



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Research proposal

Critically evaluate the role of good leadership
on employee performance

Student number: 2009938

Research proposal Title

Critically evaluate the role of good leadership on employee performance: Study on how leadership practices impact professionals in SMEs in the Democratic Republic of Congo

1. Introduction

There is a growing interest in leadership, whether it is in the public or private sector (Storey, 2016). This project will look at issues on old and current trends of leadership and understand the context of leadership phenomenon and theories in the work environment.

This research project on leadership will start by analysing the Democratic Republic of the Congo. The Democratic Republic of the Congo (DRC) is a large African country situated between the Atlantic Ocean, the Cabinda enclave, and Congo-Brazzaville; Uganda, Rwanda, Burundi, and Tanzania; the Central Africa Republic and South Sudan; and Zambia and Angola. It has 97 million residents (INS-RDC, 2015), who are divided into 300 ethnicities and are 80 percent Christian (Index Mundi, 2015). Leadership views inside the Congo are vague and contradictory, wavering between independent and 'dependency' conceptions of rule, which may be divided into five groups, including leadership that is authoritarian while still embracing collaborative approaches, leadership that is Messianic-Heroic, leadership viewed as an old, aged affair, inconsistent racial leadership Authenticity claims made by Congolese and natural or supernatural talent leadership (Nyamusenge, 2018).

The subject of leadership is wide, especially when it is related to good leadership practices in organizational settings. This project is looking at the impact of good leadership on employee performance in SMEs in the Democratic Republic of Congo, and the context will apply to the scientific world as well as the practitioner's world.

1.1. Problem Statement

Recent developments on leadership in the Democratic Republic of Congo present a lot of ambiguity and ambivalence in the perceptions of leadership. The Democratic Republic of Congo suffers from styles of leadership that don't offer a good culture that favours good leadership practices in an organizational setting. As presented above, the country is dominated by authoritarian, Messianic-Heroic, and divine styles of leadership (Nyamusenge, 2018). This is due to multiple reasons.

Research undertaken by Nyamusenge (2018), present the sources of these kinds of leadership styles and why it dominates the mentality of the Congolese culture. The first reason is Colonization and trapped independence, corruption, and globalization.

This cultural background in the country has favoured the oppressive mentality and issues related to governance (Putzel et al., 2008). The culture in the country is that if you are elite, you are more valuable than others (Mambi 2010), moreover, the colonization background has created groups that operate according to a certain aristocracy. This approach has faced a lot of resistance because it has not helped Congolese people develop management principles; Tony Busselen (2015) states that Congolese people think that for their conditions to change, there should be a leader, who should be Messiah, to come to deliver or a word from aristocratic people or a certain help from abroad.

Another factor is the level of corruption and tribal leadership approach in the country. The mentality base on the background of war must lead to tribal-based leadership. People will just support one tribe leader because of personal interest based on corruption. The level of poverty in the country has led the country into economic instability and disturbance. So, the perception of leadership is influenced by economic disturbance, individualistic mentality, power and authority and the mentality of paternalism. This kind of mentality has kept people slow to claim for a change in the country, and that is the reason why, leadership in the country is not improving, and presidents like Mobutu could rule for 3 decades because of that mentality. There is a sort of power-oriented to favour elites, men and aristocrats and despise the weak, the female gender and those who have not attended universities (Nyamusenge, 2018).

Unfortunately, these leadership approaches have altered and influenced the lifestyle in the market. Because leaders who work for companies come from this cultural leadership background, they bring this mentality to the organization, and this hinders the workplace and inhibits the potential of employee performance. There is a lack of good leadership melt with morality and competencies to inform the workplace. In many organizations, a leader is a “father”, a “saviour”, therefore everything that the leaders say should not be opposed. Employees consider that they are just victims in the organization because the leader can decide against you any time without reference to any policy. On the side of the leader, he considers himself as a guru that everybody should follow.

In many sectors in the Democratic Republic of Congo, a positive workplace is missing and remains problematic. The rooted cause could be attributed to different factors. The mentality of colonisation and corruption is internalised in the country and most of the people being involved in professional life is coming from this background and unfortunately, whether on the side of the employee or the leader, both sides are influenced by this culture leading to poor leadership and poor performance; therefore, there is a need of a different kind of leadership to have a good response from employees.

This project will look at the impact of good leadership on employee performance in SME in the Democratic Republic of Congo (PSI, 2016). The study will research the extent to which good leadership influences employee performance.

1.2. Research Aim, objectives and questions

The aim of the research is to investigate how good leadership practices influence organizations, especially employees' performance in the work environment.

This purpose is articulated around some objectives:

- Evaluate the impact of good leadership practices on employee performance
- Critically analyse the leadership theories and practices concerning the link between good leadership and employee performance
- Establish a baseline understanding of the existing leadership literature and create a framework of good behaviour of leaders and establish its impact in the workplace
- Develop practical tools to improve organisational work environment, which encourages good leadership behaviour.

The research will answer to the following research Questions:

- What does good leadership mean in an organisational setting?
- How can good leadership affect employee performance?
- What role good leadership plays in enhancing employees' commitment?

