

# A STUDY ON INFLUENCE OF LEADERSHIP STYLE TOWARDS EMPLOYEES PERFORMANCE

**Raj Kumar T**

*Student, Department of Management, M. Kumarasamy College Engineering, Thalavapalayam, Karur, Tamil Nadu.*

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## ABSTRACT

*The main aim of the study is to determine the leadership style towards employees performance. This includes determining the various parameters that affect job satisfaction and the current level of employee satisfaction.. To understand employees perceptions about the leadership style in job and come up with recommendations for the company to improve the level of employees performance. The method used to perform the study was a leadership style towards employees performance Questionnaire. The questionnaire consisted of various sections like personal details, working conditions related questions, interpersonal relations and leadership style related questions, work relationships related questions and questions on role performed. Employees performance in any organization is of paramount importance to achieve the targeted goals on a sustainable basis. This study hence has put forth that higher job satisfaction correlates strongly with the leadership style. Analysis done by using SPSS software.*

**KEYWORDS:** Job satisfaction, leadership ,Employee, Relations

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## INTRODUCTION

Leadership is considered an important one factors that play an important role in productivity and the success of the system. Who are the leaders lack of ability to lead people effectively can never succeed, so can't lead those under them are fine. It is therefore highly recommended organization with the right type of leaders to improve performance and productivity in the system. The main effect the culture and value system of the organization it distinguishes a system others. The type of leadership required for a category the system may not be needed in another the type of system and it can be evaluated objectives and vision of the organization. The role of leadership in an organization this is important because it helps to create vision, establishing mission, and goals sequencing policies and strategies achieve the objectives of an organization effective and effective way. Also, leadership helps in direction and coordination organizational activities.

Job satisfaction is defined as the level of contentment employees feel with their job. This goes beyond their daily duties to cover satisfaction with team members/managers, satisfaction with organizational policies, and the impact of their job on employees' personal lives.

Employee performance refers to how your employees behave in the workplace and how well they perform the tasks you have assigned them. Your company generally sets performance goals for individual employees and the company as a whole in the hope that your business will deliver good value to customers, reduce waste and operate efficiently.

## **Factors influencing Leadership Style**

The pattern of behaviour expressed by a leader is affected by a variety of factors. The following are some of the factors that influence leadership style

### **(i) Personality of the Leader:**

It is the personality of the leader that influences the style of leadership he / she adopts. The value system that a leader follows influences him / her in following a particular style. Leadership style is also affected by the trust a leader has in his employees. The inclination style that a leader has in the style of mentoring or team building also affects leadership style. Furthermore, the personality that a leader expresses in uncertain situations also determines the leadership style he / she should adopt.

### **(ii) Personality of Group Members:**

The type of personality expressed by followers in an organization helps determine the style to be adopted. For example, leaders allow more freedom if the employees in an organization want more independence, are willing to accept responsibility, and are interested in problem solving and decision making.

### **(iii) Nature of Task:**

The nature of the work done in an organization plays a major role in determining leadership style. If the nature of the work to be done in an organization is very important and the time in decision making is very limited, leaders can use an authoritarian style, while in dealing with a simple task without time pressures the leader may adopt a participatory style.

### **(iv) Nature of the Environment:**

The structure of the organization can determine what kind of leadership to accept. For example, some companies may place more emphasis on the leader's ability to work effectively with people. At other times, the social, economic and political pressures an organization faces may prompt it to adopt certain leadership styles.

## **For Employers**

For an employer, job satisfaction for an employee is an important aspect to get the best out of them. A satisfied employee always contributes more to the company, helps control attrition & helps the company grow. Employers need to ensure a good job description to attract employees and constantly give opportunities to individuals to learn and grow.

The positive effects of job satisfaction include:

1. More efficiency of employees of workplace if they are satisfied with their job.
2. Higher employee loyalty leading to more commitment.
3. Job satisfaction of employees eventually results in higher profits for companies.
4. High employee retention is possible if employees are happy.

## **Job Satisfaction Factors**

Job satisfaction is related to the psychology of an employee. A happy & content employee at a job is always motivated to contribute more. On the other hand, a dissatisfied employee is lethargic, makes mistakes & becomes a burden to the company. The elements & factors which contribute to job satisfaction are:

### **1. Compensation & Working conditions**

One of the biggest factors of job satisfaction are the compensation and benefits given to an employee. An employee with a good salary, incentives, bonuses, healthcare options etc. is happier with their job as compared to someone who doesn't have the same. A healthy workplace environment also adds value to an employee.

### **2. Work life balance**

Every individual wants to have a good workplace which allow them time to spend with their family & friends. Job satisfaction for employees is often due a good work life balance policy, which ensures that an employee spends quality time with their family along with doing their work. This improves the employee's quality of work life.

### **3. Respect & Recognition**

Any individual appreciates and feels motivated if they are respected at their workplace. Also, if they are awarded for their hard work, it further motivates employees. Hence recognition is one of the job satisfaction factors.

### **4. Job security**

If an employee is assured that the company would retain them even if the market is turbulent, it gives them immense confidence. Job security is one of the main reasons for job satisfaction for employees.

### **5. Challenges**

Monotonous work activities can lead to dissatisfied employees. Hence, things like job rotation, job enrichment etc can help in job satisfaction of employees as well.

