



THE EFFECTIVENESS OF DIFFERENT LEADERSHIP STYLES

Seema Bhakuni

Associate Professor, Doon Institute of Management and Research (HNBGU)

Orcid ID: <https://orcid.org/0000-0002-3885-9860>

ABSTRACT

The focus of the study is to showcase the appropriate leadership style that can augment the excellence of the work of workers. The employment of skilled and experienced coach in a business increases understatement of the human resources which increase the appointment of the workers in their job. Primary quantitative method has been used in this study to implement the accurate result and values about the essentiality of the leadership style with the help of SPSS analysis. The future essentiality of the use of leadership style can be found by the help of the regression and demographic analysis. The statistics and in order that are collected from the SPSS analysis method are helpful for the analysis of the efficacy of the leadership style. It can be concluded that the execution of the command and requirements of the workers and the turning shift increase job happiness among the workers.

KEYWORDS : Transactional leadership styles, impaired quality, autocratic leadership style, Laissez-faire leadership model, autocratic approach of leadership

1. INTRODUCTION

In today's world, industries are suffering from different and various kinds of challenges and issues. As per the recommendation of Specchia et al. (2021), job satisfaction and the performance of the employees are varied as per the mental and physical challenges. Through various kinds of transformational and transactional leadership styles, the effectiveness and skill of the employees can be improved. There is no proper leadership style that can enhance the quality of the work of a worker. Thus, with the help of the different kinds of essential and effective leadership styles, the quality and capacity of work can be improved.

The poor and impaired quality of the leadership style demotivates the employees in a workplace and decreases work capacity. As per the opinion of Gameda, & Lee (2020), the capability of adoption of the employee is also played a vital role in the improvement of the employee in their work style and capability. Sometimes, the employee of industries has suffered from the confusion of the wrong leadership, and that affects the quality of the job. On the contrary Kalkan et al. (2020), the work capacity of the workers to acquire the leadership style is also a disadvantage for the employee in a workplace. Therefore, the above factors are the reason for the poor quality of the work in the office.

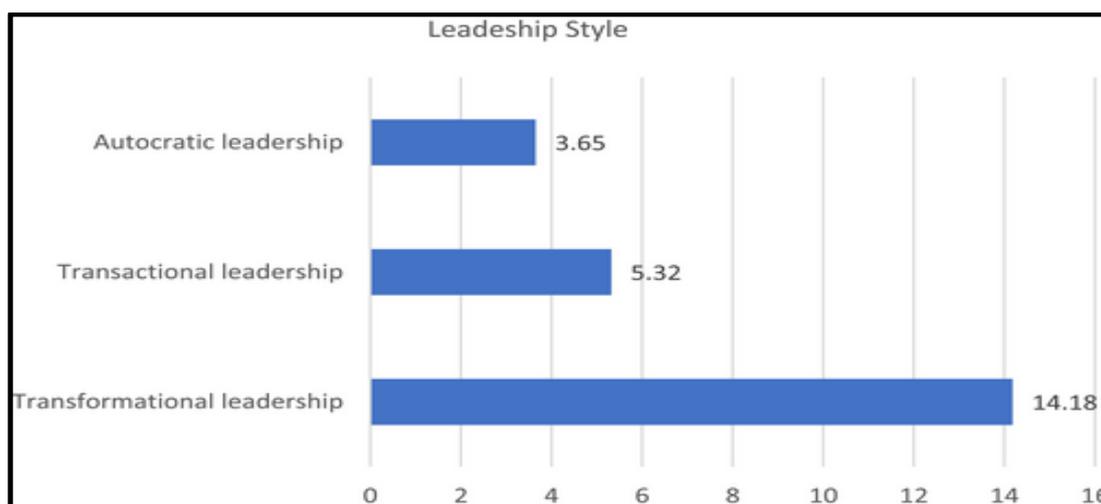


Figure 1: Distribution of the leadership style
(Source: Statista, 2023)

From the above figure 1, it can be said that the mean distribution of the autocratic leadership style is 3.65 and this for the transactional leadership style is 5.32. The highest mean of the leadership style is for transformational leadership which is 14.18.

Research aim and objectives

The aim of the research is to evaluate the effectiveness of the different kinds of leadership styles for job satisfaction among employees.

The objectives of the research are:

RO1: To determine the impact of the leadership style on the work performance

RO2: To estimate the proper suggestion to improve the leadership style in the industries

RO3: To assess the effective criteria for the improvement of the different styles of the leadership

RO4: To find the estimate of the correlation between the different leadership styles and improvement of the job performance

Research questions

The research questions that can arise from the study are:

RQ 1: What is the impact of leadership style on work performance?