1.3. SME in the DR of Congo

Mini, Small, and Medium-sized Enterprises (MSMEs) lead the Democratic Republic of the Congo (DRC) corporate sector and could be the country's driver of development and jobs creation. According to the data in this research, businesses six years and older generate the most employment in the DRC, accounting for nearly 60% of overall employment. More than 35% of overall employment is held by young businesses.

However, considerable constraints in the DRC environment hamper these enterprises' formalisation, development, and competitiveness (World Bank, 2019). The DRC government created an SME Development and Growth Project with help and finance from the World Bank Group to boost the growth of MSMEs and enhance employment and entrepreneurial prospects (WBG). The US \$100 million funding initiative will be executed between 2019 and 2024 to eliminate environmental barriers faced by MSMEs, particularly women- and youth-led businesses, as well as Small and Medium-Sized Enterprises (SMEs) with development potential. This initiative has three components: assistance for entrepreneurial possibilities for women and young people, SME expansion (matching funds to established SMEs with a solid track record), and training programmes and program management (World Bank, 2019).

Lots of research have been undertaken concerning leadership practice and their impact in the workplace (Matos et al., 2018). There is quite a number of authors who have focused on destructive or toxic leadership in the work environment (Pelletier et al., 2019). When it comes to good leadership practices, Inanlou and Ahn (2017) show in their study that when an organisation has a good culture that encourages communication, trust, and innovation, it increases the commitment of the employee. According to Storsletten & Jakobsen (2015), the world is facing a big paradox in leadership practices, especially in these pandemic times, to the extent that it is challenging to determine what good leadership behaviour is required to protect the workplace.

In Africa, particularly in the Democratic Republic of Congo, things are even tougher for employees because the local system does not encourage positive organizational culture (Public Services International (PSI), 2016). This study wants to look at the theoretical perspective and practice approach of this subject of leadership, and at the end propose a framework that can be used by leaders in organisations.

2. Literature review

2.1. Definitions of Terminology

2.1.1. Good Leadership- General Approach

Ciulla ("Ethics and Effectiveness: The Nature of Excellent Leadership") writes from a philosopher's standpoint to explore not just what leadership is, but also what practically and morally good leadership must be. Ciulla emphasizes leaders' ethical questions, the significance of appraising the ethics of leader results in the short and long term, and the ramifications for leader-follower relationships (Ciulla, 2020).

As a result, the fundamental leadership question is not, "What is the definition of leadership?" (Ciulla, 2020). We don't have any doubts about what leaders are, but we'd want to know what they should be like. The goal of leadership studies is to address the question, "What is good leadership?" The term "good" is used in two ways here: ethically excellent leadership and technically good leadership (i.e., effective at getting the job at hand done). The difficulty with this viewpoint is that when we look at history and current leaders, we discover some who satisfy both requirements, others who satisfy one, and those who do not satisfy either (Ciulla, 2020).

Leadership is about making a difference; it includes transforming an organization and choosing between viable options; it is dependent on the growth of others and mobilizing them to complete the task (Useem, 2021).

Leadership is a combination of persuasion and coercion that causes others to do things they would not have done otherwise (Adair, 1973).

Bass (1998) states that leadership is all about human communication between people. Good leadership is a practice of being passionate to develop other emerging leaders and constantly focusing on improving the emotional intelligence of the employees by building a strong team culture and being able to embrace the inevitable changes in the market (Gleeson, 2016). Baumeister et al. (2001) present that good leadership is better than bad leadership in terms of expectations.

2.1.2. Employee Commitment

Mowday et al., (1979) wrote that a commitment is an attitude toward the attainment of the goal, so it is a quality that an employee demonstrates in the workplace to show his motivations to the organization. Therefore, when an employee is committed, that has a great impact on the organization.

Managers can quit transactional leadership when non-contingent incentives (workers are paid well regardless of performance) work just as effectively to increase performance.

For example, research by Phillip Podsakoff et al. at a major non-profit company found that conditional awards (those provided only if performance justified them) increased job performance, but unconditional incentives were as strongly correlated with achievement as conditional incentives (Bass, 1985).

According to research, Managers in structured contexts use transactional leadership to impact employee performance in two distinct ways: positive and negative contingent reinforcement. Typically, contingent incentive takes two forms: appreciation for a well-done job and suggestions for wage raises, bonuses, and advancement. Furthermore, this type of award might take the shape of commendations for hard work or public acknowledgment and accolades for exceptional service ((Bass, 1985).

I don't share this approach of performance or commitment of the employee because there are several things that can motivate an employee; it is not only incentives. Research undertaken by Mullins (2008) classifies three levels of need that motivate people to go to work and give their best:

- Economic rewards: this includes pay and all the material
- Intrinsic satisfaction which includes the passion and interest to do the Job
- Social relationships: all the details related to the way people interact and work together (Mullins 2008).

This research will explore profoundly the reasons behind employee performance, what is good leadership, and to what extent it matters.

