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LEADERSHIP ROLE IN AFFECTING EMPLOYEE PERFORMANCE AND PRODUCTIVITY IN AN: A CRITICAL REVIEW

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ABSTRACT

This paper aims to study the effect of leadership style on the performance of the employees working in an organization. Further, it passed ahead in discover the association between the performance of the employee and productivity of the organization, which was regarded to be the hallmark of the organizational aims and intentions. The study revealed that there is a significant relationship between leadership style and employees' performance for the completion of organization goals and objectives.

Keywords: Leadership, performance, association, employees, goals, objectives etc.

INTRODUCTION

In order to achieve the aims and objectives for the growth and success of an organization there should be a good and great relationship of the employees with the management (leaders) within the organization. Thus the productivity to convert into reality in an organization solely depends on the leadership style. For the fulfillment of personal requirements and attainment of further aspirations individuals joined organizations which was not essentially for achievement of organizational goals. Consequently, a leader tried to motivate their employee to work higher in an organization and help them to identify their individual ambitions.

The workers are dependent on a large event of leadership styles effective to boost up their expertise and performance within an organizational setup. A leader may well use a dictatorial style when necessary to serve a particular purpose and the democratic style in vice-versa. All the-style assisted in development of the talent of the workforce.

BACKGROUND

Leadership being a distinctive style of influential action which was influential in all societal conditions so that people work together towards achievement of a common goal. Leadership was considered as a managerial activity whose aim was to direct the employees in one immediate chain of command toward the accomplishment of work goals in organization.

Leadership denoted a combination of behaviors exhibited by individual in a chosen, selected, or nominated influential position in society. Therefore, the conduct of leadership can be either formal or informal where provision of path and guidance to recognize individuals power. Additionally, leaders are responsible for the performance of their organization through employee's output. The contribution of leadership in management was chiefly determined through the culture of the organization followed. The beliefs, assumptions and values of managers were critically important to acquire the overall leadership style.

Maxwell suggested that it was the leader who empowered other individuals to grow into leaders in the twenty-first century. Therefore, the supervisors and managers should understand the skills, challenges and other benefits to facilitate leadership. He further

discussed that world was composed of bosses who rule individual's decisions. To be successful managers had to work in collaboration and in partnership with other workers and exchange ideas and intelligence with individuals. Leaders can be coaches, counselors and team builders. They were involved in talent and skill development of people to achieve their common objectives.

Conceptual Clarifications of Leadership

As per the literature suggested by Travis (2007), there was a need for revolution in the management skills, culture and style to meet the current challenges faced in the world. Therefore, certain qualities were required to be inculcated to grow into a leader like:

Dreamer: Leaders must be open and receptive to new ideas and visions though it seemed unrealistic or impractical in nature.

Builder: To evolve into a builder, a new leader has to be detailed, focused, inventive and resourceful and be able to visualize tasks into a perfect product. Builders are always aware of strain, irritation and disempowerment and therefore appear to be productive for organization.

Innovator: An innovator was considered the one who kept their staff or group motivated and establish organizational momentum to

retain pace. He or she must generate and embrace change.

Praiser: A new leader praised the effort put, the progress made and the result achieved. All of these skills and qualities must be developed in today's leader. But it was important to know where these qualities are represented or are missed within a team. For development of an effective teamwork it was essential to understand the thoughts and actions of the workers and thus it added value to the leaders' perception and workability.

KEY TO SUCCESSFUL LEADERSHIP

According to Obisi (1996), organizations need qualified leaders; leaders who evolve to perform consistently within organizations must possess four key abilities to effect change. The imperative features were application of proper leadership styles, effective communication and performance and grow allied responsibilities. These keys, when applied skillfully, provide managers opportunities to unlock excellence in leadership.

APPROPRIATE APPLICATION FOR LEADERSHIP STYLE

Hersey et al. (2001) believed that situational behavior based on possibility. It suggested that a leader must assess situations before taking appropriate action. Progressive leaders need the ability to apply possibility or situational assessment in to alter organizational environments.

LEARNING THE APPLICATION PROCESS

The method of application of situational leadership was a cycle that involved leaders to adapt, diagnose and communicate with their employees Hersey et al. (2001). The leaders must initially determine their purpose and influence their followers then they must assess the readiness levels of their followers. To communicate and obtain the desired results from followers' leaders must acquire different leadership styles.

EMPLOYEE READINESS IN AN ORGANIZATION

Readiness among employees in organization referred to the range where the employees initiated in engagement of behaviors in support or participation that brought transformation in the society. Organizational readiness that initiated change comprised of four extents of readiness like relevance,

support from management, self-efficacy and personal valence (Treuer et al., 2018).

The readiness of a new employee required a leader or manager who utilize specific reasoning and behavior. Steward (2004) discussed that the readiness level of an experienced employed required a leader or manager to use another combination of behaviors. For example, a new employee's readiness level maybe low to moderate. Contrastingly, the experienced employee's readiness level may be moderate to high. Moreover, the leaders should understand the processes that were essential for desired outcomes. The following keys are inevitable as enunciated by Steward (2004).

