

Influence Of Leadership Style Of Management On Managerial Strategy In South Sudan Public Sector

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DOI: 10.29322/IJSRP.13.01.2023.p13320

<http://dx.doi.org/10.29322/IJSRP.13.01.2023.p13320>

Paper Received Date: 2nd December 2022

Paper Acceptance Date: 3rd January 2023

Paper Publication Date: 16th January 2023

Abstract: This study examines leadership style of management on managerial strategy in public sector in South Sudan. The research used mixed method approach with descriptive method to determine the effect of leadership styles on managerial strategy. The population of the study comprised of all the 50 staffs with sample size of 45 respondents. Simple random sampling as well as purposive and convenience sampling techniques were used in this research. Questionnaires were used to collect data on leadership style and employee performance both quantitatively and qualitatively. SPSS software was used to calculate simple analysis. Themes were also developed from the interview transcriptions. The results from both analysis show that all the leadership styles do not have any effect on leadership style of management on managerial strategy in public sector. This study uses a cross-sectional study design to gather data from the respondents using a survey questionnaire. Following data cleaning and screening, data analysis was carried out on a total sample size of 45 eligible respondents. This study found that managerial leadership style had a minimal impact on managerial strategy in South Sudan's public sector. The study also recommends that when managing the institution, managers and supervisors consider the effect of management leadership style on managerial strategy in the public and private sector. in order to conduct additional research on management leadership style and its fascinating new field of influence on managerial strategy in the public sector.

Keywords: Leadership Style, Management, Managerial Strategy, Public Sector

Introduction

The study look into how managerial strategy in South Sudan's public sector is influenced by leadership style. Additionally, it looks at how managerial strategy affects workers in the public sector. Keywords Leadership Style, Management, Managerial Strategy, Public Sector introduction A famous quote by Douglas MacArthur cited in Anderson (2015) states that 'A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. "Leadership is defined as a process of individual influence on a group of individuals aimed at the achievement of individual and or common goals of the group or the organization" (Benscoter and Rothwell, 2012). Thus, without two elements of the leader and follower leadership ceases to exist (Kouzes and Posner, 2002). Some of the elements that determine exceptional leadership in an organization include the qualities of a good leader, the distinction between a boss and a leader, emotional intelligence, leadership goals, and the advantages of effective leadership. Management and leadership scholars have frequently discussed whether leadership is culturally specific or whether it can be generalized across cultures (Dorfman, Javidan, Hanges, Dastmalchian, & House, 2012; Lee, Scandura, & Sharif, 2014). Receiving growing interest from organizational researchers, leadership (PL), defined as a leadership "style that combines strong discipline and authority with fatherly benevolence" (Farh & Cheng, 2000: 91), may reflect this emic vs. etic discussion (e.g., Aycan, Schyns, Sun, Felfe, & Saher, 2013; Chou, Sibley, Liu, Lin, & Cheng, 2015; Chan, 2014, Cheng et al., 2014, Jackson, 2016; Zhang, Huai, & Xie, 2015). Being a non-western leadership approach, paternalistic leadership has the potential to augment and enrich global knowledge of leadership behaviors (Li, Leung, Chen, & Luo, 2012), either by its relational and harmonious approach, known to humanize the workplace (Aycan, 2006), or by its authoritarian behaviors, which have been shown to effectively facilitate the achievement of organizational objectives in challenging and resource-strained environments (Huang, Xu, Chiu, Lam, & Farh, 2015).

Leadership is the process through which one or more individuals persuade a group of others to take a particular action is known as leadership. Many domains, including politics, industry, academia, and social work, have utilized the word "leadership." According to Messick and Krammer (2004), an individual's ability to demonstrate leadership traits is influenced not only by his individual characteristics and abilities, but also by the events and environment in which he finds himself. On the other hand, how well employees

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interact, relate to one another, and contribute to the organization's resources is determined by how well managers and leaders in the organization comprehend and apply appropriate leadership styles in their roles as managers and leaders. As a result, leadership styles, among other elements, have a major role in workplace relationships and organizational productivity development. According to Fry (2003), leadership is the employment of a leading approach to provide motivation, maximize the staff's potential for growth, and promote palatable workplace relationships within the company. Organizational leaders in some parts of the world have been accused of using top-down, command-and-control leadership styles to lead their subordinates, which frequently results in negative reactions from their subordinates (employees) and impedes cordiality between the two parties (Akinbode & Fagbohunde, 2012). Employee demotivation and a decline in employee commitment are just two effects of these leadership philosophies. Although there are many other kinds of leadership, paternalistic leadership is the subject of this study. A paternalistic leadership style, as stipulated by Silin (1976), is an act of handling relationships with subordinates with discipline, fatherly authority, and morality embedded in it. This definition describes leadership as a combination of three elements: power, empathy, and moral leadership. A leadership style is one in which the leader exerts control over the followers and demands obedience from them all. Moral leadership, on the other hand, exhibits better moral qualities, altruism, and self-control. Benevolent leadership involves the leader directing subordinates with care and personalized attention for the subordinate's well-being. The three main tenets of a paternalistic leadership style are benevolence, morale, and authoritarianism. Among these, benevolence is equivalent to acting elegantly and shows a business owner's unwavering concern for employees. The effectiveness of the leadership depends on cooperation between the leader and its members since authoritarianism shows the owner's authority and control. According to Bamford (2013), this leadership style requires leaders to personally immerse themselves in the work lives of their workers, and it has a significant influence in defining the level of employee interaction and involvement in the firm. Consequently, the focus of this study is on how leadership style affects institutional managerial strategy.

