

An Overview of Leadership Behavior and its impact on Organizational Success

Joy Thomas and Dr. S. Rabiyaatul Basairya
Research Scholar, Bharath Institute of Higher Education and Research
Associate Professor, Bharath Institute of Higher Education and Research

Article Info

Volume 83

Page Number: 5573 - 5576

Publication Issue:

March - April 2020

Abstract:

Organisations face constant pressures in aggressive environments to prove efficiency and at the same time produce products of quality. By making sure that their personnel is foremost important at all times most companies can gain advantage. Satisfied personnel create a bond with the corporation and take satisfaction in their organisational membership, they agree with in the desires and values of the organisation. Leadership is extensively considered to be an important aspect of organization and there are several motives to endorse those managerial patterns are of particular relevance in this context. However, there is a dearth of both theoretical and empirical work on management patterns and their subsequent outcomes on middle managers' organizational commitment, their job satisfaction, their conversation and their managerial effectiveness. The aim of this paper is to explore the relationship between different styles of leadership and the integral organizational facets such as commitment, performance of the employees and the impact of these facets on the success of the organisation.

Article History

Article Received: 24 July 2019

Revised: 12 September 2019

Accepted: 15 February 2020

Publication: 28 March 2020

Keywords: Motivation, management conduct and its impact, job satisfaction, leadership, employee performance.

I. INTRODUCTION

In today's competitive world, it is tough for the managers to succeed on their technical skills alone. They need to possess smart skills along with technical skills. Within the fashionable management of human resources, it is helpful to research whether or not, there's not much use of directive type of leadership compared to transactional, transformational and empowering leadership practices. If so, such practices are in line with the expected liberalization in today's world as completely different from yesterday's authoritarian forms of organizational management. Similarly, as Kabacoff (2002) stated, it would be helpful to grasp some of the personal characteristics, like age, wear leadership practices that is purportedly supported some prompt principles. The current discussion makes an attempt of additional comprehensive analysis of the leadership forms of managers examined from personal and organizational dimensions to administer an additional image describing each the individual and the joint impact of those variables on social control follow.

II. OBJECTIVES

- To discuss the leadership behavior and its impact in the organisation

- To discuss different types of leadership styles
- To discuss the impact of leadership on the employee motivation

III. LEADERSHIP BEHAVIOUR AND ITS IMPACT

Leadership is one among the foremost salient aspects of the organizational context. However, shaping leadership has been a challenging task. Leadership is defined as an individual exerting influence over people and evokes, motivates, and directs their activities to assist deliver the goods or organizational goals. Over the years the terms management and leadership are closely connected that people assumed them as similar. Managers perform a broader set of functions than the leaders. Managers deal with complexity by victimization of their authority, they make sure that things are done right, and assure resources are used expeditiously. Leaders on the other hand emphasize modification and continuous improvement, so that they question practices and prospects in their quest to check whether things are moving right or not. Leaders try to influence employees in order to figure out the leader's goals. Social cognitive theory explains a development whereby leaders seem to own bound traits in common that helps others to own confidence in their capabilities. Several analysis have targeted on the leader's behavior as

he or she interacts directly with the cluster that's been influenced. The analysis distinguishes between the leader's task-orientated and relationship-orientated behaviors.

Leadership is treated as a process of influencing the followers to accomplish a goal. Any individual with the qualities of influencing the individuals in a positive way can help in improving and developing the organization. An important factor of leadership behavior is to impress the people and working towards organizational commitment. The committed employee's performance and attitude will transform into the success of the organization.

There exist different definitions for leadership based on the definition of different types of leadership styles. The type of leadership followed in an organization plays major role in its success. The types of leadership styles are explained here.

IV. THE TRANSFORMATIONAL LEADERSHIP

Transformational leaders motivate their followers and create an inspiring vision of the future. This type of leadership creates an emotional attachment between the leaders and followers. The dimensions of transformational leadership behavior are:

- To identify and articulate a vision among the employees
- To provide a suitable model
- To foster the acceptance of group goals
- To set performance expectations
- To provide individual support

Leaders utilizing their experience, power and knowledge to provide support to the employees by engaging them in a comfortable way of discussions is called the transformational leadership style. Such leaders wish to change the goals of employees, identify their needs and priorities and try to motivate them by boosting their trust and confidence, thus increasing their performance. This will make the employees to be committed to the organization and they can utilize their skills effectively and gain experience and knowledge.

A transformational leadership develops a vision to the employees and improves their contribution to the organization. Transformational leadership is identified by the key factors like inspirational motivation, idealized influence and intellectual stimulation. Sharing the vision with the employees by the leader is called inspirational motivation and this will exhibit optimism and enthusiasm in the employees.

Providing the support and encouragement to the employees who trust the leader is called the individualized consideration. Raising the awareness in the employees and making them to face the problems with courage is considered as the intellectual stimulation. Such behavior of the transformational leaders will impact the

performance of the employees and motivates them to achieve goals. Transformational leaders through their intellectual stimulation, make the employees to develop their skills and abilities and help them to enhance their creativity. The leaders will become the mentors to their followers and focus on their individual needs and motivate them to fulfil their needs.

