

## A Study on Leadership Styles and Its Impact On Organizational Success

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### Abstract

*Leadership is one of the important aspects for the success of the organization. The paper begins by looking at basic sources of leadership practices which describe interpersonal relation at work and explain the leader's role played in an organization, is a critical component of successful management. The paper will explore the impact of different leadership styles on organization performance and a sound understanding of group dynamics. The study examines major leadership styles and the relationship between transformational, transactional and participative styles and how the exceptional leaders can identify the art of reframing leadership practices based on the situation and requirement to get improved outcomes for organization. Also will discuss about reframing and implementing leadership qualities for conflict management, stress management, time management and the skills and processes of successful leadership practices.*

*This research paper emphasizes how reframing of leadership styles are significant for leaders, followers and for business success. In this study, both primary and secondary research will be conducted; primary research will be using the quantitative approach by survey approach based on questionnaire. The secondary research through the review of previously proven literature. It has been recommended that in organizations reframing leadership practices required to enhance the capabilities and abilities of the organization to achieve its objectives.*

**KEYWORDS:** *Transformational Leadership; Transactional Leadership; Participative Leadership; Organizational Performance; conflict management; stress management; time management; Group Dynamic.*

### 1. Introduction

**L**eadership is one of the important aspects for the success of the organization, when we consider of leadership, the ideas of power, authority, and influence may come to mind. Messick and Krammer (2004) argue that the grade to which the individual exhibits leadership traits depends on his characteristics and personal abilities, and also on the characteristics of the situation and environment in which he/she finds himself / herself. In the Australian Institute of Management's Leadership Survey 2019, respondents mentioned communication, emotional intelligence, and people management as the most acute interpersonal skills for leadership –While “traditional” leadership skills like strategic planning and business analytics are still critical for the future, the most effective leaders also rely on their interpersonal skills to inspire and participate coworkers or the subordinates. Leadership has been the key factors in organizational development. Leadership development is an important part of a company's human resource development strategy. (Swanson &

Holton 2001) and is inextricably linked to the profitability and effectiveness of an organization (Kotter, 1996). (Bass 1985) viewed leadership as a transformational process that moves a follower to achieve more than is usually expected of them to do. Transformational and transactional leadership has been highlighting the leadership research since the early 1980s (Bryman, 1992). One third of the leadership research was about transformational and transactional leadership (Day & Antonakis, 2012; The changing context of globalization and as the world is connected; Leadership is a process of providing proper guidance to the followers or the subordinates to achieve the individual and organizational goals. Effective Leaders are work on doing the right things rather than doing things right. Known American football coach Vince Lombardi once said “Leaders are by born, not made and they are made just like anything else, through hard work.” because most of the people in spite of their higher education and working experience aren't be a good leader. "I am more terrified of an army of 100 sheep commanded by a lion than an army of 100 lions led by a sheep," French diplomat Talleyrand once observed. Winston Churchill, the Prime

Minister of the United Kingdom during World War II, was able to inspire his countrymen with these words: "I have nothing to offer but blood, toil, tears, and sweat." With regard to bad leaders, Kellerman (2004) makes an important distinction between unskilled leaders and unethical leaders. Nevertheless the increasing complexity and extraordinary change in the range of skills, expertise, and required professional aspects of effective leadership, many professionals are not being effectively prepared to principal revolution and change in diverse contexts. When we talk about leadership, the ideas of authority responsibility and interpersonal influence may come to our mind and we constantly understand the actions of effective leader is achieving important goal of organization. Dwight D. Eisenhower, "The ability to decide what has to be done, and then to persuade others to want to do it," said the 34th president of the United States." Organization performance and success is depending on different leadership styles and practices, leaders regulate organizational culture, values and employee motivation and retention.

As per the review, most of the organizations have failed due to adoption of unsuccessful leadership style by the management. These organizations faced problems as employee's are not well organized, controlled or coordinated by the management the consequence of this approach arises from in effective leadership style, low productivity, high operating cost, low level of employee motivation, employee retention rate will get decreases and uncooperative attitude of employees arise etc. and organization faced to reach its goal. It's a prime responsibility of the organization to appoint a leader who have qualities as integrity, accountability, empathy, humility, resilience, vision, influence, positivity, knowledge, interpersonal skills, and good communication skill, these skills are also called as a soft skills. The leaders who adopt interpersonal skills (soft skills) can bring out the best in subordinates through, motivation, guidance and empowerment. Leaders can adopt leadership styles based on the situation. There are different type of leadership styles but the study examines major leadership styles and the relationship between transformational, transactional and participative styles and how the exceptional

leaders can identify the art of reframing leadership practices based on the situation,

