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## An Analysis of impact of Leadership Styles on Employee Performance in Education sector

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### ABSTRACT

In 21<sup>st</sup> century, there is a lot of diversity in Education sector, because 21<sup>st</sup> century saw the Global Pandemic Corona but in its adversity education was unstoppable. The growth of Education took place through virtual platforms & workshops. All the educational organizations ensured that their students had abundant knowledge even during Pandemic. Since then, virtual platform of Education is promoted on larger scale which enables students to gain knowledge sitting at any corner of the world. This is all possible because of Good Leadership in any organization. Employees (Teachers) had a Work-From-Home. They dedicated their efforts in providing knowledge to students. The Educational institutes with Good Leaders succeeded in providing quality Education to students. It improved performance of the employees. Quality leaders have ability to implement good changes in organization as per situation which makes the different from average leaders. They keep employees focused on moving the organization toward its goal, motivating employees to overcome whatever obstacles lie in the way. They hold to performance standards that are higher than required and master skills that are useful to their organizations. The presence of leadership is in the level & degree of professional planning which includes *purpose, priorities, attention, articulate, imagination, ideas, learning, leading, plans, listening attitude, aptitude, attention, articulate, imagination, ideas, integrity, inspire & so on*. Effective leadership style is necessary to reduce the attrition rate in this global competitive environment. The leadership style has direct impact on employee productivity and performance on which organization success and profitability depends.

Here researcher wants to analyze positive elements present in different leadership styles and its impact on Employee Productivity. This will increase co-ordination among leader and employee, which will have better results for educational organization. Organization should use such leadership styles that will help in enhancing skills and capabilities. This research may be useful to society and educational organization to reduce the labour turnover.

**Keywords:** Leadership Styles, Productivity & Performance, Education Sector.

## Introduction

*Capable* and *Experienced* human resource is a need of every organization and it is highly dependent on leaders' qualities. Leadership is believed to be subject to strategic planning. Leadership is found to play an important role in providing common direction and commitment. Quality leadership is the weapon of the organization and without him it is almost impossible to achieve the desired goals. An excellent leader not only uses employees' *efficiency* towards achievement of organizational goal but also completes employees' requirement (Lee & Chung, 2009).

In current time, many companies are facing problems related to unethical practices, high labour turnover, poor financial performance, etc. This may be due to the lack of effective leadership. Leadership is the skill of influencing workforce so they are willingly driven towards the achievement of organizational goal. Effective leadership style is much useful in growth of members of the organization (Hurduzue, 2015). The leadership style influences the culture of the organization which, in turn, influences the organizational performance (Klienet al 2013). Leaders are classified on many different criteria among which most important is leadership style.



Leaders are claimed to have a positive impact on the efficiency of the organization by influencing the team members' job performance because leader is the one who is in touch with both management and workforce to *co-ordinate and manage* them towards common goal with minimum grievances.

In this research, the study is made to examine the impact of leadership style on employee performance in education sector. This concept is continuing since past but its importance in today's era has increased up to a great extent. The entire performance of organization is derived from workforce who is *guided* by a leader. He/she motivates the employees' and is responsible for management of workforce.

### Significance of the Study

The role of leaders is regarded as the critical tools for the team members. The reason is that leaders play a vital role in formulating collective norms, assisting the team members to face and resolve the challenges arisen in the team environment. Based on this background, researchers here want to analyse relationship between the leadership style and its impact on performance of employee. Here the independent variable will be leader and his tactics and

dependent variable will be employees' performance. The major objective behind this research is to find out qualities of modern leaders, determinants impacting employee performance in education sector.

It will help organization in deciding the different strategies they need to follow to keep their employees satisfied and more productive.

Leaders in educational organization can use this research work to understand the need of modern generation employees' need resulting no conflict between the management & the workforce and high productivity.

### **Review of Literature**

**Nguyen minh Ha, Tran vietHoang Nguyen (2014);** resulted that there is impact of leadership behaviour on employee job performance. Passive leadership behaviour would lead to negative employee job performance. On the other hand, active leadership behaviour like idealized influence, intellectual stimulation, management by exception will have positive impact on employee job performance.

**Moh. Ali Shahab, Inna Nisa (2014);** The findings showed that leadership has positive & significant influence on job satisfaction. On the other hand work attitude also have positive & significant influence on job satisfaction and employee performance. Research also shows that leadership have positive but not significant influence on employee performance.

**Arifpartonoprasatio, Nurvitriani (2015);** concluded that leadership style has significant impact on work-family conflict experienced by employee, but research also showed that it does not have major influence.

**Karl Thompson, Jon K Webber (2016);** concluded that leader should create such working environment which increase employee understanding, engagement and communication.

**Wendy Lor, Zubair Hassan (2017);** stated that only transformational & supportive leadership style influence employee performance.

**Liridon Veliu, Mimoza Manxhari, Visar Demiri, Liridon Jahaj (2017);** resulted that transformational, autocratic and democratic leadership style have positive influence on employee performance.

**Abdul Basit, Veronica Sebastian, Zubair Hassan (2017);** showed that Employee Performance have significantly positive relationship with democratic leadership style and laissez faire style and have negative relationship with autocratic style.

**Ebrahim Hasan Al Khajeh (2018);** concluded that democratic, transformational & autocratic style have positive impact and charismatic and transactional style have negative impact.

**Kelvin M Mwita, Dr Eliza Mwakasongula, Oscar Tefurukwa (2018);** found that there is significant linear relationship between leadership & employee performance.