Transformational leaders empower the employees with their behavior and make them responsible and committed towards the organization. Such employees become an asset to the organization. As the individual considerations the leadership behavior of the transformational leaders reduces the turnovers and enhances their job satisfaction.

Transformational leadership style encourages the managers to share the decision making process with their followers and helps them to achieve their goals and objectives. Thus the resulting decision will be the joint ideas of the leaders and the subordinates. Hence such decisions will be powerful and useful. Schroder (1994), found that leadership designs are a sort of management ability, that influence the means during which management ability is expressed. Thus, to achieve success, effective managers ought to keep in mind of their own thoughts to lead the people that surround them.

V. THE TRANSACTIONAL LEADERSHIP

Transactional leadership motivates the employees by attending to their personal desires. These leaders make use of policies, power and authority to achieve their goals and to maintain the control. The transactions may be contingent reward which may include tangible or intangible which are either increase in the pay or improving the commodities.

The transactional leader will always be willing to return something which may be the pay raise, allocating new responsibilities or giving promotion. This type of leadership will have the drawback of expectation. Thus this leadership is considered as exchanges of rewards and targets between the leader and the employees. Creativity and innovation among the employees will not be encouraged in this type of leadership style. This confirms that there may not be a direct impact on the success of the organization if the transactional leadership is followed.

VI. THE DIRECTIVE LEADERSHIP STYLE

A part of respondent's area unit pertains to directive leadership vogue and it's the extent to that a manager attains desired objectives by telling subordinates or others what to try to and the way to try to it. The results of the analysis counsel that managers' education level may be an important predictor of the utilization of directive leadership – the upper the managers' education level is, the less directive leadership that takes place. This result's

obviously. Education level of leaders tends to grant the foremost time broad outlines, opinions and suggestions instead of directives to their workers. On the opposite hand, managers with lower education level usually have to be compelled to provide specific directives to facilitate operatives in doing precisely what's expected of their peers and once. It's attention-grabbing to look at, underneath directive leadership, that the interaction getting on and kind of organizational structure together with the satisfaction, commitment, communication and effectiveness, within the gift organisation is completely and statistically important. These results counsel that only if education level is in keeping with the utilization of less directive leadership, age could completely has an effect on the utilization of directive leadership. Older leaders will draw on their years of expertise to specifically create choices with bigger degree of confidence that younger managers don't appear to possess.

VII. DEMOCRATIC LEADERSHIP

The decision making is decentralized in this type of leadership. It will be shared by all the subordinates. Thus there may be a chance for poor decision making and also for weak execution. The positive side of this type of leadership is the employees will get motivated as they have been given the chance of decision making. This will impact the organizational performance in a positive manner. The employees will have the opportunity to express their ideas and to implement them as the part of decision-making process. A democratic leader will focus on the group discussion to influence positively on the performance of the followers. Hence it can be used as an instrument to achieve the high performance from the employees and to create a positive impact on the overall organizational success.

VIII. AUTOCRATIC LEADERSHIP

Autocratic leadership maintain the bossism and prefers that their subordinates must follow them and listen to their decisions. These leaders force their employees to execute whatever they plan and dictate them the way the leaders guide them. This type of leadership style is suitable when the projects need to be completed within a stipulated time and creativity is not required for the completion of the work. The workplace socialization will be restricted in this style of leadership and the communication is always one way. This may lead to conflicts in the organisation and the overall performance might affect in a negative manner. The leaders may not trust the employees much and force them to follow the process designed by the leaders. This type of leadership may not be effective in any organisation as the leaders are committed to the process defined by them but not to the employees. Hence it may not be helpful to motivate the

employees and it may have a negative effect on the organizational success. But it is useful when a defined process is to be followed for a long time continuously.

IX. LEADERSHIP AND EMPLOYEE MOTIVATION

It is proved that the leadership will have a high impact on social control designs also.(Westwood & Posner, 1997) Managers should be able to understand the abilities and responsibilities necessary for different managers across similar and completely different structure levels and functions (Kraut et al., 1989).If the managers are not able to understand these skills, they may not be able to coordinate with the employees effectively or be ready for job transitions or for the other career development activities (Kraut et al., 1989). Managers should be able to adapt a range of skills to perform their responsibilities and job effectively.(Ahearn et al., 2004; Halbesleben et al, 2003). Management development specialists should show an interest within the synergistic components like social control effectiveness, job satisfaction, organizational commitment and team communication.

Leaders will have the powers to run the organisation and impact the employees significantly and plays a major role in shaping the employees' attitude towards their performance and motivates them.Among different types of leadership styles, the transformational leadership has become popular and drawn the attention because of its innovative and productive nature. Many authors agreed that the transformational leadership qualities improves the motivation of the employees.

