

**A STUDY ON “IMPACT OF DIFFERENT
LEADERSHIP STYLES ON EMPLOYEES
PERFORMANCE IN EDUCATION INDUSTRY”**



Amandeep Arora*

TABLE OF CONTENTS

S.No.	Contents	Page No.
1	Introduction	1-2
2	Review of Literature	3-4
3	Research Problem	5
4	Conceptual Research Model	6
5	Research Methodology	7
6	Scope of Study	8
7	References	

* Asst. professor

INTRODUCTION

Leadership publishes the highest quality original peer-reviewed research on leadership. *Leadership* is designed to provide an ongoing forum for academic researchers to exchange information, insights and knowledge on both theoretical development and empirical research on leadership. In order to run the organizations effortlessly, effectively and efficiently, the most important and valued factor organizations need are Human resources. The success of an organization depends on the diligent, loyal and concerned managers and employees. Leadership is required in every organization at every level, the success or failure of an organization depends on the quality of leadership particularly on the part of top management. Management of employees mostly depends on the quality of leadership organizations have leading is about setting direction and ensuring that that direction is followed. Leading can apply to leading oneself, other individuals, groups, organizations and societies. The nature of how leading is done depends on the context of the situation, one's perspective, and on the nature and needs of those involved.

An effective leader influences followers in a desired manner to achieve desired goals. Different leadership styles may affect organizational effectiveness or performance. Leadership has the ultimate aim of raising the level of human conduct and the ethical aspiration of people. Leading is a very human activity -- we're all human -- so there are many people who consider themselves experts on leadership. Unfortunately, many people make strong assertions about leadership without ever really understanding a great deal about leadership. Understanding leadership requires more than reading a few articles or fantasizing about what great leaders should be.

Historical Evolvement Of Concept Of Leadership

The earlier concept of leadership focused on „great men“ born with qualities of leadership. The **Great Man Theory of leadership** attempted to explain leadership on the basis of heredity. **The trait theory** was based on the assumptions that generally people are born with certain special characteristics or traits like intelligence, alertness, scholastic achievement, dependability, persistence, adaptability, relational competence and higher socio- economic status. After the trait approach the behavioral approach came into existence. Researchers began to focus on the apparent leadership behaviors. It was known as **behavioral leadership theory**. The contingency theories represented a shift in leadership studies from focusing on the leader to looking at the leader in combination with the situation in which the leader works.

New Approaches To Leadership

a. **Charismatic leadership theory** Max Weber was the first scholar to discuss charismatic leadership. The first researcher to consider charismatic leadership in terms of organizational behavior was Robert house. According to him, followers make attributions of heroic or extraordinary leadership abilities when they observe certain behaviors. Charismatic leaders have these four key characteristics- they have a vision, they are willing to take personal risks, they are sensitive to follower’s needs and they exhibit behaviors that are out of the ordinary.

b. Transactional leadership theory

According to this theory there is an exchange of rewards between the leaders and the subordinates for services rendered. Transactional leaders try to motivate their followers through extrinsic rewards. The roots of Transactional leadership theory is grounded in the social learning and social exchange theories, which recognize the equal nature of leadership.

c. Transformational Leadership theory

Transformational leadership theory focuses more on change, and inspires followers to have a shared vision and goals of an organization, challenges them to be innovative, problem solvers, and also helps to develop followers’ leadership capabilities through coaching, mentoring, and by providing both challenge and support to the followers.

d. Authentic Leadership

Although charismatic, transactional and transformational leadership theories have added greatly to our understanding of effective leadership, they do not explicitly deal with the role of ethics and trust. Authentic leaders are those who know who they are, who know what they believe in, who act on the values and beliefs openly and candidly. Their followers consider them to be ethical people. Concept of authentic leadership is recent, there has not been a lot of research on authentic leadership. However its very promising to think about the ethics and trust in leadership because it focuses on moral aspects of being a leader.

REVIEW OF LITERATURE

Table 1

Leadership styles and components on which leadership styles effect

Author	Dimensions of leadership styles	Components	Type of the Industries	Outcomes
Berson	1 Transformational	Employee	Telecommunication	Impact of transformational

Jonathan Linton	Leadership, 2 Transactional And Non- Transactional, 3 Laissez-Faire Leadership	Satisfaction	Firms	leadership styles is more significant to establish quality environment in the R and D part of Telecommunication firms
Goh Yuan Sheng et al	1 Transformational Leadership, 2 Transactional leadership,	1 Job Performance, 2 Deontology Ethical Approach,, 3 Teleology Ethical Approach.	All types of SMEs in Singapore	The result indicates that the ethical behavior of leader have an important mediating effect between their leadership styles and job performance of employees
Liliana pedraja-rejas,Emilion Rodriguez-Ponce,Y Juan Rodriguez-Ponce	1 Participative style 2 Supportive style 3 Instrumental style	Effectiveness	SMEs In Chile	Supportive and participative leadership styles have a positive influence on effectiveness in SMEs. Instrumental leadership has a negative influence on effectiveness in small organizations.
Bunmi Omolayo	1 Autocratic Leadership Style 2 Democratic Leadership Style	1 Job-Related Tension And 2 Psychological Sense Of Community In Work Organizations	Manufacturing organizations Lagos State, Nigeria	Results shows that workers under democratic leadership style do not experience higher job-Related tension than workers under autocratic leadership style. Also, workers under autocratic style of leadership do not experience higher sense of community than workers under democratic style of leadership
Lirong Long and Minxin Mao	1 Transformational Leadership 2 Transactional Leadership	Organizational Change	Employees from different types of private and public organizations in	The findings indicate that both transformational leadership and transactional leadership have positive impact on organizational