"The leaders ability to effectively influence followers and other organizational stakeholders to reach the goals of the organization" (Yukl,2005) The leadership effectiveness of performance, Maharashtra states that it is important to determine how leaders influence employee to go beyond standard performance expectations or standards(Yuki,2008)

My research paper, referred about reframing of leadership practices, the concept of practicing leadership is not the same in every organization. But as per the situation every after certain period leadership practices should be reframe as a trait of setting the behaviors. There are many who are wishing to change leadership to become a more useful practice for organization. Even though we incline to institutionalize the practice so that it take on an impression of durability -as when we think of it as the occupants of an chosen workplace -if we recall, we can perceive that it has a cultural and structural history that can be traced to an origin that is humanly constructed (Grint, 2005; Hersted and Gergen, 2013). If we decide that leadership is required to reframe or to change, it's easy to reframe? What shall we do with it? Shall we proceed to reframe leadership? in this article based on primary and secondary data collection like to mention about impact of different leadership styles on organization performance and a sound understanding of group dynamics. Major leadership styles and the relationship between transformational, transactional and participative styles and how the exceptional leaders can identify the art of reframing leadership practices based on the situation and requirement to get improved outcomes for organization. Reframing and implementing leadership qualities for conflict management, stress management, time management and the skills and processes of successful leadership practices. Reframing and implementing leadership qualities for conflict management, stress management, time management and the skills and processes of successful leadership practices. It's important to discuss, How reframing of leadership styles are significant for leaders, followers and for business success.

**2. Objectives of the Study**

- i. To determine the impact of leadership style in organization and performance.
- ii. To study the relationship that exists between leadership and Organization performance.
- iii. To determine the requirement of leadership qualities for the skills and processes of successful leadership practices.

**3. Literature Review**

Harries et al (2007) is suggested that leadership style is used by an individual leader to make all people to work together to reach a common goal according to modern Leadership styles, it can be categorized as transformational leadership, transactional leadership, charismatic leadership, and visionary leadership (Harris, et al., 2007).

The importance of this definition is that preferably, people should be encouraged to develop not only Nature to work but also willingness to work with full confidence. Ejiofor, P.(1989) described leadership as a social influence process in which a leader seeks subordinates' voluntary engagement in order to achieve corporate goals. Adebakin and Gbadamosi (1996) defined the objective of the leadership is the process of influencing and directing controlling the activities of an organized group in the direction of the achievement of the employees individual and in group. As a process, he realizes it as the use of non-coercive influence to outline the goals of a group, motivate behavior towards the achievement of these goals and it helps to define group or organizational structure. He sees leadership as a set of traits assigned to those who are believed to be leaders as a property. Leadership style is observed as a grouping of different characteristics, traits and behaviors that are used by leaders for interacting with their subordinates. (Mitonga-Monga & Coetzee, 2012). Mitonga Monga and Coetzee (2012) consider leadership as the manners associated with managerial behavior, which is designed to integrate the organizational or individual interest and responsible for achieving particular objectives.

**4. Perception of Organizational Performance (POP)**

Management research includes a section on organizational performance. (Richard et al., 2009). However, there is no agreement in the literature on

the standards to be used in measuring organizational performance (Bolman & Deal, 2003; Scott & Davis, 2015) The POP approach is seeking for subjective measures of organizational The literature provides evidence for positive relationships between TFL and several different measures of organizational performance e.g., commitment to organization (Ibrahim et al., 2014) performance to trait-based psychometric validity (Richard et al, 2009).

**5. The Style of Leadership**

Leadership is an action in which one person has the ability to influence or change another person's values, beliefs, actions, or methods. (Ganta, and Manukonda, 2014). The terminology style is roughly correspondent to the leader's behavior. This is the way in which the leader influences the subordinates (Luthans, 1977). Every leader has his / her own way and style to lead the group of people in the organization. The leadership styles which mostly used in the organization are includes autocratic, bureaucratic, leadership and laissez-faire. In the past several decades; experts of management have undergone an insurrection in how they define leadership and what their attitudes and behavior. They've transitioned from a traditional autocratic approach to a more creative, participatory one.

Somewhere in some of the situation, it was resolute that not everything which is classical or old was bad and not everything modern or new is good. Instead, several styles were required for different situations, and each leader had to know when to use which style.

