The Effect of Leadership Style, Self-Efficacy and Employee Training on Employee Performance at the Sierra Leone Airport Authority

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Abstract

The purpose of this study was to determine factors that influence employee performance at the Sierra Leone airport authority. The following research questions guided this study: To what extent does leadership impact employee performance at the Sierra Leone airport authority. To what extent does self-efficacy impact employee performance. To what extent does training impact employee performance at the Sierra Leone airport authority.

A descriptive survey research design was adopted for this study. The population of interest consisted of 360 employees who are currently working at various departments. The departments found at the airport include the following administrative department, engineering, finance, audit, commercial/procurement and operations. A sample size of 186 was drawn from the targeted population using a random sampling technique. Moreover, a self- administered structured questionnaire was used to collect the data. Furthermore, statistical methods such as descriptive statistics; mode, median and mean as a measure of central tendency were used to analyze the data. Moreover, regression statistics were used to determine the factors that influence employee performance. Statistical Program for social Science (SPSS) version 20 was also used to analyze the data. Additional, tables and charts were used to present the study results.

The results of the study can conclude that: 1) the Leadership style variable has a positive effect on the employee performance regression coefficient of 0.193 and the t-test value of 3.206; 2) Training variable has an effect on employee performance regression coefficient of 0.219 and t-test value of 2.537; 3) the Self-Efficacy variable has an affects on the employee performance regression coefficient of 0.566 and the t-test value of 5.185; 4) There is a significant influence among the variables of Leadership style, Training and Self-Efficacy simultaneously towards employee performance, the correlation value is 61.3%, while the variable that has the greatest influence is self-efficacy.

Keywords: Leadership Style; Self-Efficacy; Employee Training; Employee Performance

Introduction

The long-term success of an organization depends on how it sustains the delivery of high-quality services. Despite the fact that maintaining high performance is a competency that can be learned, it is an important concern that most organizations are still not feasible to maintain high performance. As noted by

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Wilcoxon (2000), key performance approaches include the humanistic framework and the national process framework. In the first place, organizations usually empower their people, trust them and effects depend on the wider community by involving stakeholders outside the organization.

Guest, (1997) as quoted by Armstrong (2004), states that human resource management is an assumption, that performance improvement is achieved through employees in the organization. Therefore, employees are considered an important asset in any organization for better performance. Until the 1980s, the performance was usually interpreted as the output of a combination of ability and motivation, given appropriate resources and hence motivating others to be an important part of most management (Torrington et al. 2008). When the full potential of HR is opened, organizations can achieve unlimited output, efficiency and effectiveness. Not all employees are the same in their jobs; because they have different work modes. Some employees have the highest ability regardless of incentives, while others may occasionally start. However, if all employees are handled effectively, the results can be in the form of greater productivity and increased employee morale (Truong Cong, 2012).

Globally, there seems to be a performance crisis in public services, because there is a need to produce more (Nabukeera et al, 2015). The economic problems that hit these poor, developing and developed countries have aroused the desire for efficiency, hence the need for evaluation mechanisms to help assess the performance of inadequate institutions or programs (Nabukeera, et al, 2015). Salem (2003) states that it is clear that interest in Performance Management has moved from ivory tower academics to government corridors throughout the world. He stressed that towards the end of the 1980s, many Performance Management systems were born, adopted and implemented at many levels of the public sector and this was traced back to the use of cost-benefit analysis in the 1960s; for management with the aim of the 1960s and 1970s, and for budget output in the 1960s. Most of these initiatives are considered as experiments and some are only adopted as one-time training.

The purpose of this study is to evaluate the factors that influence employee performance at Sierra Leone airport authorities. In this study, it is suspected that there are three variables that affect employee performance at Sierra Leone airport authorities, variables These are: 1) Leadership; 2) self-efficacy; 3) Training. This research is also one of the research models. Exploration studies are conducted in the context of Sierra Leone. In its completion, it is expected that mathematical models can be obtained in the form of multiple linear regression equations so that they can be determined partially or in aggregate and which variables can be most influential on the dependent variable. Based on the regression model, estimates can be made to determine the level of employee performance if the independent variables are known to value/score, so that management can anticipate a decrease in employee performance simply by knowing the three independent variables, namely 1) Leadership style 2) training 3) self-efficacy.

This chapter provides background and stimulus for this research. It also shows the scope of research and evaluates research problems. The purpose of the study was clarified and given a brief description of the methodology used.

Methodology

1. Statistical population and sample size

The statistical population of this study are all 360 employees currently working in various departments at the Sierra Leone airport authority. The researcher used random sampling to determine the sample size of the employees. 186 questionnaires were distributed and 114 were fully filled and used for analysis. The response rate was 67.8%.

