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A STUDY ON THE TYPES OF LEADERSHIP STYLES AND IT'S IMPACT ON EMPLOYEE PERFORMANCE IN IT INDUSTRY

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ABSTRACT

Although a lot of research has been done recently on effective leadership, little is known about leadership development. Because of the sectors it disrupts, the industries it creates, and the potential it holds for all businesses, information technology (IT) is becoming more and more important. The goal of this article is to investigate leadership development in the IT environment in order to define best practices for IT leadership development, as leadership is very context-bound. The purpose of the study was to investigate how employee performance in Chennai is impacted by leadership development. The five elements of leadership development that were examined in this study were coaching, training and development, empowerment, participation, and delegating. It was discovered that the cumulative impact of these elements affects worker performance. with half. But aside from leadership development factors, other factors like attitude, commitment, motivational factors, and trust in the company can account for the remaining 50% of the contribution to employee performance. Other factors like pay, rewards, and bonuses, among others, can also boost employee performance. The synergistic effect of the five variables as leadership development elements results in a rise in overall employee performance. The alternative policy should force firms to obtain authorization for their employees' required learning. As a result, managers and staff members need to work together well and convey the performance requirements.

Keywords: employee performance, IT leadership development.

INTRODUCTION OF THE STUDY

A person who leads and guides others—also referred to as followers—is a leader. He directs the attention of his followers' efforts. As a leader, the manager persuades his team members to participate in tasks that are essential to achieving the company's objective. A leader is someone who directs and mentors others. He needs to provide clear guidance and a goal. A group needs a leader to inspire and unite them towards achieving their objectives.

THE ESSENCE AND TRAITS OF LEADERSHIP

1. It is a personal attribute of an individual - leadership is, in large part, an innate or inborn trait of an individual. The manager's capacity to lead is determined by his potential. oversee and plan the actions of his staff members.
2. It is an influence-peddling process: Persuading people to take action is the process of leadership. In a business, the management has to assign tasks to his staff members. He must change their attitudes, actions, and beliefs in order to do this. The willingness of the followers to follow the manager's direction is what makes a leader successful.
3. The trust of followers and subordinates is necessary. A manager needs to win his subordinates' trust in order to be regarded as a legitimate leader. He needs to be extremely knowledgeable, real, and dedicated to his profession for this. He needs to set an example for those under him. He needs to adhere to a set of moral principles.
4. It needs the drive of subordinates: It is the responsibility of the leader to inspire or persuade his subordinates to work. If managers are only able to provide directives and instructions to directors, they might not be able to complete tasks. He must appropriately inspire the subordinate to work hard. Motivation does not always need to come from the promise of financial gain. A simple word of gratitude might motivate subordinates to put forth extra effort.
5. Diverse approaches to leadership - Individual leadership styles differ from one another. While some managers may adopt an autocratic style of leadership, others may be democratic leaders by temperament.
6. Leadership is an ongoing process: A leader must constantly be present in an organization. The subordinates must be directed, persuaded, managed, and encouraged to put in constant effort to achieve the organization's objective.

THE SIGNIFICANCE OF LEADERSHIP

1. **The ability to work as a team** - Effective leadership enables workers to set aside their differences and collaborate to achieve organizational goals. It fosters cooperation among the employees.
2. **To guide:** Although a subordinate has promise, in order for them to give their greatest effort, they must be appropriately guided. The leader understands how to get the most out of every employee that works for him.
3. **To motivate:** In order to encourage a subordinate to do more effort, leadership is required. The leader inspires his team members to strive toward accomplishing the organization's objective on a constant basis.
4. **To bring about changes:** In order to adapt to changes brought about by political, economic, technological, and scientific forces, any organization needs to be dynamic. The enterprise's CEO is skilled at implementing these kinds of organizational changes with the support of the staff members who report to him.
5. **To manage a crisis** - Managing any kind of crisis requires leadership. A leader in an organization knows how to navigate a difficult circumstance. The leader is capable of overcoming it. The ability to manage crises well is a quality that the leader should possess.

DIFFERENTIATING BETWEEN MANAGERS AND LEADERS

The following table lists the differences between a manager and a leader:

- Leader: A person's personal qualities are what make them a leader attributes.
- A leader possesses followers.
- A leader and his followers typically have an informal relationship.
- A leader could pursue their own objectives.
- Management includes leadership as a component. It's possible that someone with leadership skills won't always work as an enterprise manager.

- Most of the time, leadership traits are innate or borne.
- A manager has employees. A manager and his subordinates have a formal connection. A manager must make an effort to achieve the organizational objective. Leadership does not entail management from the perspective of his formal authority, a manager is a leader.

CHARACTERISTICS OF A LEADER

1. **Analytical skills** - The leader needs to be able to assess any issue and provide a quick fix. He ought to be mentally aware.
2. **Stability of emotions** - The leader should not let emotions influence their decisions. He must address every issue analytically and come up with a solution.
3. **Self-confidence** — A person who lacks self-confidence cannot succeed as a leader. If he is confident in himself, he can get beyond anyone's objections to his suggestions.