**The relationship between transformational, transactional and participative styles**

Transformational leadership style more emphasize on developing the subordinates and try to fulfill their needs and hear leader intention is growth and development factors of the subordinates. This kind of leadership which cause change in individual employee and group, Transformational leaders inspire their employees to work for the organization's best interests by using inspirational motivation. The shared feeling of honor is beneficial to information sharing and access. (Kark & Shamir, 2002 ). Study shows that this approach brings positive change in the followers and most of the time the motivation is higher and followers can change in to leaders. This style of leadership is

adapted in top most companies. Apple, IBM, Intel, Microsoft and many more hardware and software companies adapt transformational leadership style.

Transactional Leadership styles are depending more on trades between the manager and the subordinates. They are more relies about "trades or transactional management" between the leader and follower by which followers are compensated for meeting specific goals or performance. The transactional leader will confirm the link between performance and reward before exchanging it for an appropriate response that pushes subordinates to enhance performance. This type of leaders are more focused on achieving short term goals and like to perform the task appropriately this leader want to follows the rules and procedures.

Participative styles all the members are work together / participate to reach the goal participative leader employ a democratic approach. In participative leadership subordinate are informed about the true situation, it can be profitable or non-profitable situation. Allowed to express their creativity and valuable suggestions. The founder of Microsoft is a participative leader, he promote the opinions of the subordinates for the team building he constantly gives importance to the knowledge and skills of the employees. This leadership styles helps to achieve organizational objectives efficiently and effectively. According to research survey, the results shows that most of the employees prefer participative style of leadership

#### **Leadership styles and components on which leadership styles effect**

Author Berson Jonathan Linton<sup>7</sup>, Dimensions of leadership styles is Transformational Leadership, Transactional and Non- Transactional, Laissez-Faire, Leadership more about Employee Satisfaction. Impact of transformational leadership styles is more important to establish quality environment in the Research and Development part of Telecommunication firms (Nanjundeswara swamy T. S and Swamy D. R, 2014)

Author Lirong Long and Minxin Mao 26, Transformational Leadership ,Transactional Leadership Organizational change Employees from different types of private and public organizations in China The findings indicate that both transformational leadership and transactional

leadership have positive impact on organizational (Nanjundeswara swamy T. S and Swamy D. R, (2014 ) Berson. Jonathan Linton (2003)..

#### **6. Reframing And Implementing Leadership Qualities**

Leadership is defined as the ability to influence the values, beliefs, attitudes, and conduct of a group of employees. (Ganta, and Manukonda, 2014). In the present situation reframing and implementing proper style and improvising leadership quality is essential. Conflict management, stress management, time management are the skills and processes of successful leadership practices. Through various forms of motivators, such as prizes or status, a great leader can motivate individuals in the firm to learn. (Azzam, 2014). Learning patterns and continues in the approaches of understanding the situation and subordinates requirements are the key of improvising the performance of the organization. As we know learning does not have an end, leaders need continuous upgrading of their leadership skills and knowledge to be competitive in the business environment (Park, et al., 2014).

Teamwork, interpersonal skills, quality of communication is one firming quality of good leadership practices. Team work and communication and soft skills are the best way to create innovative ideas in order to produce the best outcome for the organization (Maxwell, 2009). Leaders who want their organizations to change effectively should encourage staff to collaborate and interact with one another, because this is how individuals come up with new ideas and discover new ways of thinking. (Gilley, Dixon and Gilley, 2008).

"The underlying premise behind reframing is that a person's point of view is influenced by the frame in which it is viewed," says Very well Mind. When the frame is shifted, the meaning shifts, and thinking and action shift as well" Reframing is a very beneficial skill in the workplace, even if it isn't used in therapy or coaching. It's a skill I educate a lot of my leadership clients to use with their teams and with themselves. Reframing can help leaders settle employee disagreement, improve problem-solving skills, and even lessen feelings of burnout or stress.

**7. Material and Methods**

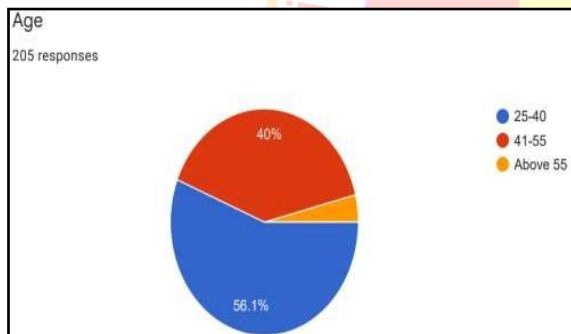
In order to collect realistic, updated and practical data for my paper, Data collected through primary and secondary sources. It helps to examine the leadership styles and its impact on organizational success. The quantitative research technique was used in this research. For primary data specifically created questionnaire was sent to target group of people who are employed as middle level and top level positions. The total no of participants of survey is 207 professionals from different places of Nandurbar, Dhule and Jalgaon.