Statement of the Problem

The majority of organizational theorists concur that a successful management style is one of the most critical factors in the success of an overall managing strategy. However, the common problem in most public organizations is to identify what leadership is and what leaders do to ensure team and organizational success is less well understood (Kouzes and Barry 2002, Niven, 2003, Palestini 2008, and Barbara 2002). The effectiveness of organizational managerial strategy of public sector, which can be highly affected by effective leadership, in South Sudan, has been a major concern to the government to achieve the goal of growth and transformation in all aspects as lack of effectiveness in the areas of leadership is a common problem in most public service organizations of South Sudan (Gh Sudan etachew and Richard 2006). The South Sudanese government has launched a number of reform initiatives aimed at enhancing managerial strategy and leadership style in the public sector. Effective leadership has been needed as a result of the government's drastic shift in strategy and implementation of highly decentralized managerial practices. Effective leadership has been needed as a result of the government's drastic shift in strategy and implementation of highly decentralized managerial practices. But challenges that are prevalent in terms of its effectiveness have been exacerbated in many organizations (Mesfin 2006). In the South Sudanese setting, the government has launched a number of initiatives under the purview of Ministries and Departments to demonstrate its commitment to enhancing public sectors leadership. The program's top management sub component is primarily focused on finding solutions to issues related to the efficiency of leadership in public institutions. However, a number of implementation flaws in terms of the effectiveness and efficiency of the projects created under this program were brought to light by the analysis of the South Sudan organizations leadership style of management on managerial strategy in the public sector in South Sudan. In response, the government endeavored to implement a new program and a strategy that was focused on results in the public sector in South Sudan which latter changed to reform Programs with the aim of developing, efficient and effective civil service through institutional reforms. As a result, public institutions have tried to enhance efficiency and effectiveness through different reform packages. A customer-oriented approach and timely public services provisions were developed and put in place in some organizations. This fact demonstrated that despite the fact that the government has succeeded in increasing efficiency, public institution performance has been less effective and results have varied greatly between institutions. Furthermore, there are significant regional differences in the rate at which the reform projects are moving forward and how effectively the leadership style of management affects managerial strategy in the public sector. The main difficulties are related to a lack of capable leaders and inadequate knowledge and abilities for carrying out the initiatives. Given the widespread awareness of these issues, comprehensive research on the effects of management leadership style on managerial strategy in the South Sudanese public sector was required. Additionally, the researcher has extensive experience working in public service organizations for many years in a variety of roles, which helped him to comprehend the difficulties with leadership effectiveness that arise in public services. This fact motivates the researcher to carry out the investigation and offer some ways to address the leadership difficulty. However, a thorough inquiry indicates that no attempt has been made to date to analyze the impact that the organization's use of leadership styles has had on its workforce.

Additionally, there is a study vacuum in determining the impact of each leadership style on various public sector. Therefore, in order to fill this research gap, the study attempted to evaluate the impact of management leadership style on managerial strategy in South Sudan's public sector.

Objectives of The Study

This study's main objective is to determine how leadership style affects institutional management approach. Check the impact of a management leadership style on a managerial strategy in the public sector of South Sudan. encourages productive working interactions.

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Identify whether a leadership approach encourages camaraderie between subordinates and employees. Determine whether a leadership approach encourages moral virtues and self-control in an organization's leaders.

Research Question

Does a managerial strategy with a focus on leadership in the public sector encourage positive relationships at work? Does a leadership style encourage cordial relations between subordinates and superiors at work? Does a leader's style encourage moral values, selflessness, and self-control in their followers?

Significance of the study

South Sudan is currently working urgently to execute three interconnected tiers of goals, including its own long-term vision and the Millennium Development Goals. The importance of this study is so closely tied to the nation's current socioeconomic requirements as well as concerns with change management. South Sudan is working to maintain its rapid and sustainable economic growth in order to realize its goal of being a middle-income nation by the early 2020s.

Therefore, implementing leadership initiatives that entail introducing significant changes to the current operating Systems in the public sectors is necessary in order to realize this objective.

This study is anticipated to help in defining the leadership style required for putting the public service reform program in place as a whole to transition its traditional to modern management systems and practices.

The research's findings, which highlight the leadership challenges and constraints, will significantly impact managerial strategy in the public sector. They will provide guidance on how the national vision should be articulated, managerial leadership competency, and the necessity of collaboration with other players to turn the national vision into concrete results.

