

A STUDY OF THE IMPACT OF LEADERSHIP STYLE ON INTERPERSONAL RELATIONSHIP AMONG THE EMPLOYEES OF AN ORGANIZATION

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ABSTRACT

Leadership and Leadership style plays a significant role in increasing the trust among the employees. To smoothly run the organization they will a good relationship and good understanding between Leader and their employees. As we know that Leader is a person who influences his subordinates to achieve a specified goal. There is relationship between Leadership style and Employee behavior as this relationship can be defined by various symptoms like helping nature, anger, feeling happy, giving charity and many more. This concept can improve the relationship between Leadership style on interpersonal relationship among the employees of an organization. In this COVID 19 pandemic we can see the importance of good leadership style with their employees like employees are facing many issues so good leader those who have high authority and power they are helping their employees (didn't fire the employees, giving them work, providing salaries on time, and many more). Thus there exist a positive relationship between with Leadership and employees of the organization,

INTRODUCTION

1.1 Introduction

Leadership and the different associated styles have an immense impact on how employees perform and grow, to lead positive organizational outcomes. The purpose of this study would be to investigate the impact

of leadership styles on motivation and commitment, as a predictor of group or organizational performance. For ages, Leadership has been a subject of much debate and deliberation and how the different styles of leadership evoke different responses from followers. In corporate context the dynamics of these two entities 'the leader' and 'the led' play a key role in shaping the destiny of the organization. The study followed the positivist paradigm which provided an objective reality against which claims were compared and truth was ascertained. In this descriptive study, the goal has been to discover the pattern of cause and effect, which can predict phenomenon. As a part of the descriptive research methodology, data collected has been subjected to the thinking process in terms of ordered reasoning. A quantitative research approach has been used to analyze the hypothesized relationships.

1.2 Historical Leadership Theories

- 1.2.1 **Leadership Theory Trait Theories** Introduce in 1930s Major Tenets is Individual characteristics of leaders are different than those of non-leaders.
- 1.2.2 **Behavioral Theories** Introduce in 1940s and 1950s Major Tenets is The behaviors of effective leaders are different than the behaviors of ineffective leaders. Two major classes of leader behavior are task-oriented behavior and relationship-oriented behavior.
- 1.2.3 **Contingency Theories** Introduce in 1960s and 1970s Major Tenets is Factors unique to each situation determine whether specific leader characteristics and behaviors will be effective.
- 1.2.4 **Leadership Theory Leader-Member Exchange** Introduce in 1970s Major Tenets is Leaders from high-quality relationships with some subordinates but not others. The quality of leader-subordinates relationship affects numerous workplace outcomes.
- 1.2.5 **Charismatic Leadership** Introduce in 1970s and 1980s Major Tenets is Effective leaders inspire subordinates to commit themselves to goals by communicating a vision, displaying charismatic behavior, and setting a powerful personal example.
- 1.2.6 **Substitutes for Leadership** Introduce in 1970s Major Tenets is Characteristics of the organization, task, and subordinates may substitute for or negate the effects of leadership behaviors

1.3 Transformational Leadership

Transformational leadership styles focus on team-building, motivation, and collaboration with employees at different levels of an organization to accomplish change for the better. Transformational leaders set goals and incentives to push their subordinates to higher performance levels while providing opportunities for personal and professional growth for each employee.

1.3.1 Model of Transformational Leadership

1. Inspiration Motivation
2. Intellectual stimulation
3. Idealized Influence
4. Individualized Consideration

1.4 Transactional Leadership

Transactional leadership styles are more concerned with maintaining the normal flow of operations. Transactional leaders use disciplinary power and an array of incentives to motivate employees to perform at their best. Transactional leaders hold the formal authority and positions of responsibility in an organization. And responsible for maintaining routine by managing individual performance and facilitating group performance. Transactional, or managerial, leaders set the standards for workers and do performance reviews are the most common way to judge employee performance.