**7.1 Demographics Analysis**

This graph showed the percentage and frequency of each demographic factor.

**Graph-1**

Age		205
25-40	56.1%	115
41-55	40.0%	82
Above 55	3.9%	8



Out of 205 responses, showed Frequency Distribution of age, 56.1% were between the ages of 25-40 years and 40% respondents between the ages of 41-55 years group.

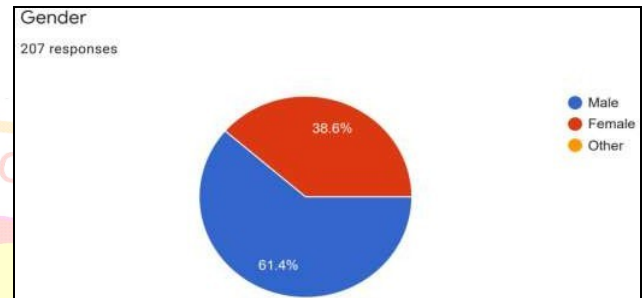
**Graph2**

Gender		207
Male	61.4%	127
Female	38.6%	80
Other	0.0%	0

Summarizes the sample statistics of Gender cross tabulation. Among the total 207 respondents, 127 were males (61.4%) and 80 females (31.6)

**Graph 3 Frequency Distribution of Work Experience**

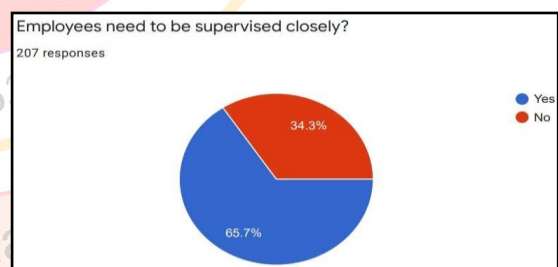
How long have you worked in your current organization?		203
1 to 5 yrs	47.3%	96
5 to 10 years	26.6%	54
10 to 15 years	8.9%	18
15 years and above	17.2%	35



Graph 3 showed Frequency Distribution of Work Experience, out of 203 respondents 47.3% of the total are having 1 to 5 years of experience, 26.6% of the total are having 5 to 10 years of experience. 8.9% of the total is having 10 to 15 years of experience. 17.2% of the total is having 15 years and above years of experience

**Graph-4**

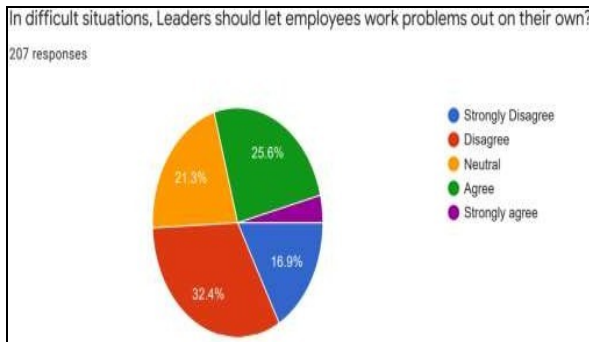
Employees need to be supervised closely?		207
Yes	65.7%	136
No	34.3%	71



Graph 4 results shows 65.7% of total need close supervision and 34.3% of total employees need not be supervised closely

**Graph 5**

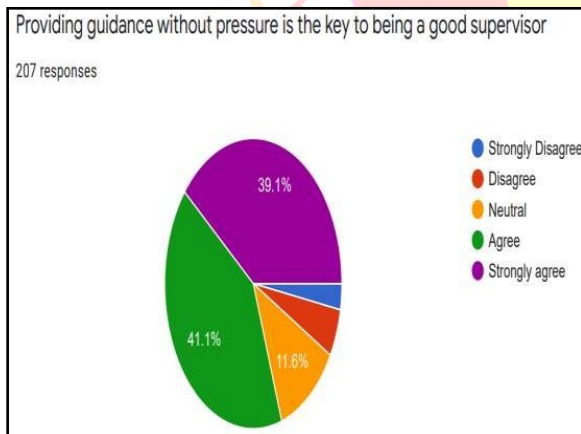
In difficult situations, Leaders should let employees work problems out on their own?		207
Strongly Disagree	16.9%	35
Disagree	32.4%	67
Neutral	21.3%	44
Agree	25.6%	53
Strongly agree	3.8%	8



Graph 5, results shows 10.9% of total strongly disagree to say leaders should allow employees to solve problems by their own in difficult situation. 32.4% of total employees disagree, 21.3% of total respondents are neutral, 25.6% of total is agreed and no any respondent strongly agree to this concept.