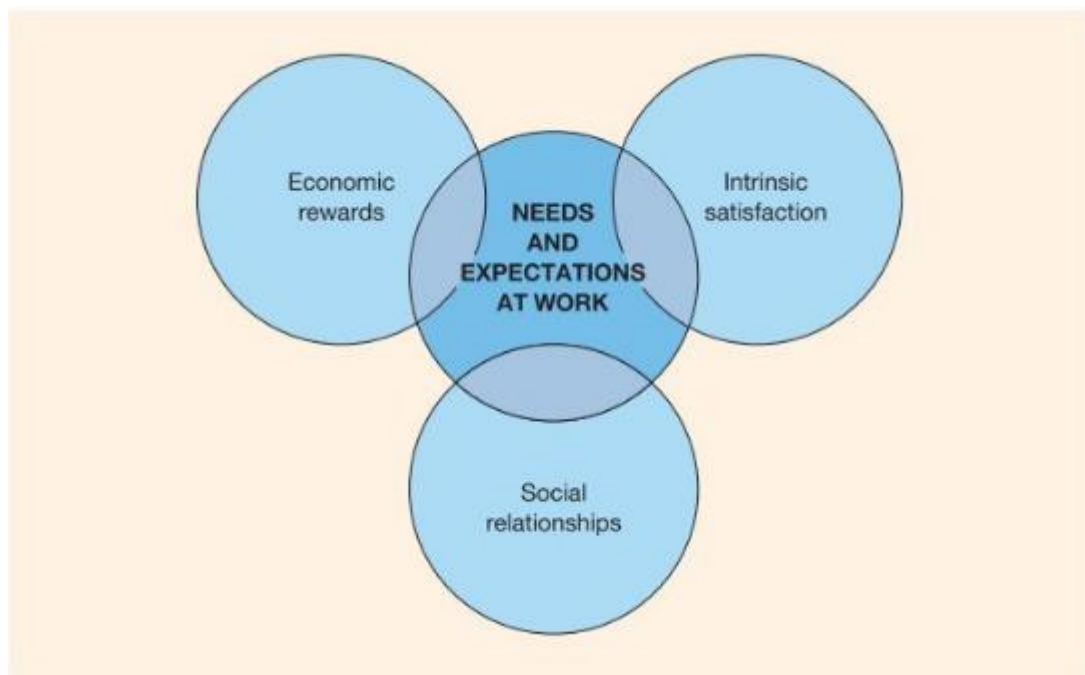


Figure 2 Mullins, L.J. (2010): People expectations at work

2.1.3. Work Environment culture

Work Environment culture is one of the variables to be considered in this study. It involves physical setting, communication and technology. Cohesiveness may be enhanced when workers do comparable work, share tasks, or confront similar issues.

When it is required for members of a research and development team, for example, to communicate and engage with one other on a frequent basis in the execution of their jobs, the nature of the task may help to bring individuals together. Even though members of the group work in separate places, they may have a sense of togetherness if the nature of the activity necessitates regular contact and interaction (Mullins, 2010).

Work Environment Culture is a set of behaviours, desires, intentions, and beliefs that make the environment of work (Indeed, 2021). Research from Trice and Beyer (1993) and Lok and Crawford (1999, 2001) shows that the work environment culture determines whether an employee will have job satisfaction or not.

2.2. Research Context

There are lots of books written on leadership and organizational research (Yukl, 2012), most of them focus only on leaders as the center of organisational development (Hollander, 1993; Meindl et al., 1985) without developing much on good leadership practices and their impact on the employee performance and the organisational outcomes (Yukl and Fleet, 1992).

Yukl's work (2010) presents leadership key theories and practices and how performance can be attained in formal organisations.

There is a lot of literature undertaken by Mintzberg (1990), Mullins (2010), and Nahavandi (2006) on what kind of leadership behaviours and practices are needed in organisational setting.

Belbin (2000) undertook research that provides information about the way employee performance is enhanced in a teamwork environment.

Johnson and Scholes (2008) provide clarification on how organisational culture in improving the work environment.

There are some other researchers who present controversial arguments and debates about the kind of leadership needed in organisational performance. Salaman (2010) reveals a controversy in which several crises occurred in organisations because of leadership behaviours and styles; Mabey (2013) shows in his analysis that four leadership discourses or debates, including dialogic leadership debates, critical leadership debates, interpretative leadership debates, and functionalist debates, which all determine whether people interacting in organisations understand the behaviours they need to participate in company performance (Mabey, 2013).

2.3. Approaches of leadership

2.3.1. Trait approach

This theory is one of the theories of leadership that has lasted even for more centuries of research. It says that for a person to be a leader, he needs to possess certain qualities and characteristics (Williams, 2008) that mark him to stand out as a leader. Research like Kirkpatrick and Locke (1991) stated that leaders are people who are born not made, and you cannot be a leader if you don't stand out from the crowd.

The same theory was assimilated to “Great Man Theory” from Thomas Carlyle (1907, as cited from Judge et al, 2002), which attributes the destiny of nations or people to this fact of possessing certain abilities (Cawthon, 1996).

Research from Ilie, & Schnurr, S. (2017), inquire on whether all leaders have an identical set of skills or not. Many people think that a good leader is somebody who is powerful, intelligent, decisive, and generally male. Despite Barack Obama's election to the presidency of the United States in 2009, the ideal leader is also white among many Western citizens. However, as this disclaimer implies, stereotypes and reality are frequently quite different (Ilie, & Schnurr, S. 2017).