Literature Review

Literature review in definition of conceptual or theoretical frameworks Rocco and Plakhotnik (2008) distinguish literature Reviews, conceptual frameworks, and theoretical frameworks. Conceptual frameworks could be seen as the presentation of previous conceptual, theoretical and empirical work relevant to the study. Theoretical frameworks could be seen as the presentation of a specific theory to be tested. It may differ if it is a qualitative or quantitative study (Denney and Tewskbury, 2013; Rocco and Plakhotnik, 2008). In a qualitative study, the focus should be on the research question in a broader context; while in a quantitative study, the focus should be on the theories, the methods, the variables and the operationalization of those variables and the findings from previous studies in testing a hypothesis or theory (Denney and Tewskbury, 2013)

DISTINCTIVE BETWEEN LEADER AND LEADERSHIP

a. Leader

A leader has to implement a personal agenda, and the organizational agenda. The personal agenda consists of the goal close to the leader's heart. The organizational agenda establishes the framework within which all work is done. Employees must know what is to be done, when it is to be done, and their part in making it happen. The good leader must be able to state the agenda in a few sentences that everyone can grasp. Moreover, a leader needs to have a pragmatic and understandable operating philosophy. The framework of an operating philosophy is created from learning, innovating, and deciding. "A leader may not recognize the personal characteristics that

cause people to follow him or her, but the followers respond to those characteristics" (Crosby, 1997). Since the process of leadership cannot be separated from the person as leader, the following traits and talents are required for an individual who will adequately fulfill the role of leader: character, charisma, switching mindsets, and know-how.

b. Leadership

As an adjective, Leadership is deliberately causing people-driven action in a planned fashion for the purpose of accomplishing the leader's agenda (Crosby, 1997). All forms of leadership must use power. However, power needs not be coercive, dictatorial or punitive to be affective. Instead, power can also be used in a non-coercive manner to orchestrate, mobilize, direct and guide members of an institution or organization in the pursuit of a goal or series of objectives (Thomas, 2011). Peters and Waterman (1982) stated that "The real role of leadership is to manage the values of an organization. All leadership is value laden. Also, all leadership, whether good or bad, is moral leadership. Leadership is a process of influence which involves an ongoing transaction between a leader and followers (Hollander, 1978). Leadership, however, does not exclusively reside in the leader. Rather it is a dynamic relationship between leaders and followers alike. Leadership is always plural; it always occurs within the context of others. Leaders and followers intend real changes. All forms of leadership are essentially about transformation (Rost, 1993).

(1) Theory X

This is the classic and authoritative management style.

Managers who subscribe to Theory X believe that employees are lazy and unwilling to work and that it is their responsibility to compel them to do so.

People are seen as an "expense" that needs to be watched over and managed.

It is predicated on three fundamental tenets:

- a) The average person despises labor by nature and will try to avoid it at all costs.
- b) The majority of people need to be threatened, controlled, directed, and coerced in order to cooperate with organizational objectives.
- c) The typical individual loves to be directed, shies away from responsibility, lacks ambition, and only wants security.

In reality, Theory X managers are often dictatorial and intrusive, and they believe it is their responsibility to ride employees and force them to complete their tasks. These supervisors frequently micromanage, are very task-focused, and place little value on cultivating a healthy work environment. There is little focus placed on creating a happy work atmosphere, and praise and gratitude are scarce. People who work for these managers frequently feel underappreciated and motivated by fear.

b. Theory Y

This is a more dignified and enlightened management style. Theory Y managers assume people will perform well if treated positively, and that higher order needs dominate most individuals. People are viewed as "assets" that should be valued and developed. It is based on six basic assumptions:

- a) Since labor requires both physical and mental effort, the average person does not instinctively detest it.
- b) In order to accomplish goals, people will use self-control and self-direction
- c) Putting up the effort to accomplish goals pays off in the form of satisfaction and self-actualization.
- d) The typical individual learns to accept responsibility and to actively seek it out.
- e) Most people have the ability to use their imagination, inventiveness, and cunning.
1. Most people's intellectual potential is only partially achieved.

Theory Y managers typically prioritize both connections and results when making decisions and are participatory. Because they believe in their employees and have faith in their abilities, these managers frequently delegate to and empower them (i.e., managers are "coaches"). Building a supportive work atmosphere and regularly expressing gratitude and acknowledgment will be given top priority. These managers will also believe that people matter and should be developed. People who work with these bosses typically have high morale and feel driven because they feel valued and respected.

Leadership: Leadership is defined as the ability of an individual to influence and enable others to contribute toward the effectiveness and success of the organizations of which they are members (Cojocar, 2008).

Leadership Styles: Leadership style is the style a leader takes in his or her interaction with subordinates, toward influencing attainment of organizational goals (Lin, 2003). Leadership style is the behavior exhibited by a leader during supervision of subordinates (Goitom, 2015).

Nature of Style of Leadership

Autocratic leadership style: An autocratic leadership style is one in which the leader makes choices alone, even though talking with the team would be beneficial. Lewin discovered that produced the most unhappiness in his experiments. When a) no team input is required for the choice, an autocratic approach excels.

Democratic leadership style: A leadership style where the leader makes the final decisions, but include team members in the decision-making process. Democratic decision making usually appreciated by the people, especially if they have been used to autocratic decisions with which they disagreed. As a result, team members tend to have high job satisfaction and high productivity.

visionary management leadership style: Early conceptions of visionary leadership were influenced by the charismatic leadership theories of James MacGregor Burns and Robert House as well as the transformational and charismatic leadership theories of sociologist Max Weber. All great leaders have the "vision thing," according to research. According to research, visionary leadership is associated with favorable outcomes for followers, including high levels of follower performance, follower commitment and trust, and organizational performance as a whole.