**Graph-6**

Providing guidance without pressure is the key to being a good supervisor		207
Strongly Disagree	2.9%	6
Disagree	5.3%	11
Neutral	11.6%	24
Agree	41.1%	85
Strongly agree	39.1%	81



Graph 6, results shows 39.1% of total strongly agree to providing guidance without pressure is the key to bring good supervisor, 41.1% of total respondents are agree. 11.6% of total employees selected neutral, 5.3% of total selected disagree, 2.9% of total is strongly disagree to this question.

**Graph-7**

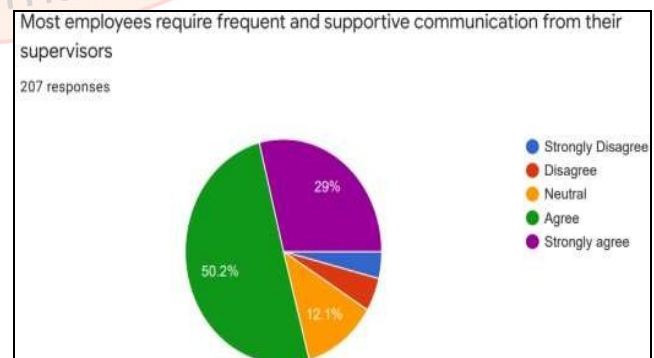
Leader must be given rewards or punishments in order to motivate the employee to achieve organizational objectives		207
Strongly Disagree	3.9%	8
Disagree	19.8%	41
Neutral	23.7%	49
Agree	44.4%	92
Strongly agree	8.2%	17



Graph 7, results shows 8.2% of total strongly agree to, leader must be given rewards or punishment in order to motivate the employees to achieve organizational objectives. 44.4 % of total employees are agreed, 27.3% of employees response was neutral, 19.8% of total respondents are disagree to this question and 3.9% of total response is 3.9%

**Graph-8**

Most employees require frequent and supportive communication from their supervisors		207
Strongly Disagree	3.9%	8
Disagree	4.8%	10
Neutral	12.1%	25
Agree	50.2%	104
Strongly agree	29.0%	60

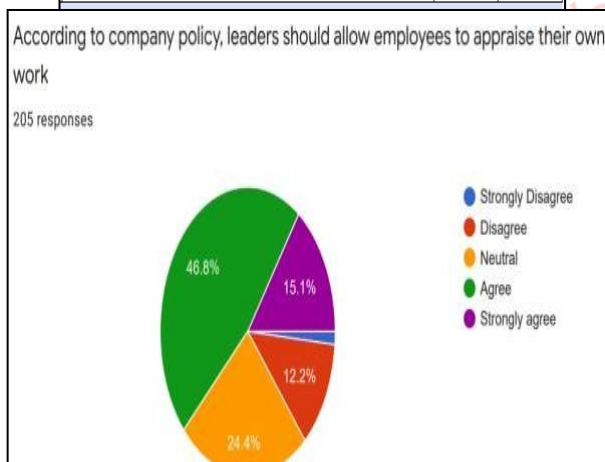


Graph 8, results shows 29% of total strongly agree that, most employees require frequent and supportive communication from their supervisor. 50.2

% of total employees are agreed, 12.1% of total employees response was neutral. 4.8% of total response is disagreed and 3.9% of total is strongly disagreed.

Graph – 09

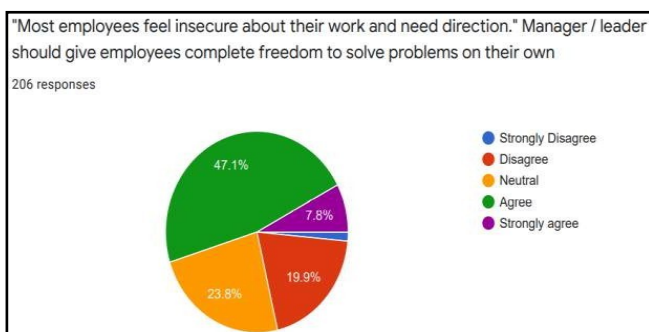
According to company policy, leaders should allow employees to appraise their own work		205
Strongly Disagree	1.7%	3
Disagree	12.2%	25
Neutral	24.2%	50
Agree	46.8%	96
Strongly agree	15.1%	31



Graph 9, results shows 15.1% of total strongly agree that, according to company policy, leaders should allow employees to appraise own work and 46.8% of total employees are agreed, 24.4% of total employees response was neutral and 12.2% of total response is disagree to this question, 1.7% of total response is strongly disagree.

