The Impact of Leadership on Employee Performance in SMEs of Australia

Rathan Kumar
Excelisa College Sydney, Australia

Hassan Shakil Bhatti
Excelisa College Sydney, Australia

Abstract

Leadership is considered to be essential for the adequate performance of the employees in an organisation. Under the support of the leaders, the employees feel motivated to carry out the task. This inductive research study will highlight the effect of leadership on the performance of employees in the SMEs of Australia. The purpose of this study is to examine the role of leadership and the different leadership styles related to the employee's performance specific to SMEs in Australia. The democratic theory, the need satisfaction theory, autocratic theory, trait theory, systems theory, and the authoritarian approach will be discussed in the context of this study. The application of inductive research also assists the researcher to carry out the investigation related to this topic. The researcher has chosen to use inductive analysis because the observation and the theories that are proposed for carrying out the research will assist in arriving at the valid results. The research question "a. To what extent do the leaders and the leadership styles affect the employee engagement and organisational performance of the employees in SMEs? and b. What is the relationship between the worker's confidence and the initiative style in the SMEs?" have likewise been outlined dependent on the inductive examination. The leaders of the SMEs generally highlight autocratic, democratic, transformation as well as a transformative leadership style. Execution is characterised as the appraisal of how well the association executes its significant boundaries, for example, budgetary just as market execution. Further, 15 SMEs based in Australia have been chosen to analyse the impact of leadership on employees' performance such as communication, teamwork, interpersonal skills, customer service, flexibility and time management in Australia.

Keywords: Leadership, Employee , Performance, SMEs , Australia

Introduction

In this competitive world, there has been a global expansion of different organisations by overcoming the challenges such as lower rate of employee's turnover, maintaining coordination as well as the fulfilment of the objectives. The leaders are found to play a crucial role in the accomplishment of the goals by boosting the performance of the employees (Alghero & Al-Anafi, 2016). In the case of SMEs, it has been found that it is only the leaders who act as a positive, motivating agent to the employees in various aspects, primarily professional life (Harwich, 2016). It is the responsibility of the leaders in the SMEs of Australia to ensure that the actions are pointed at helping the employees to develop their knowledge, skills, and experiences (Harwich, 2016).

Al Khaled (2018) has opined that the leaders assist the employees in improving the relationship so that the employees can pay for the fulfilment of the common objective and goal. An effective leader can be considered to be one who utilises his/her power for the betterment of the organisation and the followers (Harwich, 2016). Leaders can also be regarded as the significant drivers in the enhancement of the

production and the innovation process (Harwich, 2016). Alghero & Al-Anafi (2016) have highlighted that leadership is associated with the practices and the dedication of the employees.

There are different theoretical approaches linked with the impact of leadership on the performance of the employees in SMEs of Australia such as democratic leadership style (Harwich, 2016), the laissez-faire aspect(Harwich, 2016), however greater research attention needs to be paid to the dictatorial, autocratic, transformation, and transactional style of leadership (Harwich, 2016). This is because these four styles of leadership lay diverse effects on different variables such as the rewards, standards, commitment, as well as clarity (Harwich, 2016). On the other hand, the different types of leadership concerns also can influence the behaviour of the employees and thus assist them in pursuing the goals. It is possible when the positive behavioural aspects of the leaders such as punctuality, honesty effect or motivate the employees to be dutiful towards their work.

Justification of the Research

The research can be considered to be necessary because the employees in SME's of Australia carries out the task at the discretion of the manager. Although, the leaders might not excel in the managerial aspect, but is their responsibility to assist the employees, provide them with the correct direction, inspire as well as motivate them (Lim, Loo & Lee, 2017). The heads of the SME's of Australia are additionally lined up with the long haul and future objectives of the association. Further, it can be said that the leaders might have the interests and the skills put to fair use and they must try their best to manage the solution, tackle the organisational structure, and inspire the personnel to achieve the goals.

The role of leaders in an organisation cannot be underestimated. The organisation is bounded by different types of human factors such as communication and safety, supervision, management of workload levels, along with an improved level of leadership to fulfil the goals. The various kinds of initiative styles can likewise be viewed as fundamental in forming the demeanour and the conduct of the workers in an association. However, many scholars have highlighted that there is not one particular leadership style that consistently assists in better commitment and the realisation of goals in the organisation (Built. Martinez & Matte, 2019). It is dependent on the circumstances and the employees, and it is necessary to review which type of leadership style is best under which circumstances and how the leaders affect the performance of the employees in SMEs of Australia.