Although vision is necessary for leaders, effective leadership makes that vision a reality.

Laissez-faire leadership style: A laissez-faire leader gives their team members a great deal of latitude in how they complete their task and establish their deadlines. a leader who believes in minimal oversight and delegating the majority of choices to subordinates. Empowerment occurs when managers guide staff members by delegating authority, accountability, and decision-making to them. The laissez-faire approach limits the leader's involvement in decision-making. "Let it be" that the leadership responsibilities are shared by everybody. When people can and want to make their own decisions without the need for central coordination, laissez-faire is most effective.

Bureaucratic leadership: An autocrat does not require a bureaucracy, but the autocrat and the bureaucracy go together like a hand and glove. One reason has been do with obedience to authority. In fact, one can make an argument that in large groups such as the multinational corporations and government agencies authority is the most common type of influence used. Universities, hospitals, banks and government usually require this type of leader in their organizations to ensure quality, increase security and decrease corruption. Leaders who would like to speed up the process will experience frustration and anxiety and are not welcome.

Charismatic leadership: Charismatic leaders who are building a group, whether it is a political party, a cult or a business team, will often focus strongly on making the group very clear and distinct, separating it from other groups. They will then build the image of the group, in particular in the minds of their followers, as being far superior to all others. Charismatic leader pays a great deal of attention in scanning and reading their environment, and are good at picking up the moods and concerns of both individuals and larger audiences. They then will hone their actions and words to suit the situation. When managing their image, charismatic leaders employ a variety of techniques. If they lack inherent charisma, they may work hard to acquire it. They might gain people's trust by making a point of sacrificing themselves and accepting risks for their ideals. They'll exude a lot of faith in their supporters. They are persuasive and use both body language and verbal communication very well. When managing their image, charismatic leaders employ a variety of techniques. If they lack inherent charisma, they may work hard to acquire it. They might gain people's trust by making a point of sacrificing themselves and accepting risks for their ideals. They will show great confidence in their followers. They are persuasive and make very effective use of body language as well as verbal language.

Transactional leadership: Transactional leadership is a task-orientated leadership style, relating to reward-based performance initiatives (Naidu and Van De Walt, 2005).

Laissez-Faire leadership: Laissez-Faire leadership is a passive style that is reflected by high levels of avoidance, indecisiveness and indifference (McCull-Kennedy and Anderson, 2005). **Transformational leadership:** The transformational leadership style relies on effective managerial communication to achieve objectives. Leaders have the ability to improve productivity and efficiency among their staff through communication and ongoing visibility. Under this leadership style, management must be involved in order to achieve goals. Leaders in a company focus on the big picture while giving the team easier tasks to do in order to reach goals. Both leaders and followers must actively pursue significant changes in order for transformation to occur. people-focused leadership approach,

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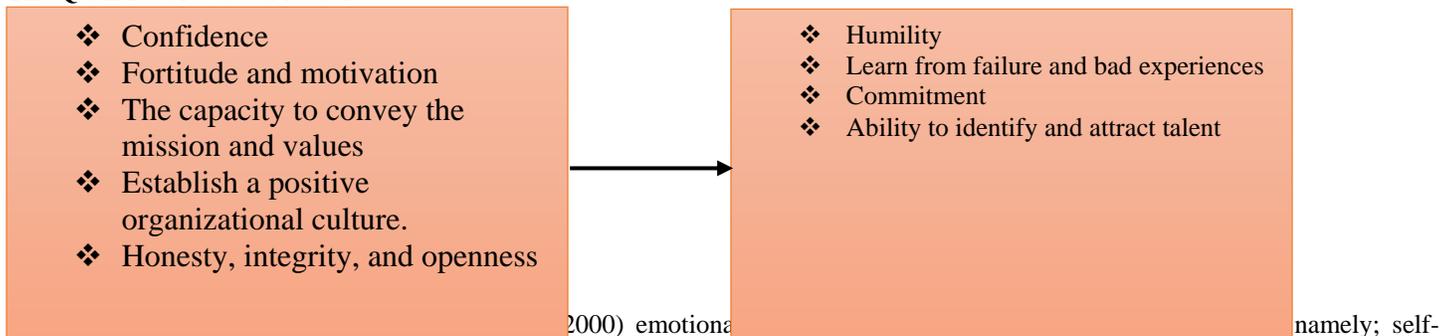
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transformational leadership motivates employees to perform above and beyond expectations for the benefit of the institution. In this process, emotional attachments occur between the leader and follower (Mester, Visser and Roodt, 2005).

Paternalistic leadership: A paternalistic leader treats their followers with the same concern that a parent would have for their children. In this leadership style, the leader shows unwavering concern for his subordinates or employees. He gets the utmost devotion and trust from his people in return. Workers under this leadership style are expected to fully support the leader's beliefs and not break away and work independently. These team members have a very strong bond with their boss. Because of the loyalty and trust, employees are expected to stay with a company for a longer amount of time. They respect one another like family both within and outside of the workplace. One of the downsides to a paternalistic leader is that the leader could start to play favorites in decisions. This leader would include the workers to follow and start to exclude the ones who were less loyal.