			China	change.
--	--	--	-------	---------

Yafang Tsai, Shih-Wang Wu, and Hsien- Jui Chung	1 Charismatic Leadership 2 Transformational Leadership 3 Transactional Leadership 4 Team leadership	1 Organizational Culture 2 Ideological Culture 3 Hierarchical Culture 4 Coordinate Culture	Hospitals employees in Taiwan	The results show us that organizational cultures Influence the style of leadership. There is Positive correlation Between Ideological culture And transformational leadership. There is positive Correlation between hierarchical culture And charismatic leadership. There is Positive correlation Between Coordinate culture and Team leadership. There is Positive Correlation between Rational Culture and Transactional leadership.
Cong Yang Yu Wei	1 Leader's Charm,	1 Staffs Psychological Empowerment. Staffs 2 Satisfaction.	tourist hotels employees China	Leaders charm has Positive Effects on employees" Satisfaction and Service innovation.

RESEARCH PROBLEM

“Literature reveals that most of the studies to assess the effectiveness of the leadership styles on performance of employees, investigate this relationship in the context of various industries such as telecom, health, tourism, IT etc. Literature does not report much studies undertaking education industry in this context, despite leadership holds visible role in education industry. Therefore in order to fill this literature gap and realizing the importance of the role of leadership in education sector, derives the need of study to investigate the relationship of leadership with employees performance in education sector.

CONCEPTUAL RESEARCH MODEL

On the basis of consideration of Research Problem and Review of Relevant Literature following research model can be conceptualized.