Review of the literature

As shown by Mughal and Iraqi (2020), it has been found that activity is related to the establishment of the entire course, pushing the agents similarly as changing the labourers according to this bearing and motivation. It is essential for the leaders to adhere to the right direction and to remain motivated to become successful and to become a role model for the other employees in the organisation. The pioneers put forth a legit attempt to achieve the objectives with the help of their invigorated many subordinates who are locked in with sharing the eagerness, vision similarly as course moreover. The leaders can be considered to be effective when they challenge the status quo as well as try their best to find out long term and effective solution to those challenges (Mughal & Iraqi, 2020). Capricorn Society, which is one of the motor vehicle service companies of Australia, was established in 1974 based on the co-operative principles to support the business organisations that are operating in the automobile industry (Capricorn Society, n.d). The company operates under the effective leadership of the directors, the CEO, and the board members. David Fraser was appointed as the CEO of Capricorn Society in 2019, and the purchases of the members have exceeded AU$2 billion. The CEO of Capricorn Society has also been awarded the recognition of the "Order of Australia" (Capricorn Society, n.d). Further, with time, it has been found that the company has made different types of launches such as the Panel and the Paint division in 1992 under the leadership of its influential leaders. The successful leaders of this company are due to the teamwork, combination, skills and attitudes of the employees.

Jiang, Zhao & Ni (2017) have opined that the leaders must try to be balanced between their leadership and management behaviour and this is possible with the help of a combination of their day-to-day activities and skills. There should be an improved level of understanding of the contemporary and future organisations so that the leaders can guide them in the proper direction. Supply Network Limited is a trading entity operating in New Zealand and Australia under the Multiparas brand (Supply Network, nod).

The leader in the association, similarly as the association secretary, are locked in with checking the consistency, driving the Board social affairs again as noticing the introduction of the delegates (Supply Network, n.d). The chairman of the Supply Network tackles the employee's performance and monitors them through setting up a performance evaluation committee where there will be a track of the employees' performance (Jiang, Zhao & Ni, 2017). The leader's Supply Network to motivating the employees in such a way so that they can contribute the best work for the growth and development of the company.

Eliyana and Ma'arif (2019) have highlighted that activity contains the pioneers constrain data and aptitudes to persuade the delegates to seek after the culmination of their procedure. Further, effective leadership includes the ability of the leaders to support the employees and thus be with them to improve their skills such as job training, improving the concentration of the employees in the job. Moreover, it will, in general, be said that with the help of enhanced position, there can be the help of the active participation of the labourers close by the coordinated effort of the social and the various levelled factors (Eliyana and Ma'arif, 2019). Watt now Electrical provides electrical services for residential and commercial purposes in the Kimberley and the Derby region of Australia. The company was also awarded Was Regional Small Business of the year with a cash prize of $25000 (Watnnow Electrical Commercial and Domestic, n.d). It is possible for the proper guidance of the leaders under whom the employees carried out their tasks with dedication. Further, it has been found that the leaders of the company lay preferred to provide high-quality services to its customers with the help of a proper action plan (Eliyana & Ma'arif, 2019). From this paragraph, it can be concluded that when the employees are provided with appropriate guidance by their leaders, they can progress and go ahead in a specific direction.