Servant leadership: By providing his or her team members with the tools they require to be effective, a servant leader makes it easier to achieve goals. Instead of being a dictating voice that forces change, this leader is a tool that the team uses to achieve the goal. Although employee engagement is higher, this leadership style, which is comparable to democratic leadership, tends to produce outcomes more slowly than other forms.

The Qualities of a Good leader



(Goleman, 2000) emotional intelligence, which includes self-awareness, self-management, social awareness and social skill. These four capabilities are further explained

Self-awareness: Generally, emotionally self-aware managers are capable of sensing their emotional feelings anytime (Goleman, 1998).

Self-management: Self-controlled leaders are capable of regulating or minimizing destructive feelings or thoughts before they take any action (Goleman, 2000).

Social awareness: Empathetic managers or leaders always take into consideration the feelings of other people before making decisions (Goleman, 2000).

Social skill: Leaders with good social skills have various abilities when dealing with issues and they always prefer to find a win-win solution. They believe in teamwork, transparency and accountability of actions (Goleman, 2000).

Table 1.1. Difference between a Boss and a Leader

Boss	Leader
<ul style="list-style-type: none"> • Drives employees • Depends on authority • Inspires fear • Says, “I” • Places blame for the breakdown • Knows how it is done • Uses people • Takes credit • Commands 	<ul style="list-style-type: none"> • Coaches them • On goodwill • Generates enthusiasm • Says, “We” • Places blame for the breakdown • Fixes the breakdown • Shows how it is done • Develops people • Gives credit • Asks • Says, “Let’s go”

Objectives of Leadership

The leadership objectives align leadership decisions and actions to what the organization believes, stands for, where it wants to go and how it intends to sustain its long-term survival that are its values, vision, mission and prosperity (Walters, C. 2014),

Advantages of leadership

There are numerous advantages an organization can enjoy as a result of good leadership and these include the following:

Promote ethics in the society/Humanity: Inspire moral values, principles, and ethics in the workplace, a successful leader leads by

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example and will do whatever it takes to guarantee that his or her followers uphold the moral values, principles, and ethics of the workplace (Mills, 2005).

Achai Wiir a business woman and South Sudanese, who contributed items to defenseless individuals is good examples of company senior manager who exhibit exemplary leadership and uphold moral standards. She has business Group, which has subsidiaries in South Sudan and first engaged in the trading of commodities such rice, sugar, **orphanage support initiatives**, vehicle and motors cycles donation and business is expanding its operations to a larger scale.

Linking of employees' job responsibilities and goals to the organization's strategy: leaders help to regularly communicate the purpose and vision of the organization (Mills, 2005).

Increase performance and productivity: A well led organization performs at its maximum capacity and also organizations that invest in leadership training tend to have better qualified managers who can lead the employees more effectively (LMNG, 2012).

Increase performance and productivity: A well led organization performs at its maximum capacity and also organizations that invest in leadership training tend to have better qualified managers who can lead the employees more effectively (LMNG, 2012). A good example of an organization that is well led and performs at leadership training, academic research business management skills training etc. is **Nile Shore Research Consultancy** founded by the Researcher and Author **Mr. Chol Gabriel Majer** in 2018 in Juba South Sudan.

Improved employee engagement: Leadership has a positive direct influence on employee engagement which focuses on creating consensus when it comes to respect in the organization on people related issues such as what employees can do (LMNG, 2012).

METHODOLOGY

Research Design by using a mixed study approach, the research design implements a descriptive survey (qualitative and quantitative). The use of descriptive studies to describe and analyze the current pattern of occurrences is the justification for choosing the descriptive survey method the rationale for the choice of descriptive survey method is the fact that the descriptive studies are used in order to describe and interpret the trend of events that exists (Seyoum and Ayalew, 1989; and Best and Kahun, 2003). Additionally, interviews can help the study process by offering insightful interpretations of the events that affect leadership effectiveness. Participants in the study, the study's sample populations included top, middle, and lower level public sector leaders, as well as the organizations' staff members and clients. Sample Unit: Senior leaders, deputy leaders, and department heads from various public institution made up the sample unit for this study (N=50). 45 Sample Size and Sampling Technique/sample design using both probability and non-probability (random and deliberate) sampling methods, the leaders of the chosen public service organizations were included in the sample size and sampling technique/sample design. Since it can be assumed that when all potential variables are taken into account, there is no longer a chance factor, and the best level of accuracy is reached, especially when the population is small, 45 employees were selected as the sample size. As sources of data for the study, both primary and secondary data were gathered. Types, Sources and Methods of Data Collection, Types, Sources, and Methods of Data Collection The researcher collected data using a variety of tools, including questionnaires, interviews, observation focus groups, and document analysis from the institutions and places they had chosen. Questionnaires, in-person observations, interviews, and focus group discussions were used to gather primary data. Serious conversations were held with representatives from public service organizations at all levels, senior civil servants, change agents, and other interested parties. secondary information gleaned from pertinent sources through documentary examination. The questionnaires used a Likert scale with five levels. Interviews were performed at various levels and at various periods. First, it was undertaken with the respondents at all levels, to the greatest extent possible. Later, data were gathered from program coordinators, facilitators, staff members, and clients. The sample included the head of the public sector reform programs method and analysis tools, both quantitative and qualitative data gathered with various instruments were coded, tabulated, and classified using statistical conclusions. Both types of data were then examined with various tools. The Statistical Suite for Social Sciences (SPSS), the Microsoft Excel package, tables, bar charts, pie charts, and linear charts were used to present and interpret quantitative data. The frequency analysis was used to detect the effects of management leadership style on managing strategy in the public sector and to respond to research questions.