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Confidence Level	95%
Error (e)	5%
Population Proportion Expressed in decimal (p)	0.5
Z-Score (Z)	1.96
Population size (N)	360

$$SS = \frac{\dfrac{Z^2 * p(1-p)}{e^2}}{1 + \left(\dfrac{Z^2 * p(1-p)}{e^2 * N} \right)}$$

Where: SS = Sample size

$Z = z\ value\ (e.g.\ 1.96\ for\ 95\%\ confidence\ level$

$P = population\ proportion\ (express\ as\ decimal)$

$e = Margin\ of\ error\ at\ 5\%(0.05)$

$N = population\ size$

For this research here are the values of the parameters listed and defined above:

Substituting in the equation above:

$$SS = \frac{\dfrac{(1.96)^2 * 0.5(1-0.5)}{(0.05)^2}}{1 + \left(\dfrac{(1.96)^2 * 0.5(1-0.5)}{((0.05)^2 * 360)} \right)}$$

$$SS = \frac{384.16}{2.07} = 186$$

2. Data collection and tools

Questionnaire adoption was used in the current study it comprises of two sections. In the first section consisting of demographics and the other section based on the items. Five-point Likert scale was used to develop the questionnaire.

3. Data analysis

In the current study, results are produced with SPSS (statistical package for social sciences) before the multiple linear regression test, which was the main analytical tool in the study, the tests of normality and heteroscedasticity were carried out beforehand.

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Figure 1: Research Model

Source: *(Adapted from Allen and Meyer (1990), Owusu-Boateng (2014),*

Awadh and Saad (2013), Nassazi (2013) and modified by the researcher)

Result and Discussion

Before the multiple linear regression test, which was the main analytical tool in the study, the tests of normality and hete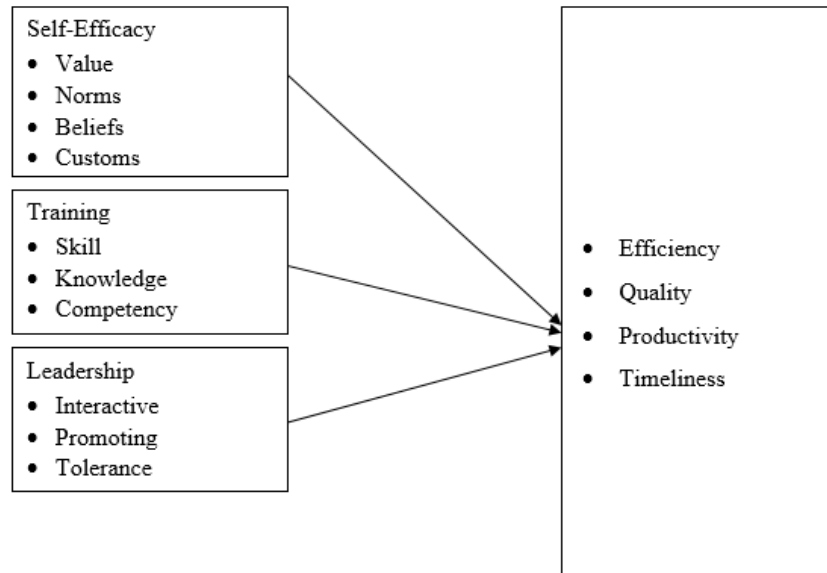roscedasticity were carried out beforehand. Based on the results of the analysis of the normality test for the residual value of multiple linear regression models can be labelled as follows:

Table:1 One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		112
Normal Parameters[a,b]	Mean	0E-7
	Std. Deviation	1,62527198
	Absolute	,232
Most Extreme Differences	Positive	,232
	Negative	-,183
Kolmogorov-Smirnov Z		1,258
Asymp. Sig. (2-tailed)		,098

a. Test distribution is Normal.

b. Calculated from data

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From the table above, it can be seen that the Kolmogorov Smirnov test value is 1.041 with the confidence level of Asymp. Sig of 0.102 which is greater than the confidence level of 0.05 (5%), it can be concluded that the use of multiple linear regression tests is not biased. Furthermore, to ensure that there is no cyclic regression pattern in regression, a heteroscedasticity test is carried out as in the following table:

Table: 2: Heteroscedasticity Test Coefficients[a]

Model	Unstandardized Coefficients		Standardize Coefficient	t	Sig.	information
	B	Std. Err	Beta			
Leadership style	,028	,045	,082	,617	,539	Not occur Hetero
Training and development	,083	,064	,195	1,291	,200	Not occur Hetero
Self-Efficacy	,052	,081	,086	,647	,519	Not occur Hetero

Dependent Variable:

Based on Table 2 the LS, TD, SE, variables do not occur heteroscedasticity towards the residual absolute value because the significance values are all greater than the confidence level of 0.05 (5%). This shows that the conditions for not having heteroscedasticity have been fulfilled.