Graph-10

Most employees feel insecure about their work and need direction. Manager / leaders should give employees complete freedom to solve problems on their own		206
Strongly Disagree	1.4%	3
Disagree	19.9%	41
Neutral	23.8%	49
Agree	47.1%	97
Strongly agree	7.8%	16



Graph10, results shows 7.8% of total strongly agree that, “most employees feel insecure about their work and need direction” leader should give employees complete freedom to solve problems on their own and 47.1% of total employees are agreed, 23.8% of total employees response was neutral and 7.8% of total response is disagree to this concept.1.4% of total response is strongly disagree.

Graph-11

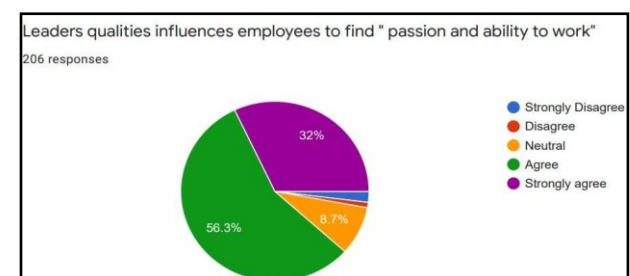
The supervisor/ Manager as a leader, is the chief judge of the achievements of the team		206
Strongly Disagree	3.5%	7
Disagree	25.7%	53
Neutral	19.4%	40
Agree	41.7%	86
Strongly agree	9.7%	20



Graph 11, results shows 9.7% of total strongly agree that, the supervisor or a leader is a chief judge of the achievements of the team. Out of 206 respondents 41.7% of total employees are agreed. 19.4 total employees response was neutral and 25.7% of total response is disagree to this concept and 3.5% responses are strongly disagreed.

Graph-12

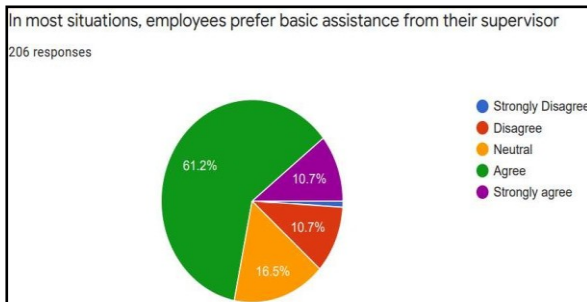
Leaders qualities influences employees to find " passion and ability to work"		206
Strongly Disagree	1.9%	4
Disagree	1.1%	2
Neutral	8.7%	18
Agree	56.3%	116
Strongly agree	32.0%	66



Graph 12, results shows 32% of total strongly disagree that, leader qualities influences employees to find “passion and ability to work”.56.3% of total employees are agreed. 8.7% employees’ response was neutral.

**Graph-13**

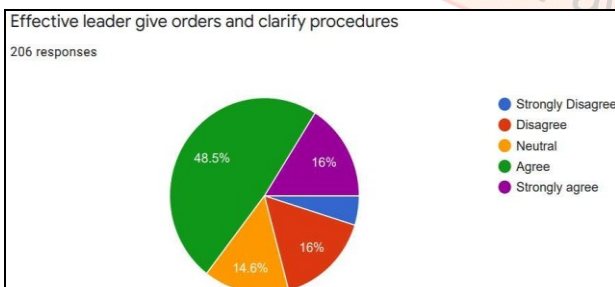
In most situations, employees prefer basic assistance from their supervisor		206
Strongly Disagree	0.9%	2
Disagree	10.7%	22
Neutral	16.5%	34
Agree	61.2%	126
Strongly agree	10.7%	22



Graph 13, results shows 10.7% of total respondents are strongly agree that, in most situations, employees prefer basic assistance from their supervisor. Out of 206 respondents 61.2 % of total employees are agreed. 16.5%total employees response was neutral and 10.7% of total response is disagree to this concept,1.1% disagreed and 0.9% of total response is strongly disagree.