Critiques from Knes, (2009) and Northouse (2007) states that leadership is not the function of a list of traits, qualities without considering the circumstances.

Researchers have criticised the defender of this trait theory for failing to provide consistent traits between those in a leadership position and those who do not hold a leadership position; however, some researchers recognize qualities such as ambition, ability to inspire, truthfulness/ethics, personality, emotional intelligence, intellectual capability, and business expertise (House and Aditya, 1997; Kirkpatrick and Locke, 1991).

2.3.2. Tannenbaum and Schmidt's Leadership Behaviour Continuum

Warren H Tannenbaum and W H Schmidt used a different method in the late 1950s. They looked at how much power or control a boss has and how much freedom subordinates must act on their own initiative. They depicted a spectrum of options and named seven styles: informs, convinces, demonstrates, advises, questions, offers, and engages. They went on to say that a good manager will be able to assess the team's skills and shift between spots on the continuum accordingly. As talents grow, the manager may opt to grant more independence while maintaining ultimate accountability for the task (CMI, 2012).

The Tannenbaum and Schmidt continuum depict the link between the amount of autonomy that a leader decides to offer to a workforce and the leader's level of power (Tannenbaum, R and Schmidt, W. 1973). This theory helps to understand that leadership's power influences the level of commitment of the employee and will inform on how the leader can use his power to improve the workplace.

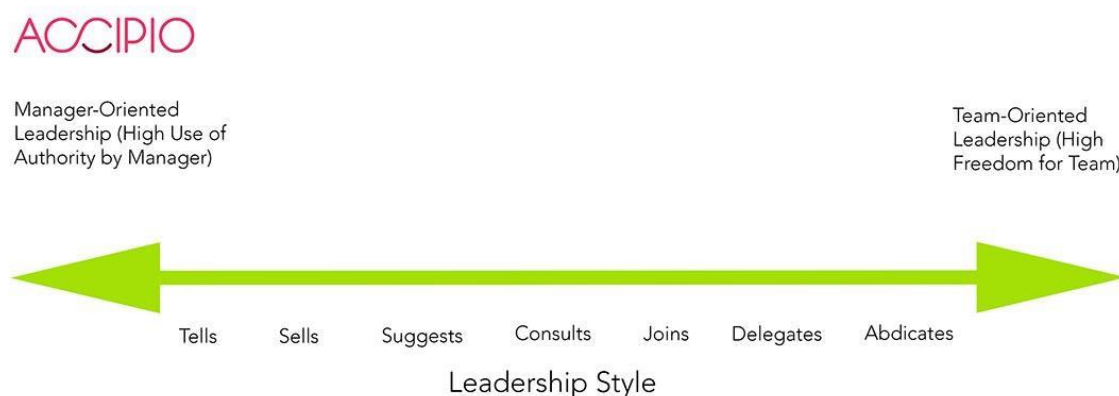


Figure 2 Tannenbaum and Schmidt's Leadership Behaviour Continuum

Critiques arise from everywhere by saying that it doesn't give a single 'proper' manner of handling teams and contains a lot of confusion and doesn't consider other styles of leadership functions in different sectors like government, healthcare, and so on (Drew, 2021).

2.3.3. Classic Theories - Blake & Mouton's 'Leadership Grid'

The managerial grid developed by Blake and Mouton concentrates on managers' orientation toward work (productivity) and toward individuals, and mixtures of the two extremes. This grid is recognised as a balanced one that shows management responsibility aspects. A grid shows five fundamental management/leadership styles, with concern for productivity on the horizontal axis and care for people on the vertical axis.



Figure 2 Classic Theories - Blake & Mouton's 'Leadership Grid'

Although this approach offers lot of benefits, there are also some drawbacks, including lack some dimensions of management and leadership, the model also focused on the person of the leader and doesn't pay attention to the progress of the team and organisational culture.

2.3.4. Contingency theory approach

This approach states that a leader should adapt to different situations to lead or to organise, there is no perfect way to lead; he needs to adopt different changeable circumstances to lead organisations (Witzel, 2005).

The approach has a lot of strengths; however, it often falls short of explaining why leaders with different leadership styles are effective in some contexts but not others. It fails to explain how the leaders should behave in some critical situations (Northouse, 2007).

2.3.5. Classic Theories - Transformational Leadership

This approach evaluates the need for change that the leader wants to implement by creating a vision to get the commitment of the team members or of the group; by that, the leader tries to elevate followers to a high level of maturity and achievement within the organisation (Bass and Avolio, 1990).

Critics abound against this kind of leadership, including the fact that it is restricted and very much opposed by school teachers and principals, and it is also said that it is more individualized rather than a collective kind of leadership (Currie and Lockett, 2007).

2.3.6. New ideas of leadership theory: Distributed Leadership

This new leadership debates happen around change agency models (Senge 1990b, 1996c; Bass 1990, 2000; Berson et al. 2006) with the contribution of 'distributed leadership' to make sure that change is lasting in a new organization (Gronn 2002, 2009; Harris et al. 2007).