ANALYSES AND RESULTS

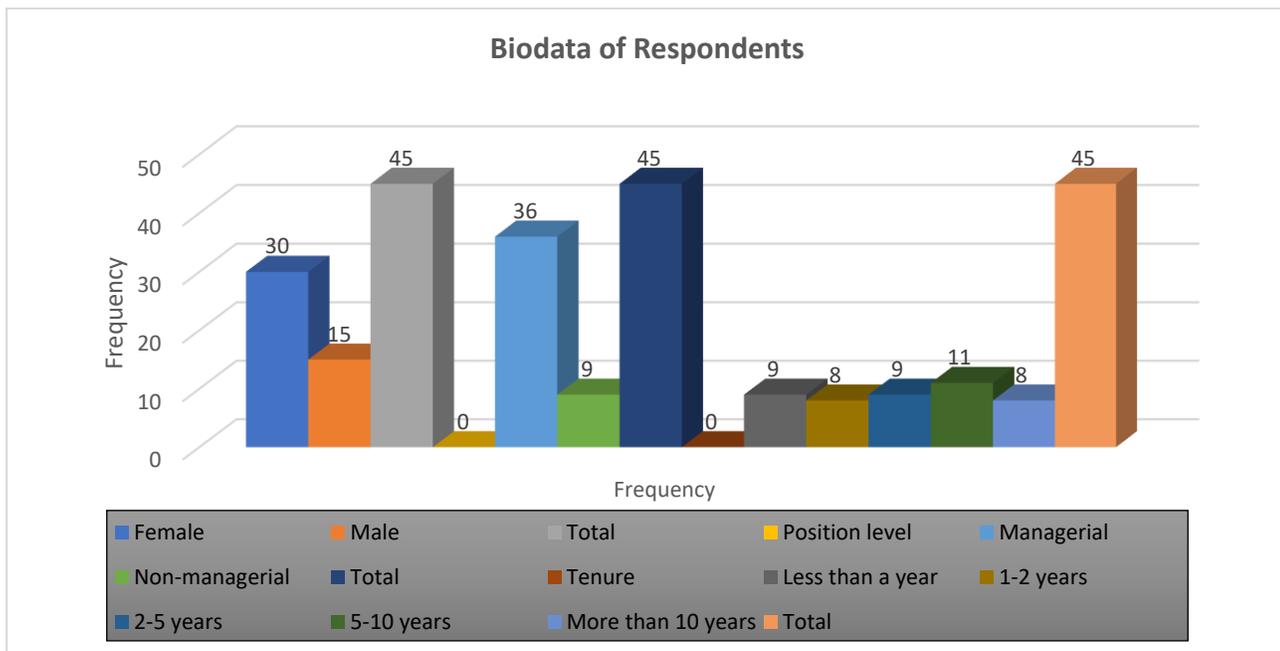
In this section of the paper, the information acquired from public institution leaders, staff members, and customers through questionnaire, interview, and focus group discussions is presented. The influence of management leadership style on managing strategy in the public sector is one of the fundamental research questions covered in this article. The questionnaire was given to 45 respondents based on the main research's research design, and 45 (100%) of them successfully responded. The information gathered through interviews and focus group discussions was then organized and interpreted in light of the study's goal and its research questions.

Table 1. Sample Characteristics

Gender	Frequency	Percent
Female	30	66.67
Male	15	33.33

Total	45	100.00
Position level	Frequency	Percent
Managerial	36	80.00
Non-Managerial	9	20.00
Total	45	100.00
Tenure	Frequency	Percent
Less than a year	9	20.00
1-2 years	8	17.78
2-5 years	9	20.00
5-10 years	11	24.44
More than 10 years	8	17.78
Total	45	100.00

The results in Table 2 showed that out of the total of 45 respondents, 30 were male representing 66.67% and 15 were female representing 33.33%. Position level Managerial 80.00% and Non-Managerial 20.00%. It can also be observed that 45 respondents representing 100% were between the ages of 18 and above. The results revealed further that less than a year 20.00%, 1-2 years 17.78%, 2-5 years 20.00%, 5-10 years 24.44% More than 10 years 17.78%



