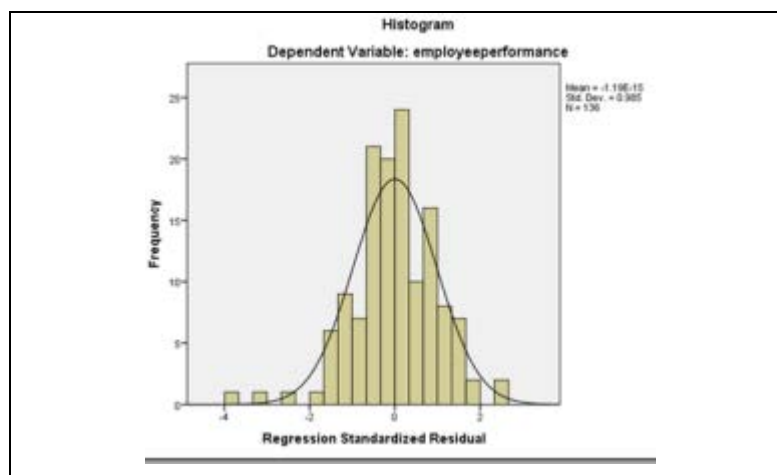

Figure 2. Results of Regression Analysis

Assessment of the results of the findings indicates that the statistics can be read. This is because, for every one-unit rise in transactional leadership, performance improves by 1%, as the regression analysis coefficient is positive (Pandey et al., 2021, p.121). This suggests that the relationship between commercial management and employee performance is proportionate (refer to figure 3). The performance is affected by 1.6 percent for every one-unit increase in transformational. On the other hand, a T-Test is a tool for validating the study hypothesis. After that, a level above two should be specified to signify a 95 percent significant degree of validity. As a result, dividing Beta / Standard Error yields the T-Test, which may be stated as Transactional:0.427 / 0.117 = 3.656, implying that transactional leader has a 3.65 percent influence on productivity. Transformational: 0.239 / 0.098 = 2.449, implying that the leadership style has a 2.449 percent impact on employees' performance.

The effectiveness of employees in a company gains from a laissez-faire style. The laissez-faire management style in the workplace promotes employee freedom (Pancasila et al., 2020, p.391). Laissez-faire leadership affects worker performance at work. A laissez-faire form of management offers significant advantages by allowing direct information exchange. Employees' opinions can be heard with a laissez-faire leadership style. The mean scores for all items are higher than the standard of 2.50.

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Figure 3. Impact of Leadership Styles on Organizational Performance

4.1 Hypothesis Testing

After reviewing numerous bits of literature, the researcher will confirm null or true several hypotheses. The first hypothesis proposes a link between transformative leadership and workforce productivity. Following this assumption, an authorial leadership theory-based hypothesis will be tested, claiming that delegation of authority does not affect staff productivity. Laissez-faire leadership is the final hypothesis to be validated or denied in this investigation (Ali et al., 2020, p.35). According to the premise, laissez-faire leadership has no bearing on staff productivity.

There is a strong link between transformational leadership approaches and job success. As can be seen, the respectable position is 0.108, which is greater than the 1 percent significance value. As a result of the more significant correlation coefficients and the significance of the results, the zero assumptions should be eliminated. Then we can presume that the type of revolutionary leadership impacts worker productivity. Worker work efficiency and revolutionary leadership style were found to have a 77.2 percent favorable association. The alternative hypothesis (H1) that there is a substantial influence of authoritarian leadership on employee quality of work at Walmart retail outlets is adopted because the likelihood value of the correlation coefficient is lower than the threshold.

Competing theories are acknowledged, and the importance of this variable exceeds alpha (0.178>.01). Due to this, the regression data suggest that transformation leadership has a significant and positive impact on employee success

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(Paais and Pattiruhu, 2020, p.577). Workforce productivity and democratic leadership were found to have an 89.6% favorable association. This implies an important link between employee productivity and a democratic leadership style. Because the likelihood value of the correlation coefficient, 0.002, is smaller than the average 0.05 at a 5% level of significance, the following hypothesis is proposed (H1) that democratic leadership style has a substantial impact on staff productivity in Walmart retail outlets is adopted.

As a result, the conclusion is significant, and a different interpretation is recognized. This variable has more vital importance than alpha (0.452>.01). The regression results also show that implementing a democratic style positively impacts staff productivity. Staff productivity and laissez-faire style were found to have a 77.2 percent positive association. This suggests a substantial link between staff effectiveness and a laissez-faire style of leadership (Maamoun, A., 2020, p.4). The alternative hypothesis (H1) that effective laissez-faire leadership substantially affects employee performance in Walmart retail outlets is accepted because the likelihood correlation value, 0.015, is smaller than the threshold 0.05 at a 5% significance level.