It says that inspiration does come inside the organisation, and from the leader. The theory encourages the practices of leadership to get away from the 'hero leader.' (Senge et al. 1999).

This Senge approach of leadership is called the change agency model; it is not about the quality of an individual but is all about the process of transformation.

This kind of approach is a process of learning and is not based on leadership ability, so the priority is to encourage a learning organization and not a simple approach that focuses on the leader (Senge 1996c, 2006).

In every organization, learning should be shared and everyone in the organization should focus on the process of learning in the organisation to see a changing organisation; if everyone can learn then everyone can lead (Senge 2006).

However, there are researchers who criticise that this distributed leadership is not providing the power to act as a leader in an organisation; this ultimately led to a lack of direction and creates an environment that lacks the power to act and initiate and, consequently, the learning organization replicates a non-political and conservative systems model of moral consensus and conservative control,' which links authority with continuous learning. (Barker 1993; Wilmott 1993; Driver 2002; Grieves 2008).

2.3.7. Leadership as convening

This new perspective of Leadership as Convening presents a leadership approach that is not based on personality traits. Leadership is not something that is instilled in us requiring individual particularity, it is rather a collective commitment that makes a leader a social architect (Block, 2008). Peter Block presents the theory of Leadership as Convening stating that for a leader to get commitment from an employee, there must be a sort of initiation of conversation and dialogue. According to this theory, leadership is based on vision and future orientation is an old concept of leadership. So, Leadership should function like a family, where a leader is behaving like a father and children like followers. This could allow leaders to restore back faith and trust. So as a leader, we should develop an organisation as a community (Block, 2008). Leadership in societal development is about setting an aim, gathering, valuing interrelationship, and providing options. It is neither a personality trait nor a matter of style, therefore it takes nothing more than what we all already possess.

This means we may stop searching for leadership as if it were rare or forgotten, or as if it had to be instilled in us by specialists. If our old model of leadership has been analysed for so decades, written about with such adoration, defined by so many, adored by so few, and the source of so much disillusionment, perhaps doing more of the same is fruitless (Block, 2008).

I agree with Block in the sense that leadership is about social interaction, convening people to come together and calling them towards a common purpose; I also think that this is a kind of team leadership, where people meet to accomplish something significant.

2.4. Critiques of Leadership

Female leadership is one of the discourses on leadership; lots of critique goes to the leadership approach that considers women as mothers and reduces them to domestic tasks. Kanter conducted a study on the Stereotyping of Female Leaders; she was a social psychologist who was one of the first arguments that senior women are frequently unintentionally labelled by their colleagues in the workplace to control and decrease their power and effectiveness. She notably stated that women in senior roles (consequently referred to as "senior women") are "divided into smaller parts" in men's enterprises when they make up a tiny fraction of high-ranking executives. Because mature women are seen as distinct, they are trapped into gendered but accepted subject roles, or "role traps," in her words. She suggested four major role traps built on common historical stereotypes of powerful women: Mum, Seductress, Pet, and Iron Maiden (Ilie and Schnurr, 2017).

This mentality of Feminist Poststructuralist Discourse Analysis has been opposed by many research fellows and challenged because it limits the expansion of leadership models (Ilie and Schnurr, 2017).

3. Conceptual Framework

Theoretical Framework refers to a particular theory to which a researcher refers for his project to bring some understanding on a problem to be solved. A conceptual framework, however, is the foundation of the research project, because it allows the researcher to define the terminology of the project by limiting the problem to be investigated and the meaning attached to every word that will lead to research (Imenda, 2014).

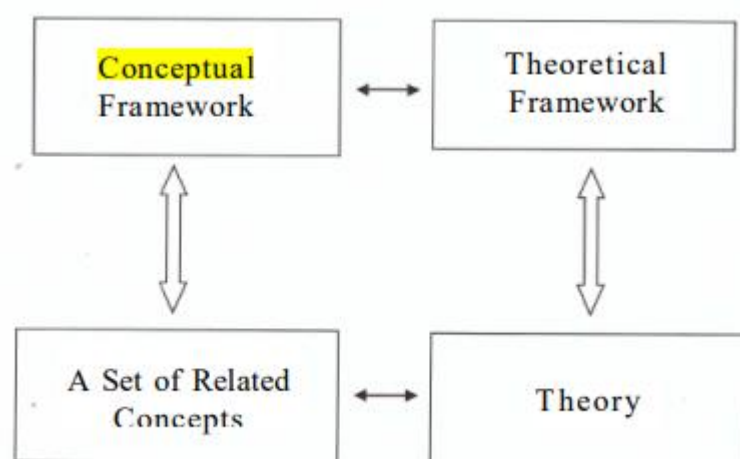


Figure 3 Derivation of conceptual and theoretical frameworks
(Imenda, 2014)

A conceptual framework can emphasize a particular problem in reference to a particular theory; then, the research will, for example, explore many points of view in literature reviews and give a summary of the findings (Liehr and Smith 1999).