LEADERSHIP STYLES

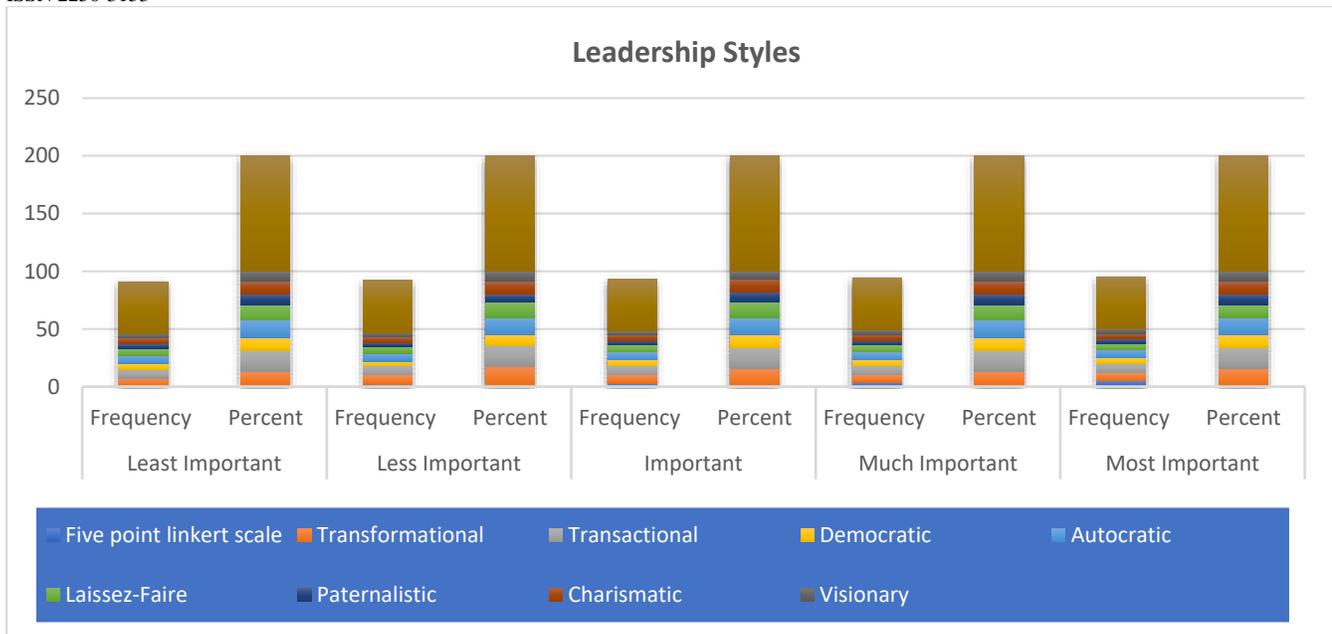
Please tick from 1 to 5-point Linkert scale the extent to which you attach importance to the leadership style adopted by your supervisor/manager.

- 1= Least Important
- 2= Less Important
- 3= Important
- 4= Much Important
- 5=Most Important

Table 2. Leadership Style of Management on Managerial Strategy in South Sudan Public Sector

Statement	Least Important		Less Important		Important		Much Important		Most Important	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Five point linkert scale	1		2		3		4		5	
Transformational	6	13.33	8	17.78	7	15.56	6	13.33	7	15.56
Transactional	8	17.78	8	17.78	8	17.78	8	17.78	8	17.78
Democratic	5	11.11	4	8.89	5	11.11	5	11.11	5	11.11
Autocratic	7	15.56	7	15.56	7	15.56	7	15.56	7	15.56
Laissez-Faire	6	13.33	6	13.33	6	13.33	6	13.33	5	11.11
Paternalistic	4	8.89	3	6.67	4	8.89	4	8.89	4	8.89
Charismatic	5	11.11	5	11.11	5	11.11	5	11.11	5	11.11
Visionary	4	8.89	4	8.89	3	6.67	4	8.89	4	8.89
Total	45	100.00	45	100.00	45	100.00	45	100.00	45	100.00

The analysis's findings showed that the impact of leadership style on managerial strategy in the South Sudanese public sector was as follows: 13.33%, not as significant 17.78% significant 15.56%, a crucial figure 13.33% of the time Transactional least important: 15.56% , 17.78%, not as significant 17.78% significant, 17.78% highly significant, 17.78% of all critical Democratic, least significant: 17.78% , 11.11%, not as significant, 8.89% significant 11.11%, a crucial figure, 11.11%, which is crucial Autocratic, least significant, and 11.11%, 15.56%, a minor factor, 13.33%, significant, 13.33%, a crucial figure, 13.33%, which is crucial Laissez-faire, least important: 15.56%, 13.33%, not as significant 17.78% significant , 15.56%, a crucial figure 13.33% of the time Paternalistic least important: 11.11% , 8.89%, not as significant 17.78% significant 6.67%, a crucial percentage 8.89% deemed crucial charismatic least important 8.89% 11.11%, not as significant 11.11%, significant 11.11%, a crucial figure ,11.11%, which is crucial 11.11%, and and visionally leadership least important 8.89%, less important 8.89%, important 6.67%, much important 8.89% most important 8.89% Visionary leadership is ranked as least important (8.89%), most important (8.89%), important (6.67%), and much-less-important (8.89%). How much importance you accord to your manager's or supervisor's leadership style is indicated by the leadership style listed above under institutional management styles. Significant is Very Important and Most Vital, Significant is Least Significant