### **6. Career Growth**

Employees always keep their career growth part as a high priority in their life. Hence, if a company helps groom employees and gives them newer job roles, it enhances the job satisfaction as they know they would get a boost in their career.

## **OBJECTIVES OF THE STUDY**

- To examine the impact of leadership behavior on the employee performance of the company.
- Explore leadership styles that contribute to employee performance.
- To study the relationship between effective leadership styles and employee performance.
- To illustrate the relationship between efficient leadership styles and staff performance.
- Learn the importance of leadership style in employee performance.
- To analyze the relationship between leadership and employee performance.

## **SCOPE OF THE STUDY**

- It will help to reveal the relationship between leadership and the performance of corporate employees and how leadership styles can be applied to businesses with environmental impacts and differences in mind.
- This will be important for business management students who may become future managers, leaders and entrepreneurs.
- This study will help the management and leaders of small businesses to understand the factors that motivate their employees to be less and more productive in their work.

## RESEARCH DESIGN AND METHODOLOGY

The research design used for the study is the descriptive research design. In this design structural information is used to gather information.

### Sampling method:

The simple random sampling method.

### Scaling:

Scaling is the assignment of objects to numbers or semantics according to a rule.

### Primary data collection:

Primary data are those, which are collected a fresh and for the first time and thus happen to be original in character, questionnaire methods. It was collected from the employees working in the organization.

### Secondary data collection:

It is collected from the internal records of the company such as library records, trade journals, various manuals of the company, various training programs previously conducted and it's responds etc;

### Sample size

Sample size for the research is 154 data which collected from the respondents.

## TOOLS FOR DATA COLLECTION:

### Questionnaire

The survey questionnaire used in this research consists of two parts. Part A the respondents' demographic data is collected on their age, gender, education level, marital status, job position, and number of years of experience in the organization. Part B of the questionnaire consists of the measurement items for leadership behavior, interpersonal relations employees' job satisfaction.

## ANALYSIS AND INTERPRETATION

		Frequency	Percent
	20-25	78	50.6
	26-30	53	34.4
	31-35	23	14.9
	Total	154	100
	Male	99	64.3
	Female	55	35.7
	Total	154	100
	0-1 Yrs	20	13.0
	1-2 Yrs	46	29.9
	2-3 Yrs	53	34.4
	Above 3 Yrs	35	22.7
	Total	154	100

50.6% were over 20-25 years of age, 34.4% were 26-30 years of age, 14.9% were 31-35 years of age, 64.3% are men and 35.7% are women. 13.0% have 0-1 years of experience, 29.9% have 1-2 years of experience, 34.4% have 2-3 years of experience, and 22.7% have more than 3 years of experience.

		Frequency	Percent
	Graduate	92	59.7
	Post Graduate	62	40.3
	Total	154	100

59.7% have completed UG and 40.3% have completed PG. The total number of respondents is 15 there are 92 respondents are graduate and 62 respondents are post graduate. The educational qualification distribution.

### Is participative type of leadership style in your company \* Do you get high degree of initiative

#### Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	13.415	2	.009
Likelihood Ratio	11.434	2	.022
Linear-by-Linear Association	5.787	1	.016
N of Valid Cases	154		

H0: There is no relationship between participative leadership style and job initiative

H1: There is relationship between participative leadership style and job initiative

Above table shows result sign 0.009 reject H0 and accept H1 there is relationship between participative leadership style and job initiative significance value less than 0.05

#### ANOVA

Are you satisfied with guidance from the leader to complete the task

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.932	2	1.466	3.837	.024
Within Groups	57.692	151	.382		
Total	60.623	153			

H0: There is no relationship between leadership style and employee performance

H1: There is no relationship between leadership style and employee performance

Above table shows result sign 0.024 reject H0 and accept H1 there is relationship between leadership style and employee performance significance value higher than 0.05.

## CORRELATIONS ANALYSIS

Correlations		Does leadership style lead to employee performance	Are Comfortable with work place
	Pearson Correlation	1	.079
	Sig. (2-tailed)		.332
	N	154	154
	Pearson Correlation	.079	1
	Sig. (2-tailed)	.332	
	N	154	154

Above table shows result pearson correlation 0.79 there is high positive correlation between leadership style lead to employee performance and comfortable in work place.

## FINDINGS

- ✓ Most 99 respondents are male in our survey.
- ✓ Maximum 78 of respondents are 20-25 years of age.
- ✓ Maximum 92 of the respondents have completed their graduate in our survey.
- ✓ Maximum 53 of the respondents have 2-3 years work experience in our survey.
- ✓ The relationship between leadership and job satisfaction, employee performance, interpersonal relation significance values are less than 0.05.

## SUGGESTIONS

- ✓ Be realistic with your expectations.
- ✓ Recognize good work.
- ✓ Focus on the long term.
- ✓ Care about employee well-being.
- ✓ Give frequent feedback.
- ✓ Measure engagement frequently.

## CONCLUSION

The conclusion of this study is to determine the influence of leadership style on job satisfaction and employee performance. The study clearly shows that continuous improvement plays an important role in influencing employee job satisfaction. The study points out that continuous improvement positively affects the work performance of employees. Leadership is an important factor in achieving organizational purpose.

Therefore, the leadership style adopted by a manager can have a significant impact on the performance of the organization.

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