1.5 Laissez-faire leadership

Laissez-faire leadership, also known as delegative leadership, is a type of leadership style in which leaders are hands-off and allow group members to make the decisions. Researchers have found that this is generally the leadership style that leads to the lowest productivity among group members.

1.6 Five Essential leadership Skills

1. Communication
2. Creativity

3. Motivation
4. Feedback
5. Positivity

LITERATURE REVIEW

1. **Bass, 1981 & Gordon, 1982.** has found in his research paper Leadership is a universal human phenomenon. The study of Leadership is not a new phenomenon, but it is an ancient art. The old civilizations of Egypt and Rome showed examples of leadership practices. Regardless of the culture, leadership occurs universally among all people From ancient to modern times, scholars, military generals, politicians, and more casual observers have been interested in leadership.
2. **Stogdill, 1974, Taylor and Rosenbach, 1989,** has found in his research paper Even though the word leadership has been used since the beginning of the 19th century, there continues to be the absence of a comprehensive approach to assess cause and effect of successful leadership. Burns (1978) described this situation by asserting that. Leadership is one of the most observed and least understood phenomena on earth.
3. **Lassey (1976)** has found in his research paper, described this complexity by observing that. there is no clear- cut agreement on the meaning of Leadership for all circumstances. In an attempt to resolve the discrepancy of definitions.
4. **Chemers (1997)** has found in his research paper Leadership that would earn the acceptance of a majority of theorists and researchers. Chemer's definition describes leadership as a process of social influence in which one person is able to enlist the aid and support of others in the accomplishment of common task. In the literature, leadership has been a subject of interest since the 18th century. However, leadership had not been scientifically studied until the early 20th century.
5. **Bass (1981)** has found in his research paper, contended that early theorists attempted to identify leadership through a theoretical approach. He continued with this analysis to suggest that researchers failed to develop sufficient theories because they could not consider the interactions between individuals and situational variables.
6. **Schon (1986)** has found in his research paper, argued that leadership and management are not synonymous terms. It is possible, Schon argued, to be a leader without being a manager and also to be a manager without being a leader. According to Schon (1986), managers are generally expected not only top manage, but also to lead. He suggested that they should be criticized if they fail to do both.

7. (Adair, 1984). has found in his research paper Trait theories on leadership started in the twentieth century and formal theories on leadership were given by sociologists, experts in human behavior and psychologists.
8. Hoy and Hoy, (2006), has found in his research paper Taylor's scientific management philosophy revolves around the concept of the machine metaphor. This wisdom about management theories was solicitude with the name of Elton Mayo through his famous Hawthorn study after 1925. His thoughts defy the concept that humans are not feeling-less utilitarian machines for mere economic output.

OBJECTIVES OF THE STUDY

- To assess the impact of relationship between Transformational Leadership Styles and level of Employee Commitment and Employee Motivation
- To assess the impact of relationship between Transactional Leadership Styles and level of Employee Commitment and Employee Motivation
- To assess the impact of relationship between Laissez Faire Leadership Styles and level of Employee Commitment and Employee Motivation

RESEARCH METHODOLOGY

In present work, I have adopted following research methodology:

➤ **Sample size:**50

- **Instrument Used:** Questionnaire, Microsoft excel (Filter) – to collect and categorize data

➤ **Methods of data collection**

1. Primary

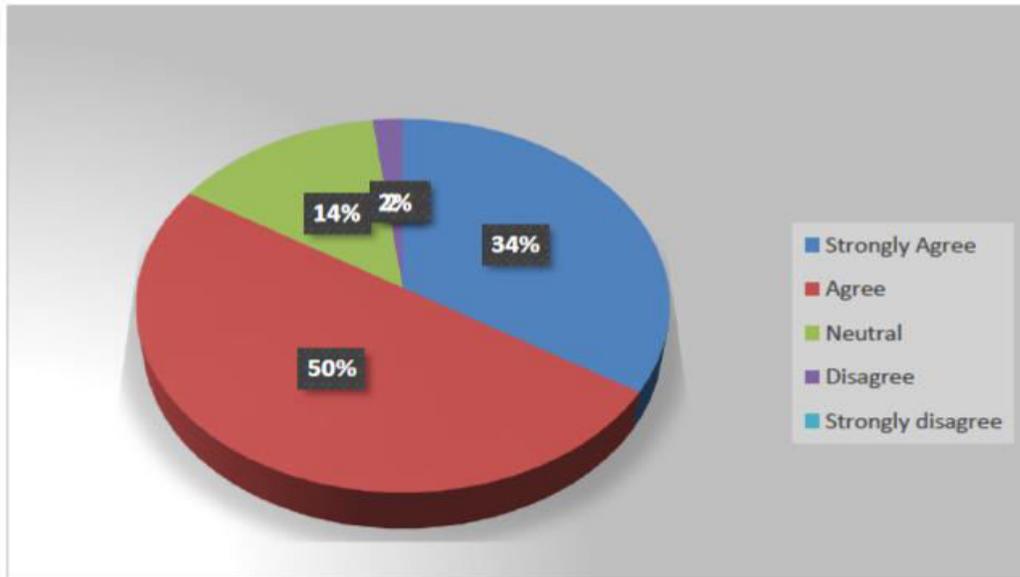
- i. Questionnaire (Google form's)

2. Secondary

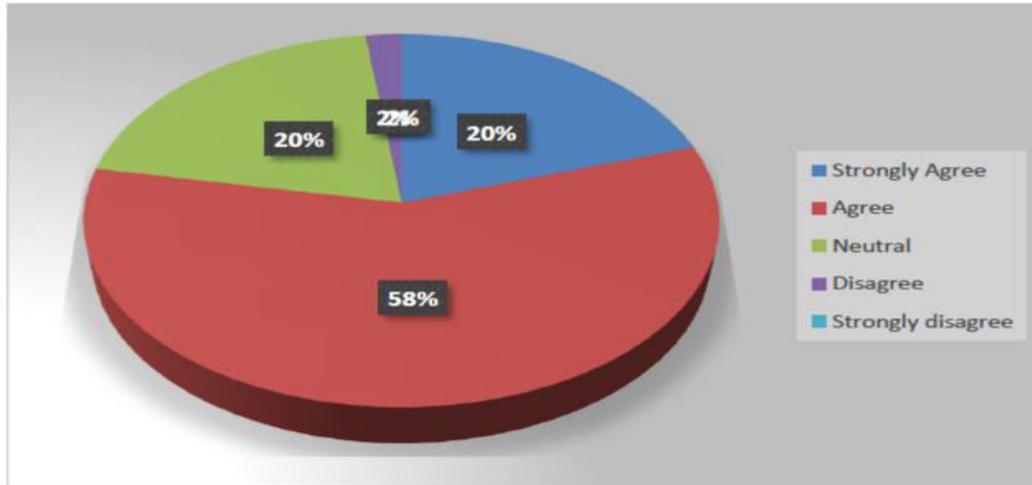
- i. Books
- ii. Journals
- iii. Internet

RESULT ANALYSIS

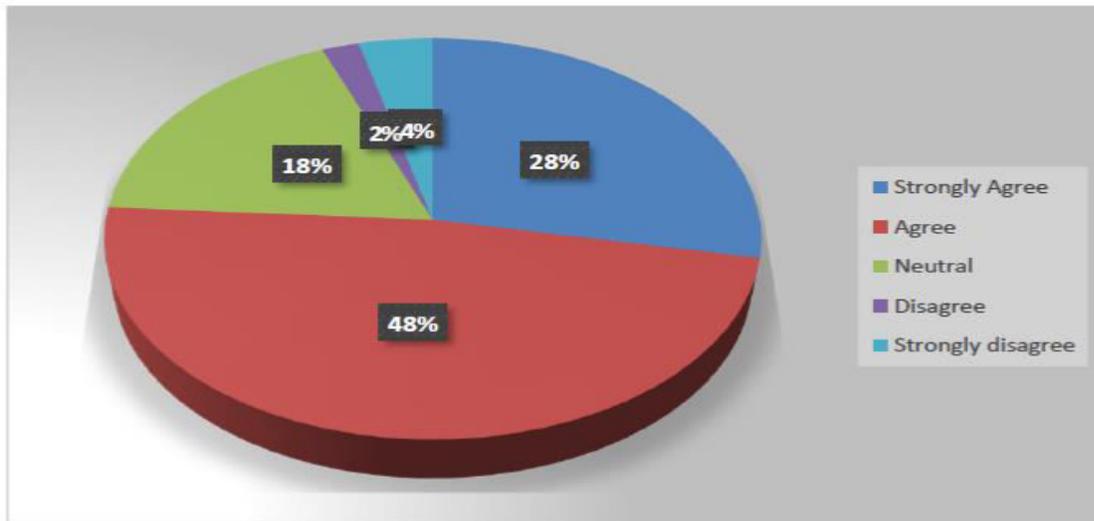
Did leadership style impact on employees' job satisfaction?



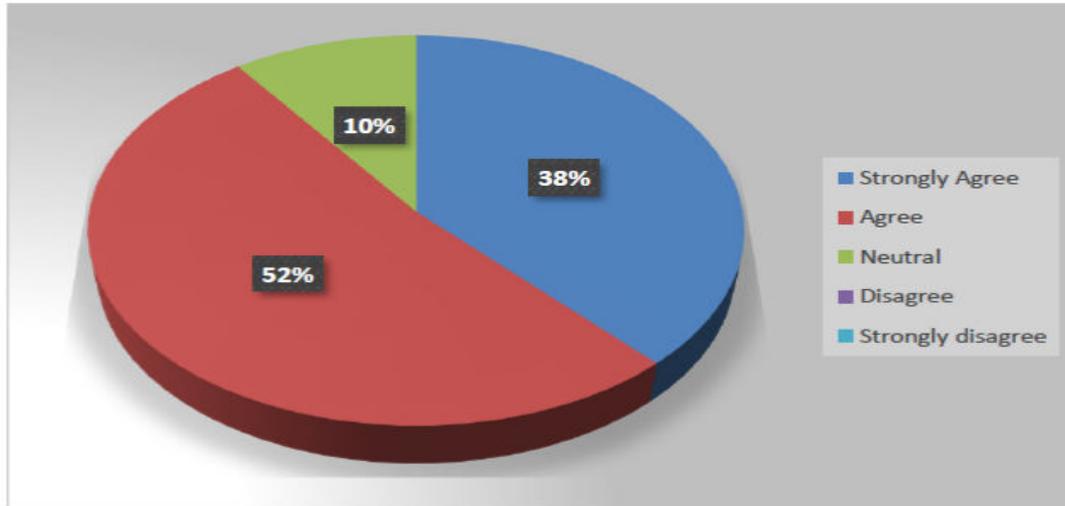
Did leadership style impact on employees Relationship?



