



Everyone's Smart University

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1. ABSTRACT

What is leadership that the concept of leadership is a concept discussed over a large area and extended its scope, where it was discussed with great skills of studies, research and work and the most important is the evaluation of leadership and the extent of its impact on team building and performance that the team and team dynamics. In this research, we will examine the impact of leadership on team performance, evaluate it through tests and examinations of different driving methods, and focus on the idea of transformative leadership.

2. INTRODUCTION

The Usually they form and develop high-performance teams within the organization overnight. The team's development stages, as discussed by Brian Schulz, require routine guidance from leadership from the formation stages through performance. While each team may face these stages of team development all teams may occur, and vary only depending on how long they spend moving through the stages, not all teams have the same driving style for each management different method of services used to help grow them into high-performance production teams. Any failure in The Department often attributes the failure of

2.1 Research Question

What is the impact of the Leadership styles on team performance? Consequently, which leadership style improves team performance in a better way even though there is no leadership that is effective in any given situation?

2.2 Research Design

This report is secondary in nature and draws references from current research. We performed a literature review of numerous articles, journals and books on impact of leadership styles on team performance. We referred to research study from another primary source. We then interpret and draw conclusions about the events and data reported in primary sources.

3. LITERATURE REVIEW

3.1 What is Leadership?

Leadership is defined as the process of facilitating individual and collective efforts to accomplish the shared objective. Leadership is an influential process that enables manager to get their people work willingly towards what must be done and what ought to be done. Some small groups perform their tasks with high risk - here team Leadership is crucial for the ability to deal with the risk. Leaders' behavior impacts on their teams' structure, working process, and effectiveness. Leadership is not a person or a position, it is a complex moral relationship between people, based on trust, obligation, commitment, emotion, and a shared vision of the good. Further, there have also been several characteristics or traits on which leadership has been measured or assessed. Some of the traits generally associated by the leaders are High tolerance for frustration, Charisma, Inspirational, Readiness to accept feedback, Team builder and Responsibility.

3.2 Principles of Leadership

Each leader chooses his unique formula for success, but still there are few key points for an affluent leader that need to be followed. Below are some of important principles.

1. Know Yourself:

The Leader should be aware of the below three pointers in order to move his/her company forward. Having strong values that guide your Life

Being acutely aware of the structure of the company and his/her personal responsibilities.

Executing the ideas effectively.

2. Setting an Example:

The best way for a Leader to influence his team members is by setting a good example. Since, actions speak more than words, Leader should empower people their greatest potential. Even in the hard times Leader should be ready to face the challenge with confidence and determination towards success.

3. Choosing a Team:

Team selection is imperative for a leader. It shows his ability in finding appropriate skills and knowledge. When choosing a team, Leader should look for people who understand his vision and have a set of competencies. Furthermore, being a passionate leader also means finding employees who are equally passionate about their work

4. Have a clear Vision and Goals:

As a leader, one need to have a clear picture of the company's future. This means having a clear vision for his company, where it fits into the industry and how he

plans to serve customers. Setting goals is a crucial step in realizing the company's vision.

3.3 Theories of Leadership

Leadership is a "process of social influence in which one person is able to find the aid and support of others in the accomplishment of a common task". Leadership is ultimately about creating a way for people

5. Unity is strength:

Team is the most important resource for every leader. Leader should embrace about its unity each day. If your team is united, nothing can stay in a way to success. Make sure that all people in a team consider themselves as members of a strong, unified family

to contribute their skills and knowledge in making something possible and moving towards success. Over the last 100 years number of different leadership theories were developed to explain what exactly makes a great leader, why certain people became great leaders. While many different leadership models have emerged, these are the major types.

1. "Great Man" Theory:

This theory can be described with one point "Born to lead". Great leaders are simply born with the necessary internal characteristics such as charisma, confidence, intelligence, and social skills that make them natural-born leaders. This theory believes that great leaders are born not made. They have the leadership qualities inherently in them.

2. Trait Theory:

Trait theory tries to describe the types of behavior, and personality tendencies associated with effective leadership. This theory attempts to answer why some people are good leaders and others are not. In fact, the theory can be traced back to the nineteenth century, a man called Thomas Carlyle used such understanding to identify the talents, skills and characteristics of men who rose to power. Key characteristics of this theory include Initiative, Tenacity, Energy, Good cognitive skills and capable of using good judgement and decisions, Flexibility, Creativity, Charisma and confidence.

3. Behavioral Theory:

Behavioral theory of leadership focus on the study of specific behaviors of a leader. The main difference between these two theories is traits are not something that can be taught to a person. While traits can develop over time, typically cannot taught to someone they have to learn it on their own and let it develop. In comparison, behaviors can be learned.

3.4 Leadership Styles

Leadership style describes the actions of Leader such as visionary, coaching, collaborative, and consensus. Different types of Leadership styles exist in work

environments. But not every style is right for everyone. The culture and goals of an organization determine which leadership style fits the firm best. Building effective Leadership style can develop an approach to be an effective Leader. While, there are many approaches from Lewin's style of 1930 to the more recent idea of Transformational style, these are the major

1. The Laissez-Faire Leader

Laissez-faire leadership, also known as delegative leadership, is a style in which leaders are hands-off and allow group members to make the decisions. Laissez-faire leader lacks direct supervision of employees and fails to provide regular feedback to those under his supervision. Highly experienced and trained employees who requires little supervision fall under these leaders. However, Researchers have found that this is generally the leadership style that leads to the lowest productivity among team members.

2. Autocratic Leader

Autocratic leadership, also known as authoritarian leadership, is a style characterized by individual control over all decisions and little input from group members. These Leaders make decisions based on their ideas and judgments without input from other team members. This style benefits employees who require close supervision. The benefits of this style depend upon factors such as situations, amount of risk, type of task and characteristics of team members.

3. Democratic Leader

Democratic Leadership, also known as Participative or shared leadership, is a style where inputs from team members and peers are considered and valued. Everyone in the team are encouraged in exchanging their ideas. Democratic Leader boosts the team to share ideas in decision making process.

However, the responsibility of final decision-making is with the Leader. Researchers have found this Leadership style is one of the most effective types which leads to high productivity.

4. Transactional Leader:

Transactional Leadership also known as, managerial leