

Leadership Styles and their impact on Employee performance

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KEYWORDS	Abstract
<i>Leadership, Leadership Styles, Employees' Performance and Impact of Leadership Approaches</i>	Determining the right leadership style is even more difficult than defining leadership. Performance among workers is determined and evaluated largely by a leader's leadership style. While a bad decision might limit employees' and the organisation's potential, appropriate procedures promote great performance and professional development. For each leadership method to be implemented effectively, a thorough understanding of it is required. The study used qualitative methods and incorporated secondary research. The goal is to offer readers a thorough understanding of the topic and related aspects. There will be a qualitative interpretation. It demonstrates the objectivist viewpoint and the framework's validity based on a large number of observable facts and numbers. It is necessary for the research perspective to concentrate on human behaviours that could lead to a logical explanation of observed occurrences and offer suggestions on the performance of employees in their jobs. Transformational, transactional, laissez-faire, autocratic, servant, democratic, charismatic, and situational leadership are among the leadership philosophies covered in this review. Leaders can improve their abilities, and management can select an effective leadership style that fosters success and a positive work environment by learning about different leadership philosophies.

Introduction

The idea and definition of leadership style can vary depending on the individual or circumstance. In many facets of human activity, including politics, business, academia, social work, etc., the term "leadership" has been employed. Previous perspectives on leadership depict it as a personal skill. Messick and Kramer (2004) have contended that the degree to which a person demonstrates leadership qualities depends not only on his attributes and aptitudes but also on the circumstances and surroundings in which he finds himself. There seem to be as many different approaches to leading companies as there are leaders in the corporate world.

The most effective leaders are honest, inspire others with a common vision of the future, define and encourage clear goals, oversee delivery, and effectively communicate with their teams. Nonetheless, there is no "one size fits all" approach to leadership, and effective leaders have quite different approaches. Effective employee engagement is directly impacted by leadership. This is important since a company's competitive advantage comes from its engaged workforce. Performance and employee engagement levels can be correlated, and more importantly, there is evidence that increasing engagement also improves performance. An organisation's leadership style is one of the key elements that either accelerates or slows down employees' interest and dedication.

Glantz (2002) capacity to motivate a group to achieve a vision or set of objectives is known as leadership. It is one of the managerial traits of the business or organisation that interacts with its employees and significantly affects the organisation's turnover rate. An organisation can't achieve its primary aim without leadership, the company's most important tool for achieving its goals and essential objectives. An organisation can't achieve its primary aim without leadership, the company's most important tool for achieving its goals and essential objectives. It is hard to carry out tasks and achieve goals without leadership (Quinn Mills, 2005).

Employee performance and the factors influencing it have been the subject of numerous studies in the past. Leadership styles, including democratic, autocratic, and participatory, have been highlighted as important factors in previous studies (Iqbal et al., 2015). In a similar vein, other studies were conducted to look at performance and how different leadership philosophies affected it. The data gathered on the Malaysian setting was severely insufficient in the majority of the studies, particularly with regard to employee performance and leadership style in commercial services like hearing aid service providers.

The three leadership philosophies were thought to be prevalent in earlier studies, but no study was done to look at these philosophies among working managers in the hearing aid industry to see how much the leadership style affected their employees (Iqbal et al, 2015). The connection between job performance and leadership style has been the focus of numerous studies and organisations over the past few decades (Blanchard, 2010). Gaining the trust of subordinates and

inspiring their dedication to complete their tasks have become critical responsibilities of a leader (Boyett, 2006). Because the leader is essential in helping workers and creating group norms, this position is seen as a crucial instrument for worker productivity (Al-Malki & Wang, 2018).

Organisations look for measures to improve employee performance so that their selected leader may accomplish organisational objectives. As a result, a leader must offer inspiring guidance that enables team members to accomplish the group's and the company's objectives. According to Stogdill (1948), one does not become a [good] leader by possessing certain traits, but rather by bearing a relevant relationship to the activities, characteristics, and goals of subordinates. It is believed that effective leadership contributes to an organisation's success; otherwise, the organisation stagnates and fails. Because of this, high levels of employee engagement and motivation are produced by effective leadership (Lowe et al., 1996).

Appropriate leadership styles that can adapt to the effective alteration of work environments are a new movement in organisations. In this sense, managers are having a difficult time adjusting to the new models and paradigms of leadership while managing staff members, particularly those with diverse backgrounds. As a result, leadership becomes crucial to the leadership process since leaders typically acquire their leadership styles through education, training, and experience (Hersey, Blanchard, & Johnson, 2001). In turn, leadership style opens doors to higher performance.

It has long been believed that highly motivated workers, especially those in public service, are driven to perform better because they are able to express themselves and uphold the ideals of their positions. Although Wright and Grant (2010: p. 694) connected public service motivation to improved performance, other research has suggested that public service motivation might be the result rather than the cause of motivated performance. It is believed that improved performance increases one's capacity for success, self-efficacy, and self-confidence, all of which boost motivation for public service. However, Wright (2008) also noted that other factors can mitigate the effects of public service motivation, and we think that one of the important aspects influencing employee performance is leadership style.

Literature Review

Scholars have been interested in the subject of leadership for hundreds of years, and numerous scientists have attempted to define it. Leadership is a ubiquitous social phenomenon. Myths and stories about what sets outstanding leaders apart from followers have always been appealing to humans (Hartog and Koopman, 2011).

According to Covey (2007) and Mullins (1999), leadership is an interpersonal process that allows one person to use communication to influence the actions of individuals or groups (i.e., followers) in order to achieve specific goals within a given context. As management theory has developed, the idea of leadership has sparked intense attention, discussion, and occasionally confusion.

According to Bass (1999), there are many options for defining leadership because it depends on the goal of the endeavour. According to Bass (2000), leadership can be viewed as a group process, a personality trait, the skill of winning people over, an exercise of influence, a specific kind of action or behaviour, a form of persuasion, a power relationship, a tool for achieving objectives, the outcome of an interaction, a distinct role, or the beginning of a structure. When it comes to interpersonal and organisational interactions, leadership has the most dynamic consequences. To put it another way, management's capacity to carry out "collaborative effort" rests on their capacity for leadership.

According to Lee and Chuang (2009), a great leader fulfils the needs of their subordinates while also motivating them to increase productivity. According to Stogdill (1957), leadership is the ability of an individual to direct a group of people toward a shared goal. According to Rost (1993), leadership is an influence relationship between leaders and followers who aim for significant changes that represent their shared goals.

According to Lussier and Achua (2009), influencing is the process by which a leader conveys ideas, wins approval, and inspires followers to support and carry out the ideas through transformation. According to Griffin (2012), leadership is a process that focuses on moulding or persuading others to achieve organisational objectives.

Organisational leadership, according to Hitt, Black, and Porter (2009), is an interpersonal process that entails trying to persuade others to achieve a goal. Yukl (2010) summarises that leadership is often viewed as a process of employing influence and motivation to increase involvement in accomplishing group goals, despite the fact that there are many distinct definitions of leadership coming from diverse perspectives. Instead of using their legal authority to get people to follow orders, leaders today show interest in interacting with their subordinates or expanding their interests (Northouse, 2007).

The process of directing, guiding, and influencing the actions and efforts of others in order to achieve particular objectives in a particular circumstance is known as leadership. The ability of a manager to inspire confidence and zeal in their subordinates is known as leadership. The ability to persuade a group of people to achieve a goal is known as leadership. It is the responsibility of leaders to create the organisation's future vision, inspire its members to strive toward it, and enhance performance. Adair states that "leadership is the ability to persuade others to seek defined objectives enthusiastically."

Lewin, Leppit, and White (1939) identified three types of leadership: laissez-faire, democratic, and authoritarian. According to Vigoda-Gadot (2007), each leader in their organization and operations employs a certain leadership style, which is defined as a collection of behavioural patterns.

Leadership frequently arises throughout ongoing organisational activities, and others recognise leaders based on their leadership. Employee self-confidence is greatly impacted by the leadership style of the organization's managers, who work closely with their staff.

As a result, it was discovered that employee self-confidence improves performance (Shirzad & Zanganeh, 2011). According to Jago (1982), effective leaders are created, not born. According to some widely accepted definitions, leadership is more about a person who persuades a group of individuals to accomplish a common objective (Northouse, 2017). Zeitchik (2012) asserts that leadership is about motivating people to pursue the goal until it becomes a collaborative endeavour. According to Cole (2005), leadership is a dynamic process in which a man persuades people to willingly contribute to the realisation and accomplishment of the aims and objectives.

The most important factor influencing employees' attitudes and behaviours, especially organisational commitment, is leadership style. According to Adair (2002), leadership is the ability to influence a group of workers' decisions, actions, goal recognition, and zealous and confident labour.

The Concept of Leadership

The Leader

Individualism greatly influences the role of the leader in Western culture and their position can be confused with leadership (Kort, 2008). It is important therefore to first understand the word "leader" before we get into the term "leadership. Hence, an understanding of the word "leader" is important prior to delving into the word "leadership.

Someone who has command of a group of people is called leader. It is a person who persuades others to follow (Khan, 2008), a dynamic, strong personality which inspires and guides subordinates (Sorensen & Epps, 1996), and a person who is adept at managing conflict (Sorensen & Epps, 1996; Khan, 2008). The key and primary responsibility of a leader is to get his subordinates to do what needs to be done in order to achieve the organisation's goals and to achieve these goals he needs good leadership.

Leaders in an organisation are those who set goals, initiate positive and productive processes and can instruct employees. A leader's role can take various forms: One can be a leader in who performs tasks (execution); another in making policies (policy making); another in cleaning up ideologies and concepts which are not collaborating but are finding new voice to inspire others (novel, well articulated concepts and ideologies). In some good established organisations these roles often will be separate. A leader's testing is how his followers respond to him and react to him.

A wise leader can even make any administration more accommodating (Kotter 1985: p. 3). It is the responsibility of a leader to ensure appropriate leadership of the organization. One of the key criteria to assess the effectiveness of a leader is the extent to which their employees improve in their work and help them reach their goals (Bass, 2008), and the other is their employees' attitudes and perceptions about them (Yukl & Gardner, 2020).

Leadership

The idea of leadership has a number of definitions due to the different philosophies that academics have. It's a common, though generally over-simplified idea. Leadership can be defined in two ways: 1) in terms of the type of followers the leader leads; and 2) in terms of the nature of the leader's primary focus (Van Wart, 2012). Thus, leadership may focus on outcomes or real achievements or on the process (inspiration and development of followers) through which they are achieved.

Some leaders speak on the behalf of their supporters (constitutionals); some have cognitive values as followers role models based on the leader's ideology and/or inventiveness, and the remaining ones spend a decent measure of time with their followers (employees, subordinates), giving them orders.

Although a lot of leadership studies focus on the personal perspectives of the leader, the fact is that leadership is still a process that requires the contributions of the leader, the followers, and the environment. This study is dealing with the organisational leader who builds his primary attention on his subordinates, low and middle-ranking employees, and whose tasks have to be completed and deadlines have to be met.

From Cribbin (1981) point of view leadership is considered as a mechanism of influence over man which enables the managers to be able to convince their man employees to do some things which they require to do and to perform well on their works. It is an intervening variable, Tannenbaum and Massarik (1957) say, employed in a situation to accomplish specific purpose or goals with the help of communication. It is essential that we all recognise that there can be no leadership without a group or a collective activity. It is when an individual tries to convince a group of people to achieve the same goal (Blake & McCause, 1991).

Clearly many of the above definitions include "influence" in the definition of leadership. When speaking of leadership, influence is a leader's ability to influence others. It involves getting people to do things that you would like them to do to

achieve two purposes you have in your running of, and improvement of, the company (Rowe, 2007). Hence, leadership becomes a participative process of working together with the followers (workers) and situation. The result of this practice shows the leading leader's ability to reach excellence through knowledge, abilities and styles. Sometimes a leader will cross conceptual boundaries and change his or her leadership style over time.

This study looks at only those in a leadership role who direct the actions of others. However, varying leadership practices might be used. A leader might alternate between different leadership styles depending on circumstances, either encouraging or discouraging the behaviour of the staff and in turn, produce good or bad work. Leadership has been observed to influence employee motivation and public service motivation is a dynamic state in the institutional environment of this research (Christensen et al., 2017; Piatak et al., 2021).

Therefore, leaders are empowered to enhance employee and organization performance and public service motivation. Hence, the social learning theory posits that public service motivation can affect leadership due to different types of work products such as performance.

Statement of the problem

Despite the importance of teamwork in achieving organisational goals, many organisations struggle to enhance team performance due to the diverse leadership styles practised by managers. Understanding how different leadership styles affect employee motivation, communication, and productivity is essential for improving overall team effectiveness.

Objectives of the study

- To analyse various leadership styles.
- To determine how various leadership philosophies affect team output.
- To ascertain the most successful leadership style.
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Scope of study

The study only focused on exploring how Transactional leadership, Transformational leadership, authoritative leadership, laissez-faire leadership, Servant leadership and Democratic leadership styles stimulated the employees' performance, which includes the execution of defined duties, meeting of deadlines and achieving departmental goals

Leadership styles

Transformational Leadership

This leadership technique is believed to be the most effective for improving workers' productivity and performance. "Transformational leadership" refers to leaders who seek originality, inventiveness and first-hand knowledge to discover new ways to achieving success and progress in the workplace. Such leaders make a concerted effort to affect the attitude, ethics, beliefs, notions, and expectations of their employees; get them with their coworkers to think in unison; encourage them to place team goals over individual goals; and inspire their employees to perform better at work. One thing transformational leaders do best is to get staff to think that what they want to achieve is closely related to what is best for the company as a whole; if they are able to work on achieving what is good for the company as a whole, they will achieve what is good for them as well. Research shows that transformational leadership is often employed in business contexts and it is positively associated to efficiency in the workplace, employee engagement, job performance, job satisfaction and employees' leaving a company. As evident in Figure 1, organisations make use of transformational leadership, and it does have several positive impacts on employees' performance. But sometimes the transformational leader may be a narcissist, self-centred, or egotistical because the person may ignore and suppress individuals' personal state and desires to boost organizational effectiveness.

. Transactional Leadership

This is a leadership style that typically involves a connection via exchange between leader and subordinate, where the leader leads the organisation purposefully with a set of rewards and punishments [3]. Top performers receive rewards in the form of bonuses, promotions, incentives, higher wages and additional leave benefits from leaders. Conversely, when they perform poorly they risk a variety of consequences such as fines, pay cuts, demotion, extra hours, or even being fired. Although it is generally believed that leadership increases motivation, this approach doesn't entirely support this belief. Employees are allowed to work only to meet the minimally acceptable level to avoid being punished, since primary motivation often comes in the form of rewards and punishments, and it is unlikely to be effective at getting followers to perform beyond their basic level [8]. However, a sense of rewards could encourage staff to work hard to achieve a predetermined goal. This kind of leadership style poses challenges for long-term growth as it tends to be more short-termistic and suit its employees first. This leadership style will only work if it is one very skilled leader.

Autocratic Leadership

This strategy is the one that gives leaders their overall control of decisions, actions and authority. Autocratic leaders make decisions on their own without consulting their followers or subordinates, with morals, values and beliefs becoming more important for him/her than the advice of followers [9]. When leaders are present it provides for greater output and if they

have any input in the leadership it provides for greater output. It may lead to negative outcomes, such as reduced self-confidence, turnover, attendance problems, and job dissatisfaction, if it is not present. An autocratic CEO trusts only in rewards and is not inclined to trust the skill of his employees [10]. A good autocratic leader makes quick decisions without seeking advice from others, so they are best suited for emergency. The most salient problem is that due to non-participation in the decision making process, the competencies of employees are affected along with their morale [11]. This type of leadership is good for shortterm goals but can have long term consequences for the production of the organisation and high turnover.

Democratic leadership

Democratic leadership, a leadership style whereby managers are including staff members in decision-making, are communicating openly with them and are considering their opinions on major issues but do not consider them as passive followers. This approach assists employees to develop their abilities and boost their job satisfaction. There is increased staff motivation to extra than just monetary reward due to valued and empowered employees. It is suitable for businesses where the team aspect is important and quality is prioritized over quick production. Also, it promotes good innovation within workers' behavior. While it has several benefits, it can also cause issues such as misunderstanding, disagreements, and delays in development, especially for larger teams with diverse opinions. All the same, participative leadership still is believed to be the most effective leadership style for achieving short term and long term goals. Under democratic leadership, employee engagement and cooperation are enhanced.

Laissez-faire leadership

Laissez-faire managers give their employees freedom during decision making and allow them to complete their assigned tasks without being micromanaged. This style of leadership has encouraged them to build a sense of trust and feel free to work. This approach is usually viewed as one of the less successful leadership styles because of poor, non-specific and unclear decision making. If a suitable incentives system and sanctions is not in place, all staff will become apathetic and lazy, and young staff members will become even lazier because of the lack of feedback. But, studies have revealed that that has a lot of advantages if it is implemented judiciously in the context of self-motivated employees. Not being directly involved gives them a feeling of independence and self-determination, resulting in sufficient confidence and willingness to tackle challenges in their work. But experience has demonstrated that there are many advantages in using this type of approach with self-motivated workers if it is used correctly. Their isolation allows them to feel independent, autonomous and confident in tackling challenges independently, which helps them to be motivated to work independently. This makes workers more diligent when they know that they will be able to boost their productivity at the end.

Servant leadership

Servant leadership is a leadership style that prioritizes the service and growth of the followers over the leader, involves sharing of responsibilities, being mindful of the needs and aspirations of followers, demonstrating team building and encouraging followers to achieve their goals. Promoting selfless and moral stewardship can lead to increased work satisfaction, better team cohesion, and longterm sustainability. In this form, there is an organisational culture that emphasizes communicativeness, respect and trust. Trust, Professional growth and Morale are all boosted when workers' needs are being put first (Figure 6). But, in some rare cases, servant leadership messes up a worker's independence and makes him/her less motivated toward work due to excessively relying on the servant's help.

Research methodology

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Suggestions

The following ideas and proposals are put forth to improve worker performance and organisational efficacy based on a comparison of transactional, transformational, authoritarian, democratic, laissez-faire, and servant leadership styles.

Use a Situational Leadership Approach: Businesses shouldn't depend just on one style of leadership. Different leadership strategies are needed in different circumstances. Before choosing the best leadership style, leaders should evaluate the workplace environment, personnel competencies, and organisational goals. Decision-making, worker satisfaction, and overall organisational performance can all be enhanced by a flexible leadership style.

Encourage the use of transformational leadership techniques: Leaders should be encouraged by organisations to empower, inspire, and motivate staff members. Long-term organisational success depends on innovation, creativity, and dedication, all of which are fostered by transformational leadership. Programs for developing leaders should emphasise employee empowerment, vision formulation, and communication skills.

Promote Employee Involvement in Decision-Making: To boost employee ownership and involvement, democratic leadership techniques should be used whenever feasible. Workers who take part in decision-making processes frequently exhibit increased dedication, motivation, and job satisfaction.

Invest in Leadership Development and Training: To help managers acquire the abilities needed to successfully lead diverse teams, organisations should offer ongoing leadership development programs. Team management, communication, emotional intelligence, conflict resolution, and motivational strategies should all be covered in training.

Create a Helpful Workplace: Organisational culture should incorporate the concepts of servant leadership. Work-life balance, professional growth, and employee well-being should be top priorities for leaders. Employee morale, trust, and productivity all increase in a supportive workplace.

Apply Transactional Leadership to Daily Tasks: When defined structures, performance monitoring, and adherence to set protocols are necessary, transactional leadership can be applied successfully. To prevent employee disengagement, it should be counterbalanced with developmental and motivational leadership techniques.

Refrain from Using Autocratic Leadership: Autocratic leadership ought to be saved for emergency situations, crisis management, or scenarios that call for quick decisions. Employee engagement, creativity, and morale may suffer if this leadership approach is overused.

Selectively Use Laissez-Faire Leadership: Only when staff members are highly skilled, experienced, and self-motivated should laissez-faire leadership be used. To guarantee that organisational goals are met, leaders should continue to offer direction and performance evaluations on a regular basis.

Conclusion

Examine different leadership philosophies, with respect to their impact on the performance of workers, to seek to identify how they contribute to organisational efficiency. However, transformational leadership stands out as the most appropriate leadership style for contemporary organisations out of all those that have been considered. Transformational leadership is very effective because it focuses on inspiring and motivating people in addition to being controlling and guiding. This kind of leader sets goals and objectives, encourages creativity and continuous growth and development. This means that staff are more involved, more committed and improved performance overall.

In today's cut-throat corporate environment, employers are demanding employees who are aggressive, flexible and creative. Transformational Leaders fosters an environment fostering open communication, trust, and a sense of purpose amongst employees, which in turn helps to cultivate an environment of this type of personnel. This method will ensure a long-term growth as it will break the links between the personal plans and the business goals instead of dictating rigidly. So, it can be inferred that transformational leadership is the optimal leadership strategy for companies aiming at boosting employee performance, achieving sustainable expansion, and maintaining a positive company culture.

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