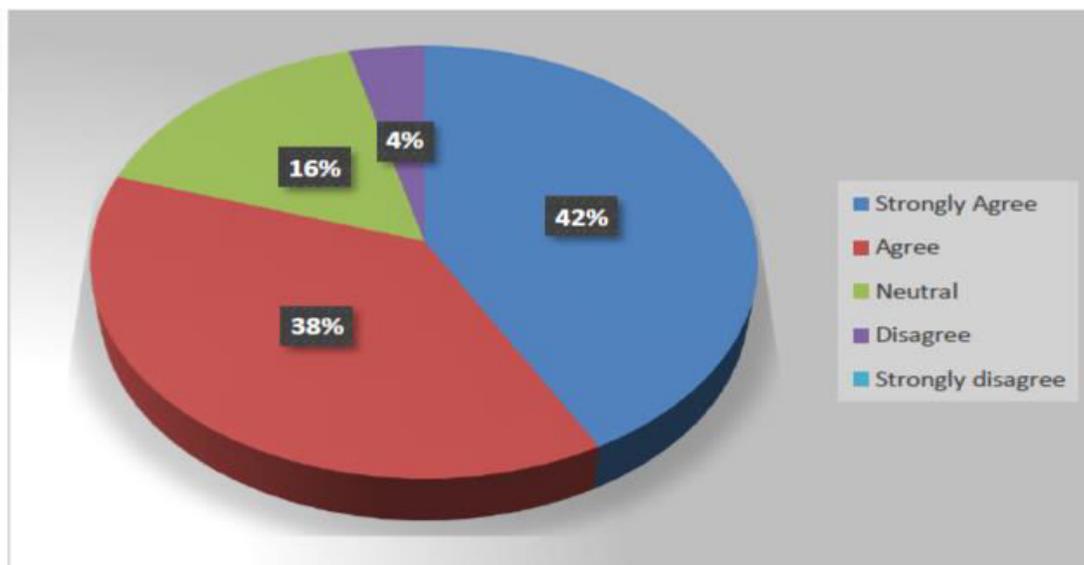
Did leadership style impact on employees' organizational commitment?



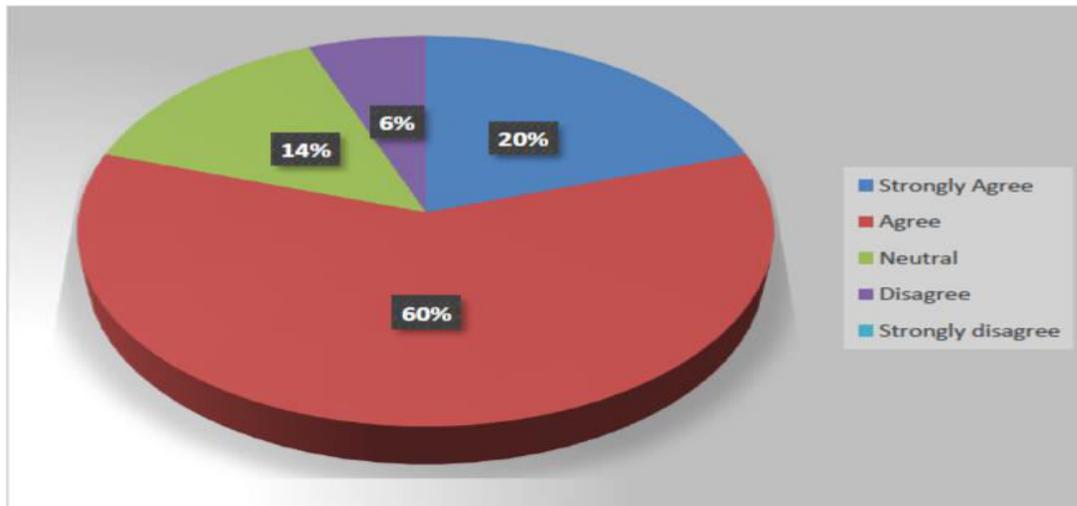
Leadership style promotes an atmosphere of team work?