Baig et al. (2019) have highlighted that leadership motivates the team members towards the achievement of the business goals by carrying out the managerial task such as the planning, organisation, and decision-making process and by guiding the employees towards the fulfilment of the purposes. It can also be considered as the dynamic process where the leaders influence the team members to make a voluntary contribution to the achievement of the group task (Baig et al., 2019). Katsaros, Tsirikas & Kosta (2020) have opined that the SMEs lays much greater importance on tackling the capital-output ratio, the effective utilisation of the inputs and the other multiplier effect related to the investment process. Pharmacy 777 provides chemist services in WA and Perth by enhancing the quality of life of the individuals in the community (Pharmacy 777, n.d). The heads of Pharmacy 777 are focused on setting up their agents for the course of action of careful similarly as master organisations in the clinical consideration industry. The association has moreover gotten the "2016 Community Engagement Award" taking into account the agreeable level of co-action of the delegates and the pioneers. The leaders of Pharmacy 777 have also focused on the development of personalised medication plan according to their scale of expertise (Pharmacy 777, n.d). It is the responsibility of the leader to motivate the employees with the help of different strategies such as employment generation, self-reliance as well as effective use of the technologies and the material (Baig et al., 2019). Employment generation can be considered as the natural process of social development, and the leaders can remove inefficient employees and hire skilled employees for the growth of the organisation. Self-reliance can be considered as reliance on their efforts and abilities, and the leaders must try to motivate the employees so that they can contribute their best in the organisation.

Leadership Factors affecting the performance of the employees
Improved level of understanding of the contemporary and future organisations
Achievement of the business goals by carrying out the managerial task
Capital-output ratio, the effective utilisation of the inputs and the other multiplier effect related to the investment process
Motivate the employees with the help of different strategies such as employment generation, self-reliance as well as effective use of the technologies

Identification and definition of the key terms

The definition of the key terms that are used in this study are:

Small and Medium Enterprises	The Small and the Medium Enterprises in

	Australia includes less than 250 employees with a turnover of $50 million or a total balance sheet of less than $43 million. There are almost 51,000 medium-sized and 2,065,523 small-sized business organisations operating in Australia. SMEs constitute the neckbone of the Australian economy, contributing to 57% of the Australian GDP (Kot, 2018).
Leadership	Leadership can be considered as the act of guiding the individual unit or the team members to achieve the goals in the proper direction and with motivation. The leaders encourage the team members to take the desired actions that are required for organisational success (Gandolfi & Stone, 2018). Leadership can also be considered as the art of getting someone else to carry out the work upon the will of the leader (Pradhan & Jena, 2017).
Employee performance	Employee performance can be defined as the process through which the employees fulfil the organisational duties and complete the task. also indicates the quality, efficiency, and effectiveness of the organisational output. (Pradhan & Jena, 2017). Employee performance also refers to the behaviour of the employees in the workplace and how well they perform to fulfil the duties provided to them (Gandolfi & Stone, 2018).
Democratic leadership style	Democratic style of leadership includes the leadership style where the team members are encouraged to take a participative role in the decision-making process. In this style of leadership, the group members, share the knowledge and are skilled (Fiaz, Su & Saqib, 2017)
Autocratic leadership style	The autocratic style of leadership is also known as the authoritarian style of leadership, where someone else is assigned to carry out the work upon the will of the leader (Pradhan & Jena, 2017). Autocratic leaders are involved in making choices based on judgments and ideas, and they do not generally listen or seek the advice of their followers (Peker, Inandi & Giliç, 2018).
The authoritarian style of leadership	In this authoritarian style of leadership, there should be an improved focus of power on the managers, and all types of interactions must

	systematically take place. It is the responsibility of the manager to exercise the decision-making power in the organisation (Madanchian et al., 2016). The leaders of the SMEs must try to consult the management committee and thus take essential decisions on enhancing the performance of the employees and providing them with proper training adequately. Unfortunately, the leaders of the SMEs are overloaded with work pressure, and thus it becomes difficult for them to pay concentration on all the employees at the same time. However, with improved experiences, they become successful in tackling the performance of the employees.
Democratic leadership	In the democratic style of leadership, there should be an improved concentration of power within the group members. Moreover, attempts must also be made to tackle the interaction with the group members, and this is possible when the manager is considered as a part of the team (Madanchian et al., 2016).
Transformational leader	Transformational leadership includes those leaders who inspire, encourage, and motivate the employees to innovate and create further change for the future success of the organisation (Hoch et al., 2018). The characteristics of transformational leaders include the positive development of the employees, fostering an ethical working environment and exemplifying the moral standards in the organisation.
Transactional leader	In this style of leadership, the leaders value the structure and the order. Transactional leaders depend on self-motivated individuals who choose to work in a directed and structured way (Hussain et al., 2017). The transactional leaders set the criteria for the workers according to the previous requirements. Performance reviews can be regarded as the most effective way to judge the performance of the employees.