### **Scope of the Study**

Peter Drucker (1989) mentioned that leadership is not created, taught and learned. Thus, a great amount of attention was dedicated to understanding the number of characteristics that are found in leaders. Different type of leadership styles can be seen in different educational organization as per requirement. The research includes Academicians from Education sector. The objective behind selecting these sectors is that there are wide variety of leaders

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and employees' working here from different culture. The study is done because this is one of the most pressurised sectors in current scenario. Researcher here wants to add new knowledge to past research therefore education sector is selected which has different leader-employees' relationships.

### **Objectives of the Study**

- To explore the leadership styles that influences employee performance & productivity.
- To examine the relationship between leadership style and its impact on employee's performance in education sector.
- To know the significance under the consideration of effective leadership and employee's performance effectiveness.

### **Methodology**

The researcher has conducted personal interviews to know the opinion about leadership styles and impacts on employee's performance in education sector. The reason for this is to be able to provide adequate discussion for the readers that will help them understand more about the issue and the different variables that involve with it. On the other hand, sources in secondary research will include previous research reports, newspaper, magazine and journal content.

### **Researcher Questions**

1. How much effective leadership style caste an effect on employee's performance?
2. What are the outcomes if there is an effective leadership style?
3. Do you think that leader's style play a vital role in favour to achieve organizational goal & maintain efficient employees in an organization?
4. Does your leader give you enough freedom for decision-making & supports you for innovative ideas and their implementation?

### **Respondent's Responses**

#### ***How much effective leadership style caste an effect on employee's performance?***

90 % employees said that democratic style is used in the organization. Certain employees are to be treated in a polite way but strict behaviour is to be done with certain employees. Because if employees' suggestions and ideas are taken into consideration then it would positively impact educational institute's performance. Leadership style always impacts employee performance and preferences are given to capable employees. Leaders should be positive because their style impacts employee performance. Workers should be critically handled as they belong from different backgrounds. So, leader's style is going to impact employee performance.

#### ***What are the outcomes if there is an effective leadership style?***

If employees are overburdened and if there is lack of support from superiors then it can cause stress in employee's life. Employees should always be given certain privileges, in order to keep them stress free. Employees learn from Leader, so if you guide them properly, they are encouraged to perform better. Whenever an idea is suggested to perform better, enough authority should be given to employees to work in their own way. If employees work overtime then it causes stress in employee's life. If employees' idea is implemented then it will increase their morale. Leadership style always impacts employee performance and preferences are given to capable employees. Also, employees are given

chance to develop new techniques and use in organization. In competitive scenario, a leader's style impacts efficiency of whole organization. Even enough authority for the work helps increase employee's productivity.

*Do you think that leader's style plays a vital role in favour to achieve organizational goal & maintain efficient employees in an organization?*

Leader's role is very important in taking up new challenges, motivating employees, innovating new techniques. If a leader allows employees to take decisions related to their work, then they will feel more empowered. In changing scenario, definitely leaders play a positive or negative role in social life of employee. Leaders should always give freedom to their employees for getting better output from them. In changing business scenario, leaders style plays an important role in motivating employees to perform better.

*Does your leader give you enough freedom for decision-making & supports you for innovative ideas and their implementation?*

If employees are given enough freedom, then it will increase their efficiency. Even workers are given enough autonomy for decisions related to their work which increases their sense of belongingness in the organization. If employees are given freedom to work on their own then it is going to bring success to organization. If leaders are not supportive and if there is no freedom given to them then it can cause stress for employees & can lead to under-performance.

#### **Findings of the Study**

- Leaders create the corporate culture that influences the organization and performance of employees in term of meeting deadline of the projects.
- Leadership style refers to a leader's behaviour and attitude of governance and supervision. It is the result of personality traits, experience, attitude and philosophy of the leaders.
- Leaders must focus towards the management goals to provide guidance and help to the team and departments while accepting and receiving the inputs from individual team members.
- An effective leader delegates various tasks to subordinates and give them full control and responsibility for those tasks, and encourage others to become good leaders and involved in leadership and employee development. That led to more commitment of employee to department goals, performance to meeting deadlines.
- The leaders must invite and encourage the team members to play an important role in decision making process, though the ultimate decision making power rests with the leaders. Leaders tell and guide the employees what to do? And how to do? And at the other hand, employees communicate to the leader their experience, suggestions and recommendations.

#### **Conclusion**

Employees play a critical role in ensuring the quality of service specially in education sector because it is pillar of development. When employees are clear about their expectations and requirements, they are more likely to perform better. Although leaders are responsible for the proper task and job allocation, leadership seems to be a matter of aligning people towards common goals and empowering them to take the actions needed to reach them. Task-focused leaders formulate the schedules with easy-to-reach objectives which can help team members to work more effectively. On the other hand, person-focused leadership is mainly concerned with the creating better and enhanced environment which motivates and empowers employees. This

study stated that *self-confidence, commitment, equality, un-biasness, cognitive ability, honesty, integrity, envision* are considered to be the most commonly observed traits of a successful leaders. This study reveals that organizational performance is associated with the leadership style and they have both a positive and a negative impact on the performance. It is important for a leadership style to offer opportunities to employees, offer a sense of belonging along with allowing them to participate in the decision –making with stress free work environment resulting stress-free life. It can be said that leadership can be a weapon for improving employees' productivity.

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