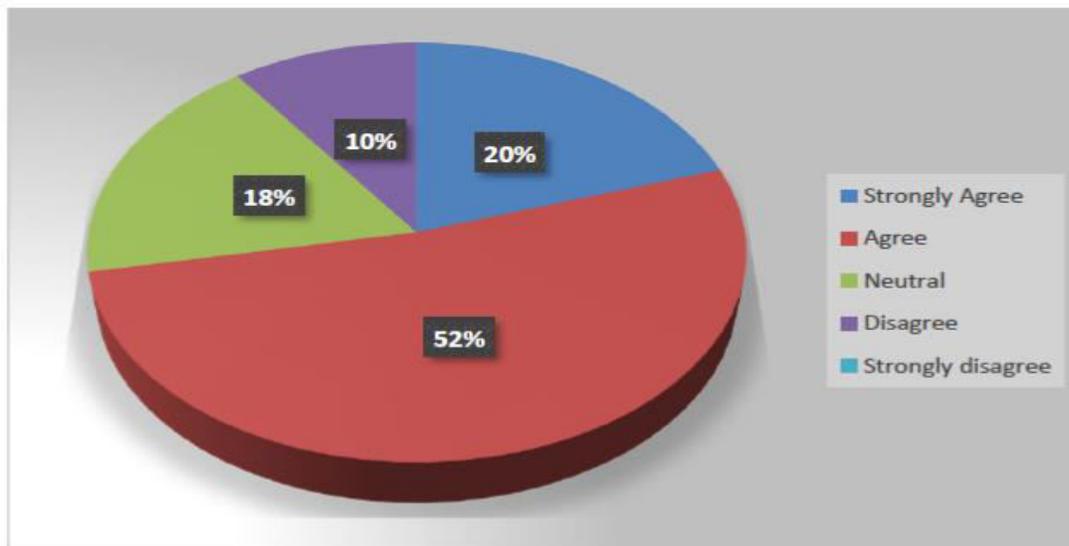
Leader listens his team members point of views before taking Decisions?



Leadership style appreciates the quality of employee's efforts?



Did Leadership style is emphasizing team's strength over weaknesses?



Findings

1. It is found that majority of the Responses that are 17% Respondent are Strongly Agree, 50% Respondent are said Agree, 14% Respondent are said Neutral, 2% Respondent are said Disagree, 0% Respondent are said strongly disagree.
2. It is found that majority of the Responses that 20% are Respondent Strongly Agree, 58% Respondent are said Agree, 20% Respondent are said Neutral, 2% Respondent are said Disagree, 0% Respondent are said strongly disagree.
3. It is found that majority of the Responses that 28% Respondent are Strongly Agree, 48% Respondent are said Agree, 18% Respondent are said Neutral, 2% Respondent are said Disagree, 4% Respondent are said strongly disagree.
4. It is found that majority of the Responses that 38% Respondent are Strongly Agree, 52% Respondent are said Agree, 10% Respondent are said Neutral, 0% Respondent are said Disagree, 0% Respondent are said strongly disagree.
5. It is found that majority of the Responses that 42% Respondent are Strongly Agree, 38% Respondent are said Agree, 16% Respondent are said Neutral, 4% Respondent are said Disagree, 0% Respondent are said strongly disagree.
6. It is found that majority of the Responses that 20% Respondent are Strongly Agree, 60% Respondent are said Agree, 14% Respondent are said Neutral, 6% Respondent are said Disagree, 0% Respondent are said strongly disagree.
7. It is found that majority of the Responses that 20% Respondent are Strongly Agree, 52% Respondent are said Agree, 18% Respondent are said Neutral, 10% Respondent are said Disagree, 0% Respondent are said strongly disagree.

CONCLUSIONS

- This Study, conclude that transformational, transactional and laissez fair leadership styles are positively correlated with the interpersonal trust between employees and leader.
- Therefore, by adapting these leadership styles, the leader can definitely increase the level of interpersonal trust among the employees. The results found in this study explicitly indicate that, there exists a strong correlation between leadership style of the leader and the level and strength of interpersonal trust between subordinates and leaders.

REFERENCES

Book:

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- An Integrative Theory of Leadership by Martin M. Chemers
- Coaching as a Leadership Style: The Art and Science of Coaching Conversations for Healthcare Professionals by Robert F. Hicks PhD
- Discover Your Leadership Style by Mark Chew
- The leadership style of Jesus by Michael Youssef

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