Evaluation of the current theory and practice

To develop a predominant appreciation of the thought, it is necessary to adopt an eclectic approach and thus highlight the theories accordingly. Moreover, each idea reinforces the other, and the views are discussed below:

221

The Democratic Theory: With the help of this theory, the leaders in the SMEs can carry out proper conduct as well as effectiveness by carrying out their task timely. The leaders of the SME's must also try to make good plans related to the decision-making process. Further, the leaders can also seek the help of their colleagues for making plans related to the critical decision-making process (GÜmÜsay, 2019).

The System Theory of Organization: Here, the association can be seen as a bunch of the reliant and interrelated parts which can be inner or outer. In this case, the employees of the SMEs can be regarded as a crucial part of the company without whom the company cannot carry out its function effectively. The employees of the SMEs must also be provided with proper support so that they can carry out the task upon the supervision of the leaders (Meng, 2016).

The Need Satisfaction Theory: According to this theory, human beings have specific needs as well the desire, and they must try to work towards it to fulfil it accordingly. The requirements are dependent on the action of the employees in the organisation. The employees of the SMEs in Australia require the provision of the leaders such as guiding them correctly, training the employees to enhance their performance and improve the profitability of the company (Deshwal & Ashraf Ali, 2020). The needs of the employees are essential to the organisation for the development of positive brand image and improvement of customer interaction.

The autocratic style of leadership: The authoritarian style of leadership can be considered to be useful in those workplaces where there are error-free outcomes, and the immediate decisions or the situations are taken with the potential risk or the safety constraints (Rennison, 2018). The autocratic leaders must be focused and sure of their team members being able to complete the critical task as per the schedule (Rennison, 2018). The leaders of the SMEs can be considered to be autocratic as human beings are prone to error, but they try their best to help the employees based on the experiences and knowledge to handle critical tasks.
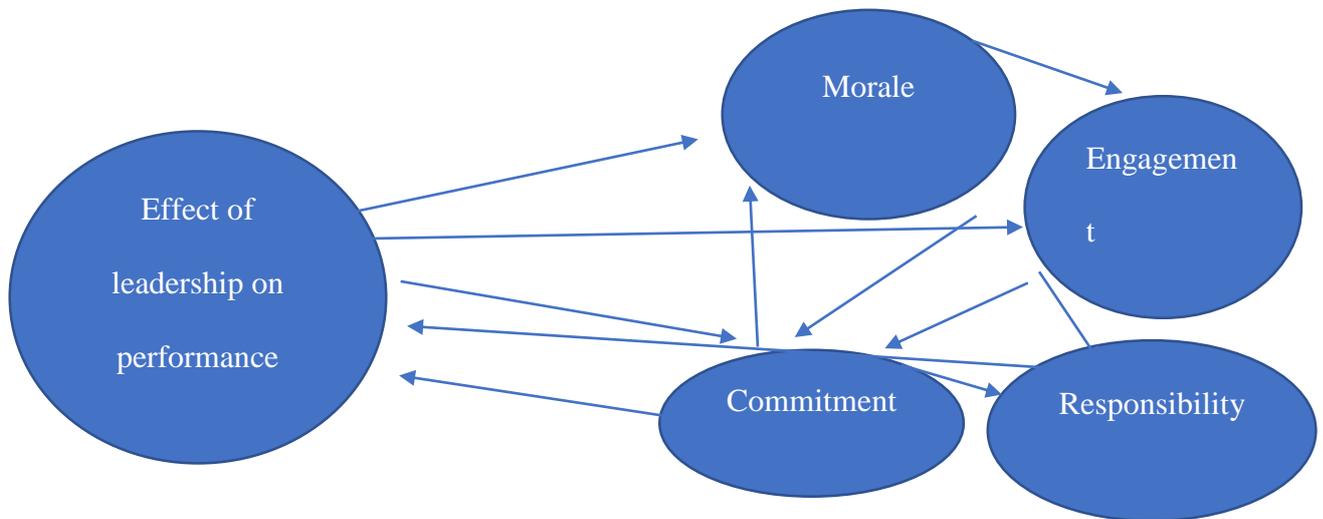

Fig: Concept Map

Source: Author's Creation

Research Objectives

The purpose of research to examine the role of leaders on the performance of employees in SMEs in Australia. However, the other related goals are:

To analyse the various effects of autocratic, democratic, transactional, and transformational leadership on the performance of the employees in the SME's of Australia.

a. To examine the degree of autocratic, democratic, transactional, and transformational styles of leadership on the employees across SME's in Australia.

b. To find out the association between leadership style, managers and the commitment of the employees in the SMEs of Australia.