**Graph-14**

Effective leader give orders and clarify procedures		206
Strongly Disagree	4.9%	10
Disagree	16.0%	33
Neutral	14.6%	30
Agree	48.5%	100
Strongly agree	16.0%	33

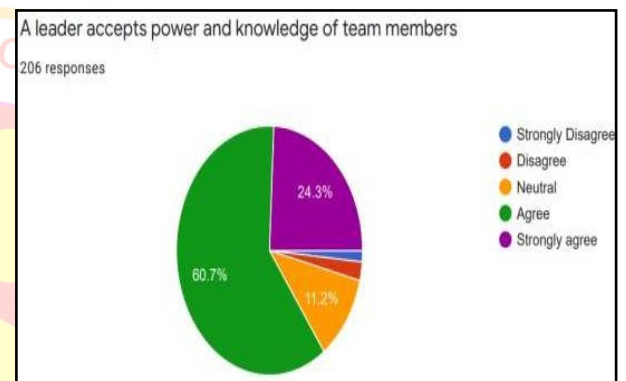


Graph14, results shows Out of 206 respondents 16% of total strongly agree that, the effective leader give orders and clarify procedures, 48.5% of total employees are agreed. 14.6% of total employees response was neutral and 16%of total response is

disagree to this concept and 4.9% of total response is strongly disagreed.

**Graph-15**

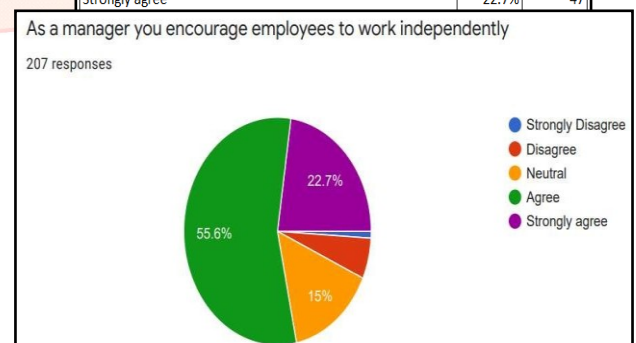
A leader accepts power and knowledge of team members		206
Strongly Disagree	1.4%	3
Disagree	2.4%	5
Neutral	11.2%	23
Agree	60.7%	125
Strongly agree	24.3%	50



Graph15, results shows out of 206 respondents 24.3% of total strongly agree that, the leader accepts power and knowledge of team members. 60.7% of total employees are agreed. 11.2% total employees response was neutral. 2.4% of total response is disagreed and 1.4% response is strongly disagreed to this concept.

**Graph 16**

As a manager you encourage employees to work independently		207
Strongly Disagree	1.0%	2
Disagree	5.7%	12
Neutral	15.0%	31
Agree	55.6%	115
Strongly agree	22.7%	47



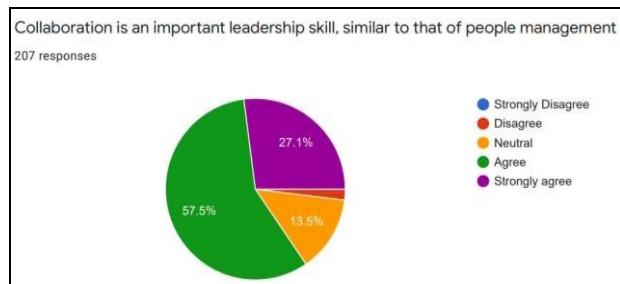
Graph16, results shows out of 206 respondents 22.7% of total strongly agree that, as a manager you encourage employees to work independently. 55.6% of total employees are agreed.15% of total



employee’s responses are neutral. 5.7% response is disagreed and 1.0% response is strongly disagreed.

**Graph 17**

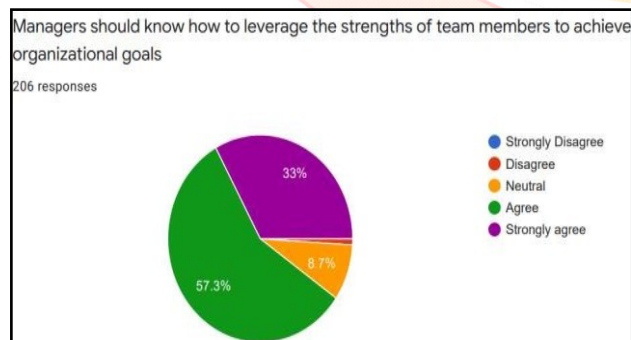
Collaboration is an important leadership skill, similar to that of people management		207
Strongly Disagree	0.0%	0
Disagree	1.9%	4
Neutral	13.5%	28
Agree	57.5%	119
Strongly agree	27.1%	56



Graph17, results shows 27.1% of total respondents are strongly agree that, collaboration is an important leadership skill, similar to that people management. Out of 206 respondents 27.1 % of total employees are strongly agreed, 57.5% of total employees are agreed. 13.5 total employees response was neutral