RQ 2: What is the way to improve the leadership style in the industries?

RQ 3: What are the effective criteria for the improvement of the different styles of leadership?

RQ 4: What is the relation between the different leadership styles and improvement of the job performance?

2. LITERATURE REVIEW

Impact of the leadership style on the work performance

A better work interpretation is the result of better training of the employees. Without a proper leadership style, it is difficult to improve the quality of work in the service sector. As per the recommendation of Huertas-Valdivia, Gallego-Burín, & Lloréns-Montes (2019), the work environment is one of the most effective factors that affect the capacity of work of the employees. The different kinds of leadership styles are the democratic approach, participative approach, and autocratic approach of leadership. As per the opinion of Abasilim, Gberevbie, & Osibanjo (2019), the application of the various approaches as per the need of the employees helps to enhance the attendance and experience of the workers. In the autocratic approach, the authority takes the decision as per the demand and needs of the employee which is helpful for their better performance.



Figure 2: Different kinds of effective leadership styles
(Source: Khan et al. 2020)

The above figure indicates the various kinds of leadership styles like laissez-Faire, autocratic that helps to improve the work capacity of the employees in a workplace.

Strategies to improve the leadership style in the industries

The study is significant to find the impact and effectiveness of better and good leadership on the improvement of the work performance of the employees in a business. As per the view of Khan et al. (2020), the strategies and the method to improve the leadership style is an important factor for the industry. Therefore, the study finds the ways of better work performance for the employee. The identification of the strength and weaknesses of the workers is the main asset to make the performance better. As per commanded by Azizaha et al. (2020), the recruitment of skilled and experienced trainer in a business increase the understating of the employees which increase the engagement of the workers in their job. Therefore, the above method is one of the suitable ways for better work performance and engagement.

Laissez-faire leadership model

The Laissez-faire leadership model is one of the most effective models in which the leader of an industry shows their reliability and trust in the employees of the business. As per the view of Lee, Idris, & Tuckey (2019), the trust and reliability of the employees increase job satisfaction among the workers which leads to better productivity. Trust in employees motivates them and also decreases the turnover of the industry. Hence, the model enhances work performance and job satisfaction among the workers.

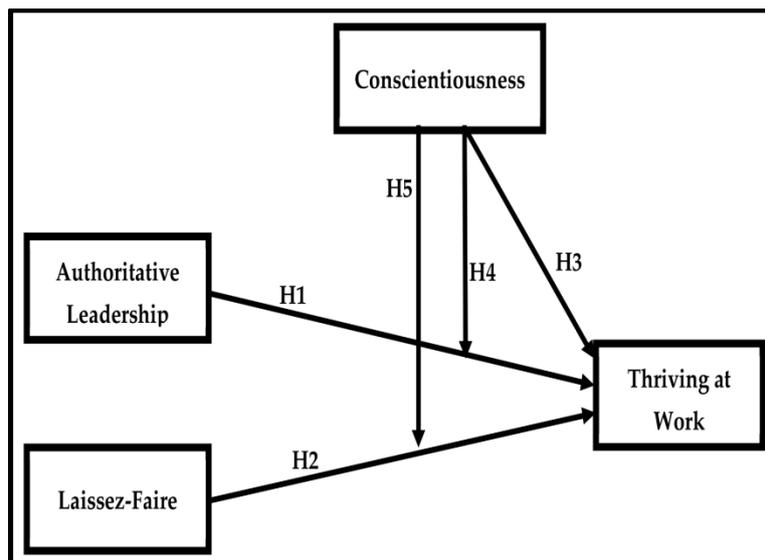


Figure 3: Laissez-faire leadership model
(Source: Decuyper, & Schaufeli 2020)

The above figure shows the effectiveness of the Laissez-faire leadership style and conscientiousness and thriving at work are two main factors of this leadership style.

Relation between the leadership styles and improvement of the job performance

There is a strong relationship between leadership style and work performance. The disadvantages of improper guidance decrease the enthusiasm among the employee. According to Decuyper, & Schaufeli (2020), the lack of enthusiasm in the workplace also affects the mental and emotional health of the employees. The scarcity of energy in the office also leads to poor productivity and creates stress among the employees. Therefore, from the above discussion, it can be said that the leadership style made both good and bad effects on the work capacity and performance of the workers.