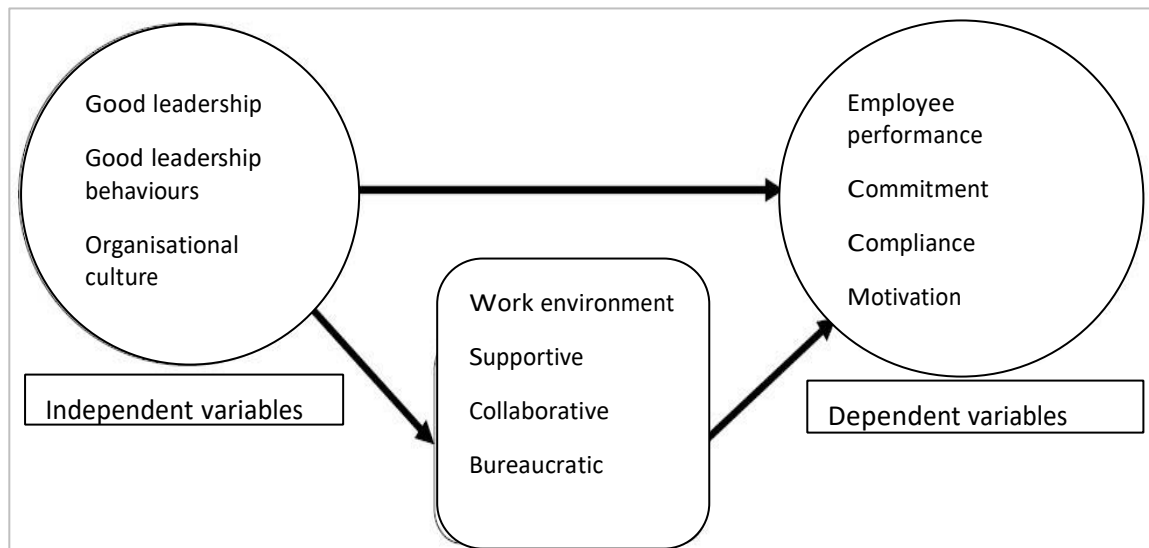


Figure 3 Leadership Conceptual Framework

This conceptual framework is shown in Figure 3 above, where it is hypothesized that good leadership has a causal connection with employee performance. Meanwhile, the model framework expected that three components of the work environment (supportive, collaborative, and bureaucratic culture) would define the kind of environment needed to have for this to happen.

Good leadership happens when the behaviour of the leader and the work and the culture of the organisation work together. Pelletier et al. (2019) revealed how a toxic leader damaged the work environment, whereas Saleem et al., (2018) discovered a link between abusive supervision and company performance.

Employee performance is a dependent variable because it is a major indicator of organisational effectiveness. Any firm would struggle to achieve excellent outcomes and engage a labour force if it did not have highly devoted individuals.

4. Hypothesis

4.1. Hypothesis 1

A Leader's behaviour can reduce or increase employee's commitment (Meyer and Herscovitch, 2001)

Tepper, (2000) found factory workers were unlikely to feel a sense of identification with the organization under an abusive supervisor. Similarly, Ennis et al. (2018) cited a positive relationship between transformational leaders and the effective commitment of employees.

4.2. Hypothesis 2

Bad work environments lead to a reduction in an employee's commitment

Padilla et al., (2007) in their framework toxic triangle framework described bad work environments as destructive

Chamberlain and Hodson (2010) substantiated the relationship between bad organizational conditions and job outcomes which has negative effects on commitment

4.3. Hypothesis 3

Good leadership will necessarily improve employee's performance

Inanlou & Ahn, 2017 found an innovative climate of the workplace is positively related to organizational commitment.

Nayak, et al. (2018) present additional evidence of a significant relationship between workplace empowerment and employee commitment

5. Significance of the Study

This inquiry will provide evidence and a conceptual framework that may be used to avoid inappropriate leadership behaviours and provide information on good leadership practices to policymakers and practitioners in the field of human resource management. This study will assist both academics and practitioners by providing fresh insights into the issue of the negative work environment; policymakers and those involved in HR strategy will receive fresh evidence on the evolution of the subject of excellent leadership practices and behaviours in the workplace. Academics will discover contemporary discourses on the issue, as well as some of the current research discoveries that have the potential to affect the workplace.

6. Research Design

6.1. Ontology

The philosophical approach establishes beliefs to guide actions (Guba, 1990, p. 17). These views are also called paradigms (Lincoln & Guba, 2000; Mertens, 1998). The ontological issue considers the real world and its nature. A researcher will conduct research considering different realities. In fact, when a researcher deals with reality, ontologically, he tries to understand what the real world is and what it means (Creswell, 2007). The research design process starts by defining the kind of philosophical views to conduct. In a qualitative study, the researcher brings his own views and paradigms to understand more about a social phenomenon (Creswell, 2007). For most cases, the philosophical views are hidden in the research (Slife & Williams, 1995), however, those views still have an impact on the way the research is undertaken. (Creswell, 2006).

When studying leadership and its practices in the organization or how it impacts employee performance, the researcher will look at that reality in the organization, he will report different realities and perspectives. The researcher will report on how individuals participating in the research view reality from a different perspective. (Moustakas, 1994).