**Graph 18**

Managers should know how to leverage the strengths of team members to achieve organizational goals		206
Strongly Disagree	0.0%	0
Disagree	1.0%	2
Neutral	8.7%	18
Agree	57.3%	118
Strongly agree	33.0%	68

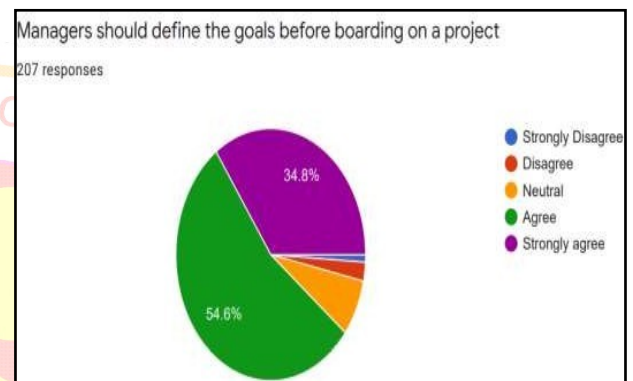


Graph 18, results shows out of 206 respondents 33% of total strongly agree that, manager should know how to leverage the strengths of team members to achieve organizational goals, 57.3% of total employees are agreed.8.7% of total employees

response was neutral and 1% response is strongly disagrees to this concept

**Graph-19**

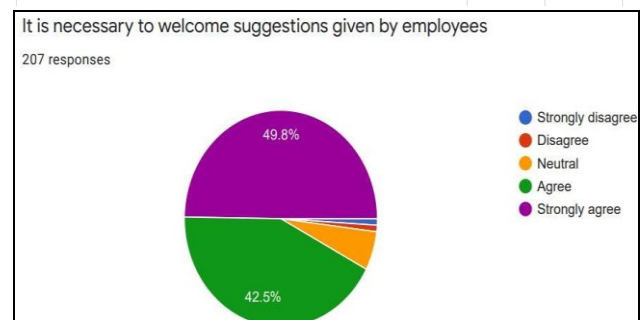
Managers should define the goals before boarding on a project		207
Strongly Disagree	1.0%	2
Disagree	2.4%	5
Neutral	7.2%	15
Agree	54.6%	113
Strongly agree	34.8%	72



Graph 19, results shows, out of 207 respondents 34.8 % of total employees are strongly agreed organizational performance is depend on leadership style., 54.6% of total employees are agreed.7.2% of total employees response was neutral. 2.4% of total response is disagreed and 1% response is strongly disagreed.

**Graph20**

It is necessary to welcome suggestions given by employees		207
Strongly Disagree	1.0%	2
Disagree	1.0%	2
Neutral	5.7%	12
Agree	42.5%	88
Strongly agree	49.8%	103



Graph 20, results shows out of 207 respondents 49.8% of total strongly agree that, it is necessary to welcome suggestions given by employees. 42.5% of

total employees are agreed. 5.7% of total response is neutral, 1% response is disagreed and 1% strongly disagreed to the concept.

## 8. Discussion

This research paper begins with the introduction to the concept of leadership practices and different styles of leaders and interpersonal skills and different leadership styles and its impact on organizational performance. Previous researcher mentioned that skills and adopting different leadership style is important to be an effective leader and introducing new conceits in leadership practices and reframing leadership is essential. Furthermore it shows the references for future research in this area. The results shows that transformational leadership has been studied, reported on, and addressed far more than transactional leadership. The highlighting of TFL is on intrinsic motivation and follower development. According to the survey most of the respondents are positively agreed for participative leadership style, this kind of leadership approach encourage the employees to highlight the skills and knowledge a. This is the reason popularity of this leadership style. Transformational leadership focuses on the exchange process between leader and supporter. While there has been some research into transactional leadership is carried on, further studies are still needed to find out the research gaps between TFL and TSL.

## 9. Conclusion

Effective leadership is a prime requirement of the organization and reframing and implementing the change is the right method to sustain the organization in present competitive environment. Positive organizational culture brings lots of improvement in the organization. Stress management, time management, conflict management is essential requirements of a leader. Communication skills team building, interpersonal quality need to improvise and reframe periodically for the benefit to the organization, as the positive culture can encourage and motivate the employees. This study has shown that for any organization survive; appropriate impact of leadership on the employee must be followed. The conclusion is

Quality leadership is important not only for individual's career pursuits, but is also important to reach organizational goal. As a result, leadership styles can have an impact on the quality of work life. Because so basic research has been done in the area of organization, there is a need to investigate the impact of transformational and transactional leadership styles on the quality of work life of employees in various businesses.

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