3. METHODOLOGY

A primary quantitative method has been used in the study to find the impact and effectiveness of good leadership in a business on the increment of work quality. As per commanded by Murphy et al.(2021), direct interaction with the people with the help of the survey process increases the reliability of the outcomes and makes the study more trustworthy. For estimating the outcomes, 55 people are taken from different backgrounds and work experience. The main disadvantage of the process is the lack of responses about the impact of the leadership style. Although there are some disadvantages of this method, for the facilities of proper and accurate data collection, the method has been taken in this study.

Findings

Frequency table

What is your age?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 to 30 years	11	20.0	20.0	20.0
	31 to 40 years	22	40.0	40.0	60.0
	41 to 50 years	11	20.0	20.0	80.0
	51 and above	11	20.0	20.0	100.0
	Total	55	100.0	100.0	

Figure 4: Frequency table of age
(Source: SPSS)

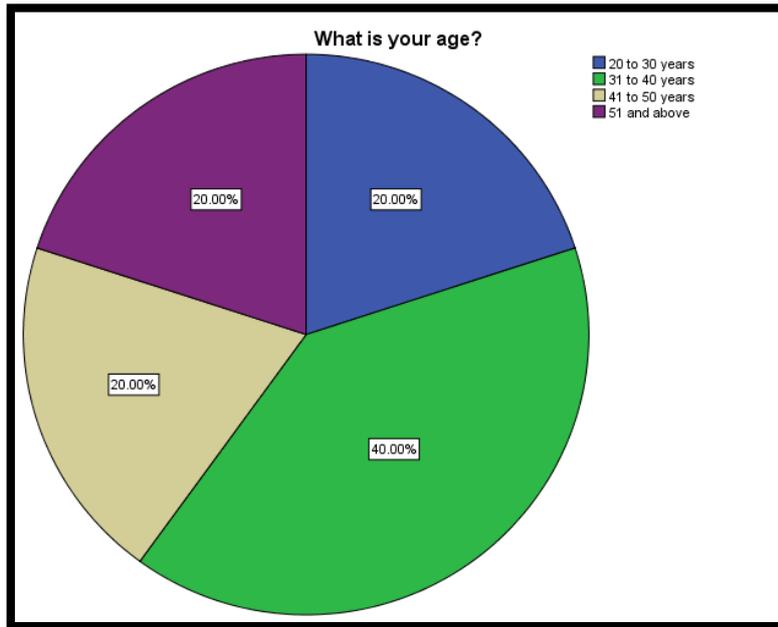


Figure 5: Age-frequency
(Source: SPSS)

From the figure 4 and 5 of the age frequency, it can be said that the people of the age 20 to above 51 are participate in the survey. The percentage of the people from the age group 31 to 40 is 40% and the percentage of the people of the age group 51 and above is 20%. Therefore, all of the people have the participation in the survey.

What is your gender?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	33	60.0	60.0	60.0
	Male	11	20.0	20.0	80.0
	Prefer not to say	11	20.0	20.0	100.0
	Total	55	100.0	100.0	

Figure 6: Frequency table of gender
(Source: SPSS)