A study conducted by Ismail and Yusuf (2009) found that a positive relationship exists between transformational leaders and employee motivation. Many of the studies have concluded that the relationship between the transformational leaders and motivation of the employees is always positive and effective.

X. CONCLUSION

Different types of leadership styles and their impact on organizational success is discussed. Transformational, transactional, democratic, directive, and autocratic leadership styles and their effect on the performance and employee motivation. The bureaucratic leadership is having negative impact on the employee motivation. Whatever may be the leadership style, it should make the employees to feel the belongingness and commitment towards the organisation. The transformational leadership is proved to have highly influential on the motivation and performance of the employees. The motivated employees will become inspirational to others, expresses confidence and helps to achieve the goals of the organisation. Hence it can be concluded that choosing a right style of leadership encourages the employees to be committed to

the management and helps to the success of the organisation.

XI. REFERENCES

1. Becvar, D.S. and Becvar, R.J. (2003). Family therapy, a systemic integration (5th ed.). Boston; Allyn and Bacon. (4th edition.)
2. Giri, V. N. & Santra, T. (2010). Effects of the job experience, career stage, hierarchy on leadership style, Singapore Management Review, vol. 32, issue no. 1, pg. 85-93
3. Jyoti, J. & Bhanu, S., (2015) Impact of the transformational leadership on job performance- Mediating role of leader: member exchange and relational identification. SAGE Open, 5(4), pg 1-13
4. Kark, R. and Shamir, B., 2003. The two faces of transformational leadership and empowerment and dependency, The Journal of Applied Psychology, vol. 88 (2), pp. 246-255
5. Lopez-Zafra, E. (2012) The relationship between the transformational leadership and emotional intelligence from a gendered approach, The Psychological Record, pg 97-114
6. Shah, T.A., Nisar, Ijaz-ur-Rehman and M., Kashif-ur-Rehman (2011) Influence of the transformational leadership on employees outcomes –the mediating role of empowerment, African Journal of Business Management, Vol. 5 (21), pg. 8558-8566
7. <https://www.coursehero.com/file/p4de23d/International-Journal-of-Business-and-Management-wwwccsenetorgijbm-8-education/>
8. <https://www.scribd.com/document/84276818/5448-19594-1-PB>
9. <https://www.cram.com/essay/Strategic-Management-and-Leadership/FK2BPBMYEC2Z>
10. Gouda, Hanan. "INVESTIGATING THE INFLUENCE OF LEADERSHIP ON EMPLOYEES' LOYALTY IN THE PRIVATE EDUCATION SECTOR IN EGYPT." International Journal of Humanities and Social Sciences (IJHSS) 7.6 (2018): 133-146
11. Gopal, R., and RIMA GHOSE Chowdhury. "An Exploration of Impact of Leadership Styles and Employee Commitment." International Journal of Human Resources Management (IJHRM) 3.2 (2014). 23-32
12. George, JITHIN MATHEW, and D. A. V. E. Hinkes. "The Best Leadership Style For Self-Managed Teams." International Journal of Business and General Management (IJBGM) 5.3 (2016): 1-6
13. Sinambela, Sarton, Lijan Poltak Sinambela, and Latif Abdullah. "EFFECT OF COMPENSATION, LEADERSHIP AND ORGANIZATION COMMITMENT TO PERFORMANCE EMPLOYEES IN JAKARTA CLASS IIA NARCOTICS PENITENTIARY INSTITUTION." International Journal of Research in Humanities, Arts and Literature (IMPACT: IJRHAL) 7.10 (2019): 55-68
14. Manohar Kulkarni, Shraddha. "The Relationship between Supportive Leadership and Employee Satisfaction: An Indian Perspective." International Journal of Research in Business Management (IMPACT: IJRBM) 6.2 (2018): 13-20.
15. RAMKUMAR, GOWTHAM. "ROLE OF WORK PLACE POLITICS IN EMPLOYEE PERFORMANCE-WITH REFERENCE TO INFORMATION TECHNOLOGY SECTOR." International Journal of Human Resource Management and Research (IJHRMR) 10.1 (2020): 65-72
16. Kaushik, Sanjay, and Namita Koul. "Evaluation of Personality Characteristics on Employee Performance: A Study in Pharmaceutical Knowledge Process Outsourcing Companies." IMPACT: International Journal of Research in Humanities, Arts and Literature (IMPACT: IJRHAL) 6.6 (2018): 417-430.
17. Almusaddar, Ayman AS, Sara Ravan Ramzan, and Valliappan Raju. "The Influence of Knowledge, Satisfaction, and Motivation on Employee Performance Through Competence." International Journal of Business and General Management (IJBGM) 7.5 (2018): 21-40.
18. Kwasira, Josphat, Elegwa Mukulu, and Christopher Kanali. "Determinants of the Use of Emotional Intelligence in Enhancing Employee Performance in Nakuru County, Kenya." International Journal of Human Resource Management and Research (IJHRMR) 4.3 (2014): 19-30.