Key 1: Foundation for Leadership Excellence

The first key of leadership, application of leadership style provides the foundation to leadership excellence. The concept of situational leadership provides adaptability to changing situations and assessment of readiness levels of followers

Key 2: Effective Communication

Effective leadership requires good communication. This communication has to be two-ways communication. The results of good communication should be to gain associate alignment, agreement, and commitment. Visual tactile, vocal, spatial, and imagines are all forms of non-verbal communications. A non-verbal action can be body language or even the tone that the speaker uses. Non-verbal actions and cause the receiver to interpret the message incorrectly or differently from what the speaker intended.

TIPS TO HELP COMMUNICATION EFFECTIVELY

An issue in communication was Barriers where stuffs that stood in the way of the listener in understanding the message. Some of the more obvious barriers are noise and the misreading of the speaker body language. Another important barrier was the listener's language interpretation. For example two listeners will interpret what a speaker said in two different ways and will come to two different conclusions. Therefore, language was a key for effective communication. Thus a speaker required to be careful in communicating with people.

LEADERSHIP AS AN ENVIRONMENT FOR MOTIVATING EMPLOYEES

The role of leadership to develop an environment for employee's motivation at different levels were highlighted through

three different sources. All the three sources concluded that faded did not attain any outcomes as most leaders and managers sought in their work places. Hertzberg (1966) looked past the minor boost in production or behavior achieved any time management paid attention to its employees. Instead, the emphasis was to form environments that provide motivation for employees.

BASIC LEADERSHIP BEHAVIOR STYLES

Different leadership styles may affect organizational effectiveness or performance. Transformational leadership is a stronger predictor of both job satisfaction and overall satisfaction. A leader can be defined as a person who delegates or influencing others to act so as to carry out specified objectives.

SITUATIONAL LEADERSHIP

Different leadership practices were applied in organizations to train and prepare their employees to accomplish the daily activities and also impact the surrounding situation. Situational leadership theories presume that different styles are better in different situations. Leaders must be flexible enough to adapt their style to each situation Heresy et al (2001) focused mainly on the relationship between managers and immediate subordinates and established four different

leadership styles to use. For proper behavior the management supported and trusted their employees and for unruly behavior the employees were terminated by their managers and leaders. Leadership as a tool was applied for improved communication to expect better results between managers and their employees that was dependent on the situation, management may increase or decrease their direction or involvement. The situational leadership model helps others to visualize and understand their complexity of different styles of management.

LEADERSHIP STYLES, VALUES AND BELIEFS

As per the literature suggested by Rosca & Stanescu, (2014) values were approached from different perspectives. At an individual level psychological observations were made and considered qualities and values for the blooming of hidden orientation in individual within their environment.

Human attitudes were inspired through the values that in turn was displayed by their behaviors. Even sometimes individual values are context based that hardly ever varied and accompanied an individual throughout their life. It was difficult to put an attempt to operationalize such values. Consequently,

empiric proof on values from a psychological point of view was infrequent. Though, values provided appreciated visions when included in research associated to areas that had a high societal component, such as leadership. Leadership model had total variation (Bass & Avolio, 1997) for three leadership styles like transformational, transactional and permissive. A large body of research on the factors that influenced the transformational leadership style.

A PERSON'S NORMAL BEHAVIOR STYLE

The behavior style of a normal individual included the following qualities

- From passive infant to active adult
- Dependent to independent
- From simple behavior to more complex
- From shallow interest to deep commitments observation added to Argris Endings - (changes in Society may not be developing as before)
- From short-term frames to long-term frames
- From family subordinate to pear to leader

- Lack of awareness of self to self-control

METHODOLOGY

Data Source: For the current study, secondary data had been gathered from other sources excluding the primary sources. These sources include data collected and used by people in the past like leaflets, journals, books, abstract and other reviews which will give related information on the research at hand. Secondary sources are undependable and are used to supplement the primary data collected for better results.

CONCLUSION AND RECOMMENDATIONS

Operational management and leadership are widely indicated as basic priority for national and regional development, yet the practice by which they are improved by training and development and in what way they influence upon performance persisted to be less understood. A dearth of dependable information to link leadership development with leadership competence and individual and organizational performance where evidence suggested a difficult relationship then what was assumed. Further, the mutual

objective which encouraged the leaders was inclusive of organizational success. After identification of leadership as a system, it became clear that an understanding of the relationship between leaders and their constituents is essential.

Therefore, for effective performance of the employees the organization and the management must adopt an effective style in their leadership which was based on a concerned and future approach of the leaders. Independent and pacesetting leadership style ought to be accepted as the democratic-style that would provide space for employee participation in decision-making while pacesetting in situational leadership style.

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