

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.

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

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.

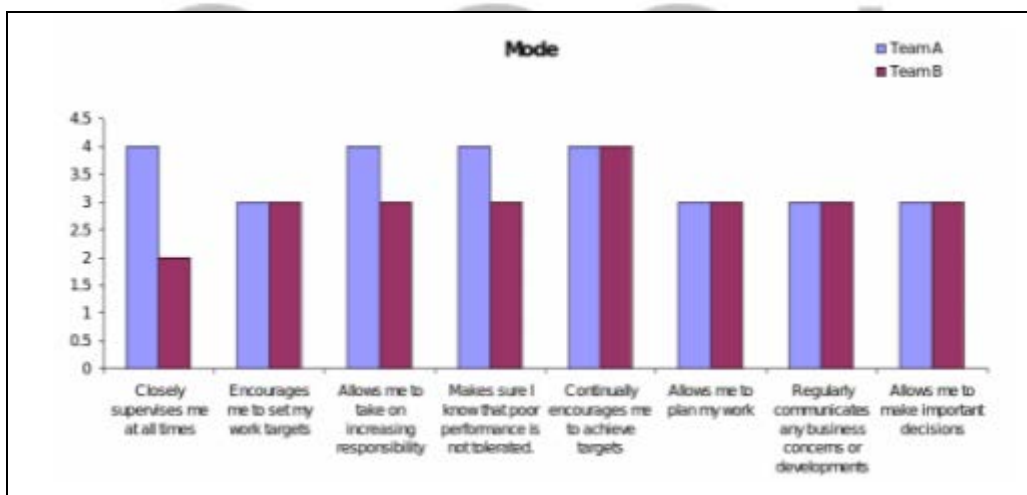


Figure 1. Results of Factor Analysis

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

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.

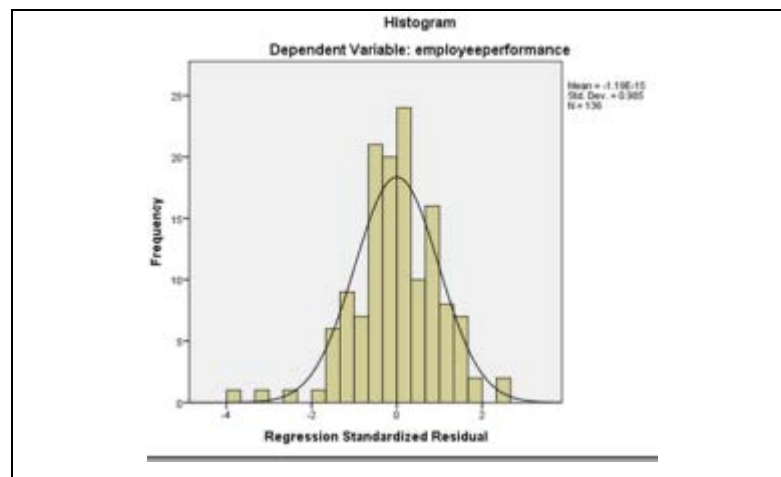


Figure 2. Results of Regression Analysis

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.



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

(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.

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

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

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