To describe the effect in aggregate or simultaneous independent variables on the dependent variable can be seen in the value of Adjusted R Square.

Table; 3 Adjusted Square test

Model	R	R Square	Adjusted R S	Std. The error Estimate
1	,816[a]	,666	,613	1,64769

a. Predictors: (constant) SE,LS,TD

b. Dependent Variable: EP

Based on the calculation results obtained the value of Adjusted R Square of 0.613, which means that independent variables, namely Leadership style, Training and development, Self-Efficacy, can explain 61.3% of the dependent variable, namely the value of the company. While the remaining 38.7% is explained by other independent variables outside the model. While the value of Fcount is 71.808, with a significance value of 0.000 less than 0.05, then the Fcount value is 71.808 significant at the level of □ = 5%. This means that the hypothesis which states that the variables of Leadership style, Training and development, and Self-Efficacy jointly influence employer performance is true and acceptable.

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Furthermore, to explain its partial influence on employee performance, it can be listed as follows:

Table 4 Regression Coefficients					
Model	Unstandardized Coeff		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	,632	,550		1,148	,254
Leadership style	,193	,060	,262	3,206	,002
Training and development	,219	,086	,234	2,537	,013
Self-Efficacy	,566	,109	,421	5,185	,000

Dependent Variable: Employee Performance

1. *Effect of Leadership style on employee performance.*

The result Hypothesis 1 test obtained the value of t count of 3.206 with a significance value of 0.002, which means the value of t count of 3.206 is significant, then Ho is rejected and Ha is accepted. Thus, it can be concluded that the hypothesis which states "it is assumed that there is an influence between the leadership style on employee performance" is proven to be true and acceptable.

Based on the results of the data analysis, it was found that leadership style variables influence employee performance. It can be explained that if the leadership style score which includes aspects of interactive, promoting, and tolerance increases, the employee performance also increases which includes aspects of efficiency, quality, productivity, and timelines.

According to Armstrong, leadership style in an organization has an influence on pushing or inhibiting employee performance (Armstrong et al 2004). If management does not carefully analyze the needs of the organization and its employees, it may be difficult for organizations to understand the reasons why employees behave in a certain way.

The researcher concluded that leadership styles in managing organizations can influence the level of employee performance in their work. An employee is likely to invest in a future work plan in an organization that he considers has healthy future prospects (Northouse 2007).

Thoha (2010, h.42), reveals that by using leadership, leaders will influence subordinates' perceptions and motivate them by directing employees to task clarity, achieving goals, job satisfaction, and implementing effective work. This was confirmed by Robbins (2007, p.432), who revealed that leadership as the ability to influence a group towards achieving goals. The ability of employees to achieve organizational goals and objectives is a reflection of employee performance. So that it can be concluded if the leadership style has a big role in improving employee performance. The better the leadership style, the better the performance of employees (Ishak, et al, 2009; Sari and Usman, 2014).

2. *Effect of Training and development on employee performance.*

Hypothesis 2 test results obtained the value of t count of 2.537 with a significance value of 0.013, which means the value of t count of 2.537 is significant, then Ho is rejected and Ha is accepted. Thus, it can be concluded that the hypothesis which states "it is suspected that there is an influence between Training and development on employee performance" is proven to be true and acceptable.

According to Ismail (2010: 125), namely, the selection of training methods is very influential directly on the success of the training. This is corroborated by Hasibuan (2002: 77), namely the method of training must be based on job requirements depending on various factors, namely time, cost, amount

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participants, level of basic education of participants, the background of participants, and others. This means that by increasing the method of good or appropriate training will also improve the performance of the employee.

According to Ismail (2010: 125), Training materials need to be well prepared. If you need to form a team that specifically handles the planning of training materials to be provided. This training material should not deviate from the main objectives of the training and must be relevant to the needs of the company. Poor material planning will affect the training itself, in addition to being less than optimal, there may be a lot of material that is less relevant to the needs. This means that by increasing good or appropriate training materials will also improve the performance of the employee.

According to Hasibuan (2002: 73), the coach (trainer) provides an important role in the advancement of the abilities of the employees who will be developed. And Hasibuan (2002: 76) also adds a coach or instructor who meets the requirements to teach each subject so that the development target is achieved. This means that by choosing an Instructor Training who has the skills in educating, teaching and guiding will also improve the performance of the employee.