6.2. Epistemology

Epistemologically, the research will involve the participant in the study; he will go where the participant lives or work to understand the context. That is why it is important that research stay, if possible, near the participant to get primary data that will validate the findings. He should try to reduce the distance between him and the participant (Guba & Lincoln, 1988, p. 94)

Social constructivism is the epistemological approach that we will focus on in this research project because it seeks to elucidate how social phenomena such as social groupings and institutions are formed (Detel, 2001).

Social Constructivism, like interpretivism (Mertens, 1998) is a philosophical view where an individual tries to understand the world. Researchers understand the world in a subjective way, and this understanding varies and offers to divert multiple realities. The researchers will ask what the participants think and ask themselves whether what he is saying is correct. he will then generate theories from the experience of the participant.

According to social constructivism, knowledge arises because of social interaction and is not an individual property but rather a shared experience (Akpan et al., 2020). The social constructivist concept demonstrates that leadership is a result of social construction, which, according to Berger and Luckmann (1966), is the process by which reality is produced via interaction (Pearce et al. 1995). This means that individuals create and reconstruct the reality of what they think is good leadership, and hence what they believe is good leadership does not have the same meaning for all, not everyone in the organization will have the same idea of what it means to be a successful leader.

6.3. Methods

Methodological assumptions establish the process the research will use to conduct research. In this project, for example, we will inquire with the qualitative methods to acquire different perspectives of views of people who are going to be part of the research project (Creswell, 1994).

Phenomenologically, doing research on good leadership and its effects on employee performance necessitates in-depth interviews to get the most from people's experiences.

Morgan (2014) recommends interviews as a primary technique of gathering essential information. Gray (2014) proposes many qualitative approaches such as document analysis, case studies, concentrating on a group, conducting interviews, and surveys. Furthermore, to acquire a satisfactory outcome, it is critical to consider sampling as a crucial stage. According to Moser and Korstjens (2018), sampling is essential for doing reliable qualitative research. As a result, the researcher must examine the type of criterion to recruit people based on a specific degree of selection criteria (Gray, 2014). Concerning Data collection in qualitative research, according to Bryman and Bell (2015), formal and informal interviews are difficult to implement since most professionals are not suited to these types of interviews. Semi-structured interviews should be employed since they provide interviewees greater freedom to respond to questions.

7. Validity and reliability in qualitative and quantitative methods

The objective of Validity is to ensure that the findings properly represent the issue under investigation and that the methodologies assess the variables that you wish to examine as a researcher. The researcher must ensure that the trustworthiness of the study's results is considered (Gray, 2014). According to Nordstrom (2015), an interview is valid, when it is recorded, with authorization from everyone who will be interviewed.

According to Lincoln and Cuba (1994), one of the most effective strategies to ensure the credibility of the research is to retain transcription and interpret data appropriately. As a result, this research will ensure that we maintain the integrity of the work by keeping it dependable and genuine.

In the qualitative method, we will do interviews with managers by recording the voice of the participants using digital voice recording software to have a good quality of the voice. For the validity of the project, we will involve participants in different industries, and prior to the interview, we need to receive permission to step to the premises of the interview. In the quantitative methods, we will use surveys and send them to participants, analyse and test the hypothesis and answer the questions of the research by using the psychometric scale.

8. Data collection in qualitative and quantitative methods

When doing research, data collecting should be viewed as a set of interconnected actions aiming at gathering useful information to address emergent research questions. A qualitative approach engages in a few tasks during the data collection process. Although it is interesting to begin by identifying a place or a person to examine, an investigator may begin at a different point in the circle. Most significantly, the researcher will explore the many stages of data collection, which go beyond the conventional reference point of interviewing participants or getting involved in. observation. A researcher can recall activities such as sending e-mail messages and work to gather information from different sources. One of the ways to sample and analyse data is to elaborate a protocol that will help to control data and influence the research. Qualitative research requires collecting data from different sources, and that is a challenge for a researcher. It allows the researcher to look for information in a flexible way.

The research project will use semi-structured interviews to collect data as this is a qualitative approach (Bryman and Bell, 2015) guideline. This is important because participants like C-level executives want to be more flexible during interviews.

For the interview to be successful, we will prepare interviews question, even though the participant will be requested to explore the questions before interviewing. We may need to introduce a cover letter to the organisation requesting the appointment and explaining the background of the research project before undertaking the task. There should be approval from the supervisor of the project before submitting the letter.

We will include a set of questions and focus on some aspects of the research like the meaning of good leadership practices, employee performance, work environment. All the questions will be explored according to the findings from the literature reviews. The benefits in this section are the flexibility that the semi-structured interview offer and that gives more opportunity to know more about the subject. In quantitative data collection, the researcher will need to distribute surveys and send questionnaires to the workforce or the participants to get the average number of people who can be available to give their views and opinions about the impact of good leadership practices on employee performance. Even though I have spent more than 10 years working in global management in a different organization, it is plausible that personal opinions and views biases the research; therefore, it is important to avoid the bias through the research study from design to data collection I will do my best to remain scientifically unbiased

9. Sampling in qualitative and quantitative methods

Moser and Korstjens, (2018) state that every qualitative research method needs to extract attentively the sample of the research. The research will explore the criteria of sampling and the size of the sample; the target of the sample will be senior leaders and managers of some well-established companies in the Congo. Those senior leaders and managers will also come from the Small and Mediums Enterprises (SMEs), which represent 60% of the Congolese market revenue in the Congo. The sample will focus on the Marketing and management department; Most of the interviews will be conducted in French, few of them in English. Before I send the emails to organizations, I will submit an ethical form to the University of Wales Trinity Saint David to get approval from the supervisor and ethics committee.