Research Questions

a. The research question of this study includes:

b. To what extent do the leaders and leadership styles affect employee engagement and organisational performance in SMEs?

c. What is the association between employee morale and the leadership style in the SMEs?

Statement of the research problem

The research problem found among the leaders of the SMEs is their inability to emphasise the democratic relationship in the motivation of the employees. In most cases, it has been found that the leaders of the SMEs highlight the authoritarian style of leadership (Syukri & Heryanto, 2019). It is considered to be a problem as most of the leaders do not co-operate with each other in motivating or retaining the employees in the long run leading to a higher rate of employee turnover. An example can be cited of the leaders of Wattnow Electrical where some of the leaders paid attention to the employee's performance, and some did not care to help the employees perform better (Watnnow Electrical Commercial and Domestic, n.d).

Proposed research methodology

Research paradigm: Positivism philosophy has been used in this research study based on the knowledge and the facts that have been gathered. The use of this positivist philosophy will help the researcher to apply genuine knowledge based on the role of leaders in the employee's performance and thus relate it to 15 SMEs of Australia. The research proposal developed for this study includes the knowledge request that is supported by unscientific research. Moreover, the researcher must try to introduce the facts or the theories for the evaluation of the data collection process in a better way (Fletcher, 2017).

Research design: Descriptive research design can be considered to be crucial in carrying out the research process. In this research design, there has been pre-formulation of the research question and the research objectives to arrive at a valid conclusion. A descriptive research model will be used in this research study and thus it will highlight the logical association between the role of leaders and the performance of the employees across the SMEs in Australia (Abutabenjeh & Jaradat, 2018). On the other hand, experimental research design also cannot be considered to be vital in this research process because it is not easy to analyse the role of leadership in analysing the performance of the employees in the SMEs of Australia.

Research approach: Inductive research approach will be used in this study. The inductive research starts with the set of observations so that it becomes easier to analyse the role of leaders related to the performance and morale among the 15 SMEs in Australia. Moreover, with the help of an inductive approach, it will be easier for the researcher to move from the particular experiences to a more generalised form (Fletcher, 2017).

Research strategy: Ethnographic research strategy will be used in this study where the researcher will observe and interact with the leaders of the SMEs in Australia and conduct the study based on the real-life situation (Fletcher, 2017). With the help of this study, the researcher can produce a detailed report after carrying out the research.

Sampling design: Random sampling has been used to conduct the study. The researcher must carry out the screening process for analysing the records and the data of the company. On the other hand, with the help of random sampling, the effect of leadership on the employee's performance of different SMEs in Australia will be analysed (Fletcher, 2017). There will be 15 SMEs chosen for conducting the research, and this selection will be made randomly from the list of SMEs that are operating in Australia. However, care should be taken that the organisations selected are based in Australia.

Data Collection Method: The data has been collected from secondary sources such as the websites and the research articles. The information that is collected is qualitative, and the researcher must find out the

secondary data that is linked with the topic of the thesis. Likewise, it will, in general, be said that all these discretionary data are used in the composing overview fragment similarly as the theories and the thoughts region. This process of data collection will assist in researching an authentic way (Fletcher, 2017).

Data analysis: Data analysis is also an essential part of the research methodology. The researcher must analyse the data that is collected from different secondary sources using SPSS as well as correlation and regression (Fletcher, 2017). In doing so, the researcher must maintain reliability and validity in carrying out the research process accordingly.

Data sources and data collection methods

Qualitative data that has been used in the research process and the data has been collected from company websites and authentic journals. The websites that are accessed for conducting the research must not be third party websites or blogs where the information is hypothetical or inaccurate. It is the responsibility of the researcher to obtain permission from higher authority management before using the data (Fletcher, 2017). The time taken to collect the data includes 2-3 weeks. Further, the minimal cost is involved in the collection of data, and thus it is necessary to check that the researcher does not illicitly gather the data.