STATEMENT OF PROBLEM

Because this style of leadership limits their freedom of action, employees typically rebel against it. It destroys work-related projects and causes employee annoyance. It frequently creates room for disputes between a leader and his followers, which is detrimental to the IT sector. Subordinates may eventually cease following their leader's instructions and briefly express their disapproval. When the leader reaches this point, they are rendered powerless.

Good outcomes from a secondary important problem will only be achieved if all subordinates are highly productive and capable of working on their own. Control could be challenging if the leader is not involved in any way in the actions of his subordinates. The boss doesn't use his official power. The workplace can so lose its official identity. The leader's moral support and professional counsel are taken away from the subordinate. The institutional leader won't be able to provide his followers with appropriate direction because he could not be an expert in his field of work. Despite having the legal authority to hold followers accountable, a leader may not have the moral authority because of his own questionable character.

OBJECTIVES OF THE STUDY

- Studying how employee preferences for supervision styles vary between jobs or departments within the company;
- To analyze how leadership styles affect how well subordinates take ownership of their work; and observe how successful leaders establish a Analyze how a leader's approach affects how well their subordinates take ownership of their task.
- Examine how strong leaders foster an environment where employees feel empowered to take charge of problem-solving and decision-making
- The performance of the organization as a whole depends on examining the industry leadership and personnel at all levels. It is also important to look for any patterns or trends among leaders on how frequently they engage in these activities.

SCOPE FOR THE RESEARCH

- The purpose of the measurement is to assess various aspects of employee welfare measures, reward systems, and organization training.
- In order to identify the best prospects for leadership roles, this study also examines the relationship between manufacturing firms.
- The study's scope includes data analysis and interpretation, as well as a schedule of interviews using statistical tools.

LIMITATION OF THE STUDY

1. The research was conducted solely on internal candidates and was restricted to specific groups of respondents.
2. The absence of a response from the candidate could lead to an error.

3. The study's findings are based on the current situation because employee views are prone to rapid changes. Additionally, time is severely limited due to data-gathering limitations.

REVIEW OF LITERATURE

According to Walker (2017), an is a business whose main source of income is from Internet-based operations. The author looked at the methods required to create prosperity and success for organizations in the online economy and noted that talented executives who want to create profitable e-businesses face tremendous pressure. Walker spoke about the problem of fast change that characterizes the present day and pointed out Because competent leadership is needed to manage the fast business transformation that is required to establish successful organizations today. The firms are frequently eating into their former ventures in an attempt to spur expansion. Walker argues that the main problem facing leaders today is transformation in the face of resistance. Ultimately, the author said that, regardless of whether a firm is starting from zero or evolving from an existing organization, is becoming an integral aspect of every business plan, a powerful and pervasive "state of mind" in leadership.

Dodge, Avolio, and Kahai (2017) One of the earliest uses of the term "leadership" is in this article. We chose it to reflect the newly developing context for analyzing leadership. The writers provided a definition of leadership as a sophisticated information technology-mediated social influence process that results in a shift in people's attitudes, feelings, thoughts, behaviors, and/or performance with individuals, groups, and/or the IT industry. Additionally, they claimed that leadership can take place in an organization at any level of hierarchy and involve both one-to-many and one-to-one interactions. The authors examined the relationship between technology and leadership, specifically how technology influences leadership and are transformed by it, using the Adaptive Structuration Theory (AST).

DasGupta Probal (2019) The ability to instantly communicate one-on-one with staff members, clients, and suppliers; the capacity to utilize talent wherever it is available; the chance to improve organizational performance by forming stronger multi-functional teams and raising customer satisfaction through the use of the follow-the-sum methodology; the potential to reduce costs; and scope in order to improve knowledge management. These may have a favorable effect on the competitive advantage of an organization. Nevertheless, e-leaders also face new difficulties, such as how to establish trust with people who might never see them, communicate with distant team members, transmit excitement and inspire followers electronically, and bridge the physical gap between them. The article talks about the new abilities a leader could need to succeed.

Kissler (2020) emphasizes resistance, people development, values-based leadership, and a feeling of urgency. Examining these behaviors, demonstrated the main steps that effective leaders have taken throughout the years, and then provided insights that gave hints as to how these behaviors may be changed in the commercial environment for IT today. The author concluded by listing several of Toffler's leadership qualities, including cognitive abilities and education, quick change adaptation, flexibility, the capacity to work for multiple bosses, the capacity to maintain composure in the face of chaos and ambiguity, experience in a variety of fields and the capacity to transfer ideas between them, individuality, and entrepreneurialism.

William L. Gardner and Kelly M. Davis (2022) This study looks into how charismatic rhetoric is used by leaders in times of crisis. We study charismatic rhetoric used by leaders during two significant crises, investigating longitudinally any possible long-term effects of charismatic rhetoric on views of the effectiveness of leaders. In order to generate theories, we use an inductive technique that takes into account the facts. In order to advance theories about the possible duration and ceiling effects of charismatic rhetorical leadership on followers, an analysis of eight charismatic constructs collective focus, temporal orientation, followers' worth, similarity to followers, values and moral justifications, tangibility, action, and

adversity was conducted. We also go over the connections between the crisis's features and the use of charismatic rhetorical leadership. By doing this, we are able to pinpoint possible limitations on the application of component of charismatic leadership in various crisis situations.