Based on the results of data analysis, it was found that Training and development variables which included aspects of Skill, Knowledge, and Competency will have an influence on employee performance.

3. Effect of Self-Efficacy on employee performance.

The results of hypothesis 3 test obtained t count value of 5.185 with a significance value of 0,000, which means the value of t count of 5.185 is significant, then Ho is accepted and Ha is rejected. Thus, it can be concluded that the hypothesis which states "there is an alleged influence between Self-Efficacy on employee performance" is proven to be true.

The results of this study indicate that there is a positive and significant influence on employee performance variables. So that the higher the self-efficacy that is owned employees, it will improve employee performance. In this study, the value of the self-efficacy variable will have a greater influence on employee performance if institutional support is strong. Several journals that support the results of this study are those of Gunawan and Susanto (2013) which state that self-efficacy has a significant effect on employee performance influenced by their skills and knowledge at work. Employees with sufficient skill and knowledge regarding their field of work will tend to be able to complete their work.

In this study the main factors that make self-efficacy affect employee performance are the application of Value, Norms, Beliefs, and Customs indicators of a job so that for employees is a challenging job that has not been maximized, this can be seen from the acquisition of the average value of this indicator in the medium category. Employees consider that self-confidence built on the elements of self-efficacy will have an impact on improving employee performance.

Conditions in the field also show that the high and low self-efficacy will affect the high and low workload felt by employees. Employees feel that they are not burdened with the task of developing a high sense of self-confidence in completing work. High self-confidence makes employees always feel comfortable not complaining every time they are asked to do work. employees, it will improve employee performance. In this study, the value of the self-efficacy variable will have a greater influence on employee performance if institutional support is strong. Several journals that support the results of this study are those of Gunawan and Susanto (2013) which state that self-efficacy has a significant effect on employee performance influenced by their skills and knowledge at work. Employees with sufficient skill and knowledge regarding their field of work will tend to be able to complete their work.

In this study the main factors that make self-efficacy affect employee performance are the application of Value, Norms, Beliefs, and Customs indicators of a job so that for employees is a challenging job that has not been maximized, this can be seen from the acquisition of the average value of this indicator that goes inside the medium category. Employees consider that self-confidence built on the elements of self-efficacy will have an impact on improving employee performance.

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The simultaneous effect of variables of Leadership style, Training and development, and Self-Efficacy on employee performance.

Simultaneous coefficient regression test results in this study can be obtained from the calculated F value of 71.808 with a significance value of 0.000. Which means that the calculated F value of 71.808 is significant at the level of $\square$ = 5%. Because the value of F count is significant, then Ho is rejected and Ha is accepted. Thus, it can be concluded that the hypothesis which states "there is a presumed simultaneous influence between Leadership style, Training and development, and Self-Efficacy towards employee performance" is proven to be true and acceptable.

Whereas to determine the amount of simultaneous influence can be used Adjusted R Square which is equal to 0.613, it means that the simultaneous influence between Leadership style, Training and development, and Self-Efficacy towards employee performance is 61.3% while the remaining 38.7% is determined by other factors apart from the variables of Leadership style, Training and development, and Self-Efficacy.

Conclusion

Based on the results of data analysis and discussion, it can be concluded that the three independent variables namely Leadership style, Training & development and Self-Efficacy have a positive and significant effect on employee performance both partially and simultaneously. More specifically the influence of each variable can be described as follows: 1) Leadership style variable has a positive effect on the regression coefficient of 0.193 and t-test value of 3.206; 2) Training and development variables have an effect on employer performance regression efficiency of 0.219 and t-test value of 2.537; 3) Self-Efficacy variable affects the employer's performance regression efficiency of 0.566 and the t-test value is 5.185.

While simultaneously the variables Leadership style, Training and development, and Self-Efficacy contribute to employee performance by 61.3%, meaning that there are still 38.7% employee performance influenced by other factors besides the three independent variables.

The study investigated that the Sierra Leone airport authority has limitations in properly implementing the internal factors assessed in this research which are training, leadership style and self-efficacy. Hence, the management of the Sierra Leone airport authority should review their Human resource management implementations. In doing so ensuring the participation of employees from every level in the organization is indispensable. Because it is essential to get enough direct input concerning the human resource related factors that affect employees. This is basically helpful in developing good policies that could inspire employees for enhanced job performance. If not employees may no longer stay working in this company where: they do not get adequate training to reduce difficulties in order to discharge their responsibilities.

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