Sampling in quantitative methods uses surveys to answer the research questions (Garratt & Li, 2005). The objectives here are to have access to a large information concerning the issues to be searched for and analyse it statistically and test the hypothesis to establish the relationship between good leadership and employee performance. So, the objective is to undertake rigorous statistical analysis, for example in the case of this study, trying to find the causal relationship between good leadership and employee performance. Most the questionnaires will be sent to companies and may follow the same process as for the qualitative methods. The size of the sample is very important because it gives more space and coverage of the area to investigate (Gray, 2014).

10.Data analysis in qualitative and quantitative methods

In the qualitative analysis, themes will be generated from the data received from the interviews which describe the best views and the opinions of the people (Braun and Clarke, 2006), this is important because its flexibility gives meaning, and allows to analyse the data in precision, and this allows the research to formulate the theory correctly (Bryman & Bell, 2015). We may need to familiarise ourselves with the data first, generate the codes and themes and produce the appropriate report from the themes.

This stage consists of generating data by using all the variables found in the analysis of the hypothesis. Bryman and Bell (2015) stated that data should be empirical, which means that all the information acquired should be acquired by experience and senses. For the quantitative approach, data from the surveys will be used with SPSS software to make statistical analyses.

11. Ethics

The quality Assurance will not only follow the criteria of validity and reliability of the research but also the research protocol that the university defines to do research. The guidelines of the university should be followed attentively a more secure work and more confidential. Moreover, because the project is focusing on SMEs in the Congo, we will need to ensure that people are anonymous and their identities are kept confidential; It is important to avoid sensitivity such as names of the participants, or one of the employers, anything that refers to the identity of the participant should be avoided, whether it is written or verbal to protect the quality assurance of the project. That is why we will provide a consent form to be signed according to the university procedures, which will provide the rights of the participant and the privilege to refuse the offer whenever possible. This should be explained in detail via a cover letter of the request. Participants will be informed on the safety and protection of their identities according to the university protocol.

12. Evidence sources

The literature search technique will concentrate on important terms such as good leadership, employee performance, Congo, and Africa. There are other complimentary words to be referred to like toxic leadership, such as narcissistic leadership, terrible leadership, harmful, and employee commitment.

The study will refer to publications and databases from the University of Wales Trinity Saint David's library where many articles on leadership are available; Google Scholar, REF Impact Case Studies, Scopus, ProQuest, WTO, Ebsco databases, and others that will help to maximize the chance of finding more academic articles in good leadership.

13. Limitations

Even though the study is focusing on the Democratic Republic of Congo, the findings will not be applicable to the rest of Africa since cultural contexts change from one region to the next. So, the study is restricted to the private sector in Congo. I believe that future research should focus on the public sector, particularly on views of inadequate leadership in the public sector and its ramifications in public institutions, as well as how to develop public policies to encourage good leadership practice.

14. Activities and plans of the research project

The research project is going to last three to four years for the whole project to be completed. One of the requirements during the process of the research is to follow the instruction of the supervisor. That is the way I will always speak with the supervisor for guidance. Moreover, it is a requirement for the protection of the data to use software like OneDrive, the cloud, or Google Drive.

Even though primary data will be collected from qualitative methods, secondary data will come from all the academic articles from the University of Trinity Saint David library as a source of information. Below is my timeline and how I plan to organize my work and finish the DBA within 3 years according to the plan below.

All the plans will be articulated to the following:

- Supervisor
- Literature Review
- methodology
- Data collection
- Data analysis
- Results and findings
- Discussions
- Conclusions

Tasks	Year 1	Year 2	Year 3	Year 4	Year 5
Supervisor					
Literature Review					
Methodology					
Data collection				—	
Data analysis					—
Results and findings					
Discussions					
Conclusions					

15. Summary

The project focuses on evaluating the role of good leadership on employee performance and will cover professionals working for small and medium enterprises in the Democratic Republic of Congo. This proposal started by introducing the background of the research formulating the Problem Statement from recent leadership developments in the country from the research undertaken by Nyamusenge (2018). We also defined the aim of the project which Investigate how good leadership practices influence organizations, especially employees' performance in the work environment. The proposal went through the literature review which not only define the terminologies, the research Context but explored all the theories and approaches of leadership and provided critiques around them. What we found from the literature review is that there is not any perfect leadership approach to apply in every context, because every contact will present different situations which will require specific leadership styles.

Moreover, critiques have been provided especially on female leadership where women are contested in many workplaces, considering them as mothers for domestic tasks; this has been presented by the study of Moss Kanter (1977). We also explored the Conceptual Framework of the research and presented why the research is significant. The research Design explored the ontology and epistemology of the project, which presented philosophical views and methodology. The study will focus on qualitative research which will use interviews and observations to collect data. The project's major goal is to evaluate the impact of good Leadership on employee performance.

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