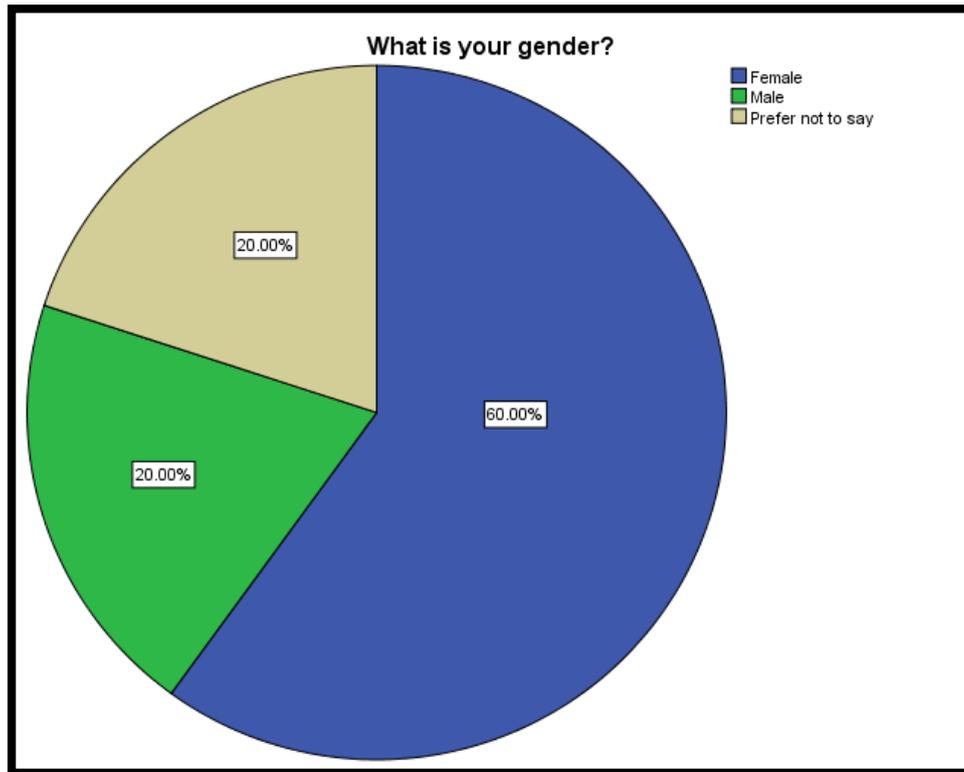


Figure 7: Gender frequency
(Source: SPSS)

From the above two figure, it can be said that the people who are male and participate in the survey is 20% among the other people and the percentage of female is 60%. Therefore, it is clear that the people from the e very gender are participated in the current survey.

What is your experience?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 to 3 years	11	20.0	20.0	20.0
	3 to 4 years	11	20.0	20.0	40.0
	4 to 5 years	22	40.0	40.0	80.0
	5 years and above	11	20.0	20.0	100.0
	Total	55	100.0	100.0	

Figure 8: Frequency table of experience
(Source: SPSS)

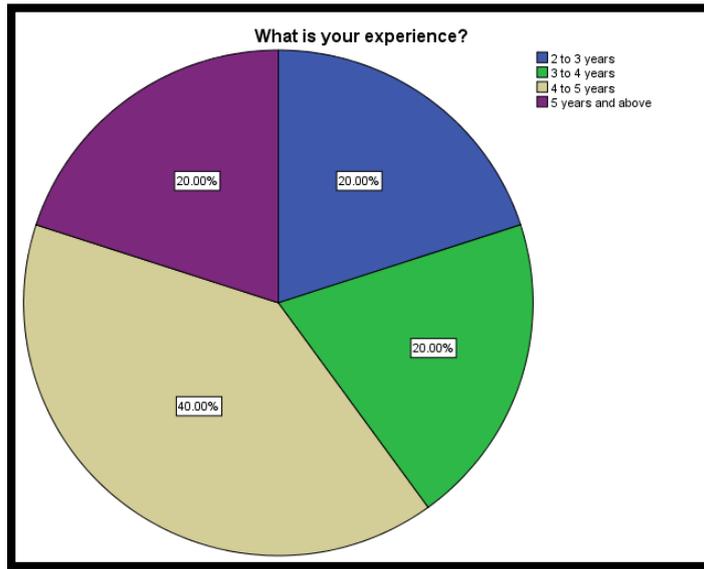


Figure 9: work experience

(Source: SPSS)

From the above demographic analysis of the experience of the people, it can be conclude that the percentage of the people of 2 to 3 years' experience is 20% and the people of 4 to 5 years' experience is 40%. The maximum number of the people attending the survey is of 4 to 5 years' experience.

Descriptive statistics

Descriptive Statistics							
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
A good leadership style IV1.1	55	1	4	2.20	1.177	.373	.322
Job security IV2.1	55	1	5	3.40	1.369	-.771	.322
Improvement of the relationship IV3.1	55	3	5	4.20	.989	-.420	.322
Engagement of the employees IV3.2	55	3	5	3.80	.755	.353	.322
Flexible shift IV4.1	55	3	5	4.00	.903	.000	.322
satisfaction and performance level DV	55	3	5	4.20	.755	-.353	.322
Valid N (listwise)	55						

Figure 10: Descriptive statistics

(Source: SPSS)

The graph of the descriptive analysis of the impact of the leadership style on the work performance of the employee, it is clear that the minimum statistic of job security is 1 and the maximum value is 5. The value of standard deviation is .989 for the relationship improvement. The value of standard error is less than 1 and this shows the minimum chance of error. Therefore, it can be conclude that there are a week relationship between the work performance and the leadership style and this has to be improved.