Findings

The implications of the findings and the limits of this study logically suggest a number of new areas for further study. The difficulties presented in this study could, first and foremost, be clarified by further research. There are potential to go deeper into certain themes or subjects that came up during this research, such as the contribution of employees' dedication to the efficiency of management's influence on the implementation of managerial strategy. It is intriguing to look into how innovation affects the efficiency of strategy generation and execution in light of globalization and a more knowledge-based economy. An opportunity would be to undertake comparable research utilizing more than one customer database in order to increase the generalizability of the study. Further investigation of the impact of managerial leadership style on strategy is one potential area for future research. Because some scholars contended that developing a plan and putting it into action are not two separate sets of activities that take place in a particular order

Discussion

Clarifying the influence of leadership style of management on managerial strategy in public sector was the primary goal of this study. In order to achieve this goal, the researcher looked at how differently the leadership style of management is supported across cultures, which results on different shades of managerial strategy's effect in the public sector. Around the world. The results showed that there are significant differences in the importance given by societies to the dimensions that constitute paternalistic leadership, suggesting

Managerial relevance, as a result of the global economy, cross-national cultural interaction is growing significantly. Therefore, there is a need for leaders who are aware of and skilled in working within various cultural contexts. Multinational firms have begun creating leadership development programs to enhance their leaders' intercultural competence as a result of this trend. However, studies have revealed that these leadership training courses also take cultural sensitivity into account.

Conclusion

The study's conclusions can therefore be extrapolated to show that the leadership style of management on managerial strategy in the public sector entails persuading employees to go above and beyond to accomplish the organization's goals. The results of the research indisputably demonstrate that a leader's usefulness to an organization is that they assist in determining the path that the employees should pursue in order to fulfill the objective of the institutions. Additionally, by motivating their colleagues and setting goals for their leadership style of management on managerial strategy in public sector, leaders enhance leadership style of management.

Therefore, it can be inferred from the study's findings that leadership entails influencing and convincing individuals to go above and beyond to achieve the organization's goals. The research findings unmistakably show that a leader's benefit to an institution is that they help establish the course that the workers should take in order to realize the institution's mission. Additionally, leaders contribute to improved corporate performance and productivity by inspiring their teams and establishing clear goals for them to achieve. In the public sector, this is done by enforcing leadership style of management.

The importance that competent leaders have in how management style and managerial strategy are influenced by public institutions must be acknowledged. In order to achieve this goal, leadership practices must be evaluated, and programs for developing leaders should be created to encourage system-based thinking. To reduce change-resistance in the public service, the reform initiative framework calls for mechanisms for successfully engaging with employees, clients, and stakeholders. One of the systems to monitor and maintain the pace of management strategy is continuous monitoring and assessment.

To close the gap between performance and leadership style effectiveness, public service organizations can improve monitoring and assessment of management leadership style on managerial strategy mechanisms. Through effective training programs based on need assessments and leadership development programs, issues such a lack of leadership commitment and leadership competency should be addressed.

LIMITATIONS AND FURTHER RESEARCH

Various decisions were made throughout the course of the research process in order to carry out this investigation. Unfortunately, because they reject untapped possibilities, these decisions place restrictions on us. Each little decision that was taken during the course of this research is discussed in this section's limits. These restrictions apply to both the literature-based and empirical research on managerial strategy and leadership style in the public sector. These restrictions, nevertheless, might be a fantastic place to start for additional study. Although a thorough cross-disciplinary literature review was the goal, it's possible that some relevant material was left out. The first section of the review of the literature focuses on how management leadership style affects managerial strategy in the public and private sectors, and the second section focuses on how management leadership style affects managerial strategy in the public sector. Although the subjects covered in several research with a similar focus varied, common traits of leadership and management strategy were found in all of them. Despite the fact that the topics covered in several studies with a comparable focus varied, common characteristics of leadership and management approach were discovered in all of them.

The prospective omitted literature is therefore believed to not pose any problems for our inquiry.

The appropriateness of the development is one of the first limitations. The path-goal leadership questionnaire developed by Indvik (1985) is employed in this study. The individual ratings, on the other hand, are a little lower, which suggests a poor internal consistency. This instrument was chosen primarily because it restricts the length of the observation questionnaire based on the amount of time respondents were willing to devote to it. The 40 items of Indvik's (1985) path-goal questionnaire are concise and to the point. Furthermore, meta-analysis of other researchers indicates acceptable internal consistencies. However, it is advised to utilize a 5-point Likert scale rather than a 5-point Likert scale for further research or to use a different leadership questionnaire instrument. In terms of missing data, end effects at the item and scale level, and higher levels of internal consistency, some researchers contend that a 5-point Likert scale had better data quality. The creation of the questionnaire for the strategy component presents another drawback. Since no instrument that assesses the efficiency of the process of developing and executing a plan has been discovered. The reliability and validity tests are used, and they are sufficiently convincing. Additionally, there is room for improved operationalization and optimization of the construct measurements. For instance, posing a query regarding the purpose of the For instance, including a question about the function of the respondent (CEO or team leader) and the years of experience. These variables on the influence of leadership style of management on managerial strategy in the public sector of South Sudan provide more detailed background data on the respondents that may help the study's findings.

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