Since the value is more than 0,017, transactional leadership may be considered to impact the company's employees' performance significantly. It is possible to rule out the null hypothesis. Work motivation and bureaucracy management style were found to have an 89.6% favorable association. This implies a substantial relationship between employee engagement and bureaucracy leadership style. The alternative hypothesis (H1) that bureaucratic organization has a considerable effect on employee enthusiasm in Walmart retail stores is accepted because the likelihood value of correlation coefficient, 0.002, is less than the usual 0.05 at a 5% level of significance.

According to the responses, 46 percent of respondents were male, 52 percent were women, and 2 percent did not specify their identity (Li, 2020, p.412). In this survey, the gender of the respondents was very evenly distributed. The participants thought they were asked to state their ages. As per the findings, 18.3% of participants between the ages of 20 and 30, while 52.7 percent are between categories of 31 and 40 years. Despite this, 25.8% are between the ages of 41 and 50, 1.1 % are between 51 and 60, and 2.1 % do not indicate their age. There are no responses over the age of 60 because the company's statutory retirement age is 60. Participants were asked to indicate their educational level.

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5. Conclusion

In light of the preceding observations, the following findings have been formed. There is a link between the style of management and staff productivity. The administration of Walmart retail outlets successfully employs participative leadership: transformational and democratic leadership management. As a result, it is concluded that the leadership style at Walmart retail stores has a considerable detrimental to productivity.

The analyst attempted to extract the essential effects from the data. Workers in an enterprise without management are unable to make independent decisions. The employer gives them neither the incentive nor the time to talk about the overwhelming bulk of their ideas and suggestions (Li and Liu, 2018, p.1092). Furthermore, most believe that their bosses use rewards and sanctions to motivate them. On the other hand, authoritarian leader approaches have a negligible or negative impact on employee productivity.

The revolutionary method is associated with employee success indicators and transformational leadership. According to the report, the monitor motivates others to address past concerns and allows workers to derive value from their labour, encouraging the workforce and demonstrating good outcomes. Most participants said that the democratic leadership model was more individual-oriented and more communication within the society. The employees could express their leading position to their boss and the rest of the team because of the style.

The functional managers communicated with their workers frequently and effectively and offered a practical setting for distributing management and obligations. The employees have also reported that their managers and superiors assist them when needed. In summary, the investigation discovered the fundamental values of participative management in the Walmart retail shops department (Kalsoom et al., 2018, p.26). The style of transaction administration is also linked to the employee's overall performance and success. This management style recognizes and supports employees to achieve their objectives and advises them on what to do if they want to be acknowledged for their efforts. Transactional leadership is the most common management model in Walmart's retail store divisions.

5.1 Limitations of the study

The investigator encountered several drops during the investigation. The first problem was a shortage of time, as the study would take half a year to complete. The investigator is also expected to collect data from other retail shop outlets outside

the organization, limiting the time available (Song, 2018, p.7). The study's second obstacle is data insufficiency, which he addressed by drawing a sample because the corporation refused to share data owing to privacy concerns. The scientist also ran into financial difficulties when it came to covering the fees incurred due to a lack of sponsorships. Furthermore, the researcher sought some database files that did not relate to the study; specific requests were turned down, and the percentage of the participants were of the same gender; hence, the data was unbalanced. Furthermore, they will assert that they have been engaged and anticipated.

The accompanying policy suggestions are proposed based on the report's results for increased employee efficiency through leadership style. Every Walmart retail store's senior management should utilize an intelligible leadership style to ensure that staff can express the group's leadership style (Eliyana and Ma'arif, 2019, p.147). Walmart retail shops should prioritize employee productivity, and top management should adopt a proper management style to boost staff productivity. Walmart stores should explore a management style that is suitably compensated through appealing compensation packages. It is necessary to develop and maintain a consistent leadership style.

The organization must plan to achieve its objectives to give working workers participative management ideas such as kindness, willingness to help, and involvement drive. Leaders should be aware of their employees' and companies' values and encourage them to approach these opportunities and challenges creatively. Ensure that administrators are present at all stages of the decision-making process. Every leader in the company educates and empowers each management with the necessary leadership elements and gives him the authority to communicate to their subordinates.

There is a deep commitment in subjugated countries to address the adverse effects of autocratic rule and transform them into productive and transformative management styles. Supervisors can also work with groups and team leaders to implement their goals and development initiatives (Caraway, 2018, p.17). Generally, the investigator advocates using the division in a more transformational, participatory, and commercial approach rather than authoritarian leadership because worker performance and existence are intimately linked. This is because the agency's planning process seems to be conducted with better employee

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involvement, with objectives precisely specified with accompanying performance targets since these kinds are executed.

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