RESEARCH METHODOLOGY

A research problem can be solved methodically by using research methodology, which consists of a number of procedures that are typically used by researchers to analyze the problem and the reasoning behind them.

RESEARCH DESIGN

A research design is the setup of parameters for data collection and analysis with the goal of balancing procedure economy with relevance to the research purpose. A descriptive research design was chosen for the studies. To determine the leadership of the staff, the researcher must explain the current circumstances. Descriptive research studies are so employed. The only things that descriptive research may report are the past and present. Technique of Gathering both primary and secondary data are mostly used in the study. original information denotes data that has been recently gathered.

Primary data was mostly gathered by means of in-person interviews, questionnaires, etc. Existing data are referred to as secondary data. When a researcher uses secondary data, it is typically gathered by certain agencies or organizations that have previously undergone processing; this procedure of gathering and analyzing secondary data is known as desk research.

Secondary data offers cost and time savings. It is impartial and widely accessible. Publicly available or unpublished secondary data are both acceptable. Secondary data for this study were gathered from the corporate website and its annual reports. The primary and secondary data used in the study are primarily from the internet, textbooks, journals, newspapers, and magazines.

The population in the survey refers to all of the elementary units combined. This includes all IT industry workers in Chennai.

SAMPLE SIZE

The study solely took into account the expectations and opinions of the workers. A total of 150 respondents made up the study's sample.

SELECTION OF POPULATION

The population in the survey refers to all of the elementary units combined. This includes all IT industry workers in Chennai.

SAMPLE QUANTITY

The study solely took into account the expectations and opinions of the workers. A total of 150 respondents made up the study's sample.

SAMPLING UNIT:

The sampling unit is in Chennai

SAMPLE DESIGN

Convenience sampling techniques were used for the study.

STATISTICAL TOOLS USED

1. Simple Percentage analysis
2. Chi-square Analysis
3. Anova Analysis

TOOLS

CHI-SQUARE TEST

H₀ – There is no significant relationship between the education level of the respondents and employee preferences for supervision style

H₁ – There is a significant relationship between the education level of the respondents and employee preferences for supervision style

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
EDUCATION LEVEL OF THE RESPONDENTS EMPLOYEE PREFERENCES FOR SUPERVISION STYLE	150	100.0%	0	.0%	150	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.483E2 ^a	16	.000
Likelihood Ratio	295.663	16	.000
Linear-by-Linear Association	129.725	1	.000
N of Valid Cases	150		

RESULT

Hence the value is less than 0.05, we accept the null hypothesis and reject the alternate hypothesis. So there is no significant difference between the education level of the respondents and leadership should be subordinate to complete freedom to solve problems in their work.

ANOVA ANALYSIS

The table shows that the relationship between educational level of the respondents and the effect of employee motivation and morale.

ANOVA

EDUCATION LEVEL OF THE RESPONDENTS		Sum of Squares	df	Mean Square	F	Sig.
Between Groups	(Combined)	174.741	4	43.685	178.270	.000
	Linear Unweighted	98.790	1	98.790	403.139	.000
	r Weighted	173.851	1	173.851	709.449	.000

Term	Deviation				
Within Groups	.890	3	.297	1.210	.308
Total	35.532	145	.245		
	210.273	149			

RESULT:

There are relationships between the educational level of the respondents and the effect of employee motivation and morale.

SUGGESTIONS

- One of the most crucial components of effective human resource management is leadership, which encompasses more than just project or people management. It's the skill of influencing the actions of other team members to successfully complete tasks and reach objectives.
- The survey's findings validate that those who exhibit leadership qualities will have an easier time getting promoted.
- Employees must therefore possess these qualities in order to advance in their careers. But good leadership matters for more than just one's professional goals; it matters because it affects the project as a whole.
- The current quick pace of development, competitive threats, and rising customer demands are too much for one individual to handle. Rather, the industry needs to be infused with strong leadership.

CONCLUSION

The full research is concluded even if the perception-based survey has certain disadvantages when compared to other literature reviews that include books, journals, and case studies. The case study and survey data both show that creating a distinct self-image is the first step towards becoming a leader. They can be fairly judged by good leaders who recognize their contributions to the industry's strengths and weaknesses. In addition to giving guidance and answers, leaders also show strength, commitment, and firsthand knowledge of the issues at hand as well as the needs of others they collaborate with. Being trustworthy, persistent, and consistent are qualities that successful leaders use to foster trust. Although effective leaders think well of themselves, they identify their own strengths, make up for their weaknesses, cultivate and advance their talents, and are able to learn from mistakes without feeling self-important. In addition, they aim for achievement rather than just avoiding failure. To be a good leader, you might need to take chances and learn from your failures. A good leader is seldom one who stays in situations that are simple and undemanding.

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