Ethical considerations

The goals of this research project are to carry out to learning in such a way there is a better understanding of the research process, along with its effective practice. As there is a diverse range of research methods, the ethical considerations that are crucial to carrying out the research process are discussed below:

Plagiarism and Fraud: It is the responsibility of the researcher to be careful in carrying out the research. Moreover, detailed steps should be taken to control the misinterpretation of the results, and the referencing styles must be adequate. Further, while undertaking the research process, the interpretation and the analysis must also be carried out accordingly so that there are lesser chances of academic fraud. To tackle plagiarism and academic fabrication, the research must be carried out as per the instruction of the tutor and without plagiarising the works of the previous author (Basias & Pollalis, 2018).

Misinterpretation of the results: The data that has been collected from different authentic sources must not be used without the permission of the author. Further, the researcher must not misinterpret or put false data if accurate data is not available to carry out the research process. To avoid this issue, the researcher must take the consent of the professor (Dunne et al., 2016).

Permission from the organisation: In carrying out the analysis of the role of leaders in enhancing the performance of the employees, it is necessary to obtain permission from the concerned organisation. The researcher might gather data from a specific confidential report which is restricted. To tackle this issue, the researcher must take written permission to carry out the activities in an organised way (Taherdoost, 2016).

Statement of expected research contributions

The managers of the SMEs possess an effective leadership style to enhance the performance of the employees. Further, continuous management style, goals and objectives of the leaders in the SMEs that are used for the enhancement of the performance of the employees have been discussed in this research study (Syukri & Heryanto, 2019). On the other hand, the study has also highlighted that with the correct set of lead management tools, the leaders of the SMEs can enhance the performance of the employees in a better way (Hashmi, Rehman & Ilyas, 2018).

References

Abutabenjeh, S., & Jaradat, R. (2018). Clarification of research design, research methods, and research methodology: A guide for public administration researchers and practitioners. Teaching Public Administration, 36(3), 237-258.

Al Khajeh, E. H. (2018). Impact of leadership styles on organisational performance. Journal of Human Resources Management Research, 2018, 1-10.

Alghazo, A. M., & Al-Anazi, M. (2016). The Impact of Leadership Style on Employee's Motivation. International Journal of Economics and Business Administration, 2(5), 37-44.

Baig, S. A., Iqbal, S., Abrar, M., Baig, I. A., Amjad, F., Zia-ur-Rahman, M., & Awan, M. U. (2019). Impact of leadership styles on employees' performance with the moderating role of lively psychological capital. Total Quality Management & Business Excellence, 1-21.

Basias, N., & Pollalis, Y. (2018). Quantitative and qualitative research in business & technology: Justifying a suitable research methodology. Review of Integrative Business and Economics Research, 7, 91-105.

Buil, I., Martínez, E., & Matute, J. (2019). Transformational leadership and employee performance: The role of identification, engagement and proactive personality. International Journal of Hospitality Management, 77, 64-75.

Capricorn Society. (n.d). Our Story. Retrieved 29 October 2020, fromhttps://www.capricorn.coop/en/about/our-story

Deshwal, V., & Ashraf Ali, M. (2020). A systematic review of various leadership theories. Shanlax International Journal of Commerce, 8, 38-43.

Dunne, T. C., Aaron, J. R., McDowell, W. C., Urban, D. J., & Geho, P. R. (2016). The impact of leadership on small business innovativeness. Journal of Business Research, 69(11), 4876-4881.

Eliyana, A., & Ma'arif, S. (2019). Job satisfaction and organisational commitment affect in the transformational leadership towards employee performance. European Research on Management and Business Economics, 25(3), 144-150.

Fiaz, M., Su, Q., & Saqib, A. (2017). Leadership styles and employees' motivation: Perspective from an emerging economy. The Journal of Developing Areas, 51(4), 143-156.

Fletcher, A. J. (2017). Applying critical realism in qualitative research: methodology meets method. International journal of social research methodology, 20(2), 181-194.