Leadership Styles

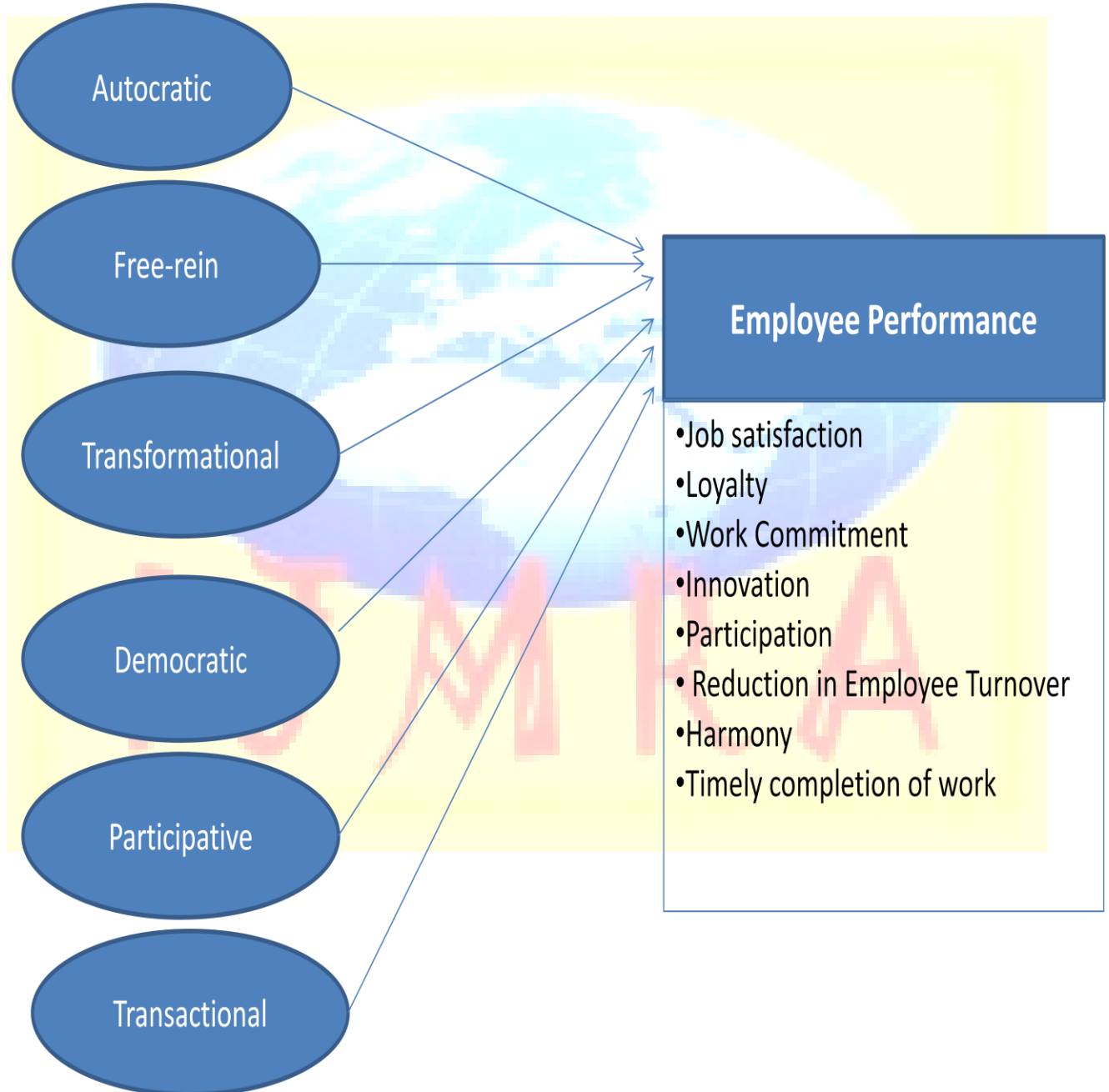


Fig.1. Conceptual Research Model

RESEARCH METHODOLOGY

Objectives of Study

1. To identify various prominent measures of different leadership styles.
2. To identify various prominent measures of employee Performance.
3. To examine the relationship of different leadership styles with employee performance.
4. To compare the impact of different leadership styles on employee's performance.

Hypothesis of Study

On the basis of research model the major hypothesis can be framed as:

H₀₁: There is no significant relationship between various leadership styles and Employee Performance.

H₀₂: There is no significant difference between the impacts of different leadership styles on Employees Performance.

Sources of Data

Primary Data: For introducing new variables, data will be taken through observation and opinions from experts of industry. Form assessment of those variables and investigation of relationships among variables data collected through valid and reliable questionnaire will be use.

Secondary Data: For developing better understanding of the topic and exploration of variables, literature will be reviewed from relevant books and journals. .

Sampling

Proposed Statistical Tool for Data Analysis

Regression Analysis is expected to be used for data analysis.

Scope of the study:

This study can explore the most suitable style of leadership which will enable employees to do their work effectively & efficiently.

REFERENCES

1. Barchiesi Maria Assunta, LA BELLA Agostino, Leadership Styles of World's most Admired Companies A Holistic Approach to Measuring Leadership Effectiveness, International Conference on Management Science & Engineering, 14th August, 20-22 (2007)
2. Bass B. M. and Avolio B. J., Developing transformational leadership: 1992 and beyond, *Journal of European Industrial Training*, **14**, 21-27 (1990)
3. Bass B. M., Leadership and performance beyond expectations , New York, Free Press, 3-242 (1985)
4. Bass B. M. and Avolio B. J., Transformational Leadership and Organizational Culture, *Public Administration Quarterly*, **12**, 113-121 (1993)
5. Bass B. M., The ethics of transformational leadership, KLSP: Transformational Leadership, Working Papers (1997)
6. Bass Bernard M. and Avolio Bruce J., Improving organizational effectiveness -Through transformational leadership, Sage Publications, Thousand Oaks, California (1994)
7. Berson Jonathan Linton, An Examination Of The Relationships Between Leadership Style, Quality and Employee Satisfaction In R&D Environments, 0-803-8150-5/03/\$17.00 02003 IEEE (2003)
8. Bogler R., The influence of leadership style on teacher job satisfaction, *Educational Administration Quarterly*, **37(5)**, 662-683(2001)
9. Bruce Tracey J. and Timonthy R. Hinkin, How transformational leaders lead in the hospitality industry, *Internal Journal of Hospitality Management*, **15(2)**, 165-176 (1995)
10. Bunmi Omolayo, Effect of Leadership Style on Job-Related Tension and Psychological Sense of Community in Work Organizations: A Case Study of Four Organizations in Lagos State, Nigeria, *Bangladesh e-Journal of Sociology*, **4(2)**, July (2007)
11. Burns J. M., Leadership, Harper & Row, New York (1978)
12. Chung, The Exploration of Relationship between Organizational Culture and Style of Leadership, IEEE (2009)
13. Chung-Hsiung Fang, Sue-Ting Chang and Guan-Li Chen, Applying Structural Equation Model to Study of the Relationship Model among leadership style, satisfaction, Organization commitment and Performance in hospital industry, IEEE (2009)
14. Duanxu Wang, Huijuan Xue and Jie Xu, The Mechanism of Leadership Styles Affecting Team Innovation in the PRC, IEEE (2009)
15. DuBrin A. J., Leadership: Research findings, practice, skills , 3rd ed., Boston, MA, Houghton Mifflin (2001)
16. Gee-Woo Bock, Wei-Liang Ng and Yuhyung Shin, The Effect of a Perceived Leader's Influence on the Motivation of the Members of Nonwork-Related Virtual Communities, *IEEE Transactions On Engineering Management*, **55(2)**, May (2008)