Reliability

Reliability Statistics	
Cronbach's Alpha	N of Items
.025	5

Figure 11: Reliability statistics
(Source: SPSS)

The value of Cronbach's alpha is 0.025 for the 5 number of variables. The low value of the Cronbach's alpha indicates that there are a less chance of agreement on the criteria of the specific data and information of the impact of leadership style.

Validity

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.500
Bartlett's Test of Sphericity	Approx. Chi-Square	45.962
	df	1
	Sig.	.000

Figure 12: Figure of Validity
(Source: SPSS)

The above figure shows that the value of KMO Bartlett's test is 45.962 and the value of difference of the variables is 1. The significance value of the variables is 0.00. From the above figure, the approximate value of chi-square is 45.962. The accuracy of the sample is 0.500 that indicates the low accuracy.

Correlations

Correlations						
		A good leadership style IV1.1	Job security IV2.2	Engagement of the employees IV3.2	Flexible shift IV4.1	performance of the employees DV
A good leadership style IV1.1	Pearson Correlation	1	-.853**	.046	-.959**	^b
	Sig. (2-tailed)		.000	.740	.000	.
	N	55	55	55	55	55
Job security IV2.2	Pearson Correlation	-.853**	1	.183	.767**	^b
	Sig. (2-tailed)	.000		.180	.000	.
	N	55	55	55	55	55
Engagement of the employees IV3.2	Pearson Correlation	.046	.183	1	.000	^b
	Sig. (2-tailed)	.740	.180		1.000	.
	N	55	55	55	55	55
Flexible shift IV4.1	Pearson Correlation	-.959**	.767**	.000	1	^b
	Sig. (2-tailed)	.000	.000	1.000		.
	N	55	55	55	55	55
performance of the employees DV	Pearson Correlation	^b	^b	^b	^b	^b
	Sig. (2-tailed)
	N	55	55	55	55	55

Figure 13: Correlations
(Source: SPSS)

From the above correlation figure, it can be discussed that the value of correlation between the good leadership style and the job security is -0.853 and the value for the flexibility in the shifting time and the performance of the workers is 0.55. The lower value indicates the lower relationship

**Table of regression
Model summary**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.977 ^a	.955	.953	.164

Anova

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.425	3	9.808	363.800	.000 ^b
	Residual	1.375	51	.027		
	Total	30.800	54			

Coefficients

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.063	.485		-2.191	.033
	Job security IV2.1	-1.127E-015	.070	.000	.000	1.000
	Improvement of the relationship IV3.1	.688	.074	.900	9.323	.000
	Engagement of the employees IV3.2	.625	.109	.625	5.718	.000

Figure 14: Regression
(Source: SPSS)

From the regression table 14 it is clear that the value of the relationship improvement for the climate change is .070. This indicates that the reduction process of the leadership style is beneficial for the improvement in the work capacity. The value of engagement of the employees to the work is .625.

4. DISCUSSION

In discussion, it can be said that the better improvement of work capacity and satisfaction of the employees of the industry can be occurred by the proper application of the leadership style. As per the opinion of Jankelová, & Joniaková (2021), the agility and flexibility of the work shift is one of the most effective and vital factors for better work performance. The data and the information that are collected from the SPSS analysis method give the experience of the employees from different industries and are helpful for the analysis of the effectiveness of the leadership style. There are various kinds of leadership styles that made a positive effect on the work culture. One of the most effective is the authoritarian and the coaching style. As commended by Hansen, & Pihl-Thingvad (2019), the work performance of the employees can be improved by the proper determination of the issue and problems. Thus, reduction of the inside and outside issues is the best way to increase the work performance of the employees.

There are some disadvantages of bad quality leadership in the workplace. As per the view of Sousa, & Rocha (2019), the proper direction has to give to the employee to lead them with fewer issues and problems. From the above study, it is clear that the wrong direction to the workers makes them physically and mentally weaker which affects the rate of production of the business. The decrement in the production rate also leads to the reduction of the profit of an industry. On the other hand, Fang et al. (2019), said that the capacity and enthusiasm of the employee can enhance the quality of their performance. Thus, the impact of democratic leadership style is one of the most suitable for taking the decision from the employees.

5. CONCLUSION

It can be concluded from the above study that the essentiality of the different kinds of leadership styles is helpful for the better productivity and profit of a business. With the application of the democratic approach and the Laissez-faire leadership model the enthusiasm among the employees become increased. The fulfilment of the demand and needs of the workers and the rotational shift increase job satisfaction among the workers. Focusing on work performance helps to find the weakness of the workers that improve their personal as well as professional careers.

Conflict of Interest

There is no conflict of interest in this article.

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