Gandolfi, F., & Stone, S. (2018). Leadership, leadership styles, and servant leadership. Journal of Management Research, 18(4), 261-269.

GÜmÜsay, A. A. (2019). Embracing religions in moral theories of leadership. Academy of Management Perspectives, 33(3), 292-306.

Harwiki, W. (2016). The impact of servant leadership on organisation culture, organisational commitment, organisational citizenship behaviour (OCB) and employee performance in women co-operatives. Procedia-Social and Behavioral Sciences, 219(1), 283-290.

Hashmi, M. M. A. D., Rehman, C. A., & Ilyas, M. (2018). Impact of Leadership Styles on Employees' Outcome: Mediating Role of Organizational Culture. Journal of Managerial Sciences, 12(1), 11-20.

Hoch, J. E., Bommer, W. H., Dulebohn, J. H., & Wu, D. (2018). Do ethical, authentic, and servant leadership explain variance above and beyond transformational leadership? A meta-analysis. Journal of Management, 44(2), 501-529.

Hussain, S. T., Abbas, J., Lei, S., Haider, M. J., & Akram, T. (2017). Transactional leadership and organisational creativity: Examining the mediating role of knowledge sharing behaviour. Cogent Business & Management, 4(1), 1361663.

Jiang, W., Zhao, X., & Ni, J. (2017). The impact of transformational leadership on employee sustainable performance: The mediating role of organisational citizenship behaviour. Sustainability, 9(9),

1567.

Katsaros, K. K., Tsirikas, A. N., & Kosta, G. C. (2020). The impact of leadership on firm financial performance: the mediating role of employees' readiness to change. Leadership & Organization Development Journal.

Kot, S. (2018). Sustainable supply chain management in small and medium enterprises. Sustainability, 10(4), 1143.

Lim, A. J. P., Loo, J. T. K., & Lee, P. H. (2017). The impact of leadership on turnover intention: The mediating role of organisational commitment and job satisfaction. Journal of Applied Structural Equation Modeling, 1(1), 27-41.

Madanchian, M. I. T. R. A., Hussein, N. O. R. A. S. H. I. K. I. N., Noordin, F. A. U. Z. I. A. H., & Taherdoost, H. A. M. E. D. (2016, February). Review of Organizational Leadership Theories. In 10th International Conference on Business Administration (ICBA'16), Barcelona, Spain. http://www.wseas.us/e-library/conferences/2016/barcelona/EDBA/EDBA-10.pdf

Meng, Y. (2016). Spiritual leadership at the workplace: Perspectives and theories. Biomedical Reports, 5(4), 408-412.

Mughal, M. U., & Iraqi, K. M. (2020). Impact of Leadership, Teamwork and Employee Engagement on Employee Performances. Journal of Entrepreneurship and Business Innovation, 2(1). https://pdfs.semanticscholar.org/8b64/11d73f84af55454a53f435462a7934f4517d.pdf

Peker, S., Inandi, Y., & Giliç, F. (2018). The Relationship between Leadership Styles (Autocratic and Democratic) of School Administrators and the Mobbing Teachers Suffer. European Journal of Contemporary Education, 7(1), 150-164.

Pharmacy 777 (n.d).Health Services. Retrieved October 29 2020, https://www.pharmacy777.com.au/

Pradhan, R. K., & Jena, L. K. (2017). Employee performance at the workplace: Conceptual model and empirical validation. Business Perspectives and Research, 5(1), 69-85.

Rennison, B. W. (2018). Theories of Leadership. Journal of Leadership and Management, 3(13), 185-199.

Supply Network (n.d).SNL Corporate Governance. Retrieved October 29 2020, fromhttp://www.supplynetwork.com.au/governance.htm

Syukri, M., & Heryanto, H. (2019). The Influence of Leadership Style, And Organizational Commitment, On Employee Discipline and Also Its Impact On Employee Performance of the Dharmasraya District Community and Village Empowerment Office. Archives of Business Research, 7(7), 102-111.

Taherdoost, H. (2016). Sampling methods in research methodology; how to choose a sampling technique for research. The most effective way to Choose a Sampling Technique for Research on (April 10, 2016).

Watnnow Electrical Commercial and Domestic (n. d). About Us. Retrieved October 29 2020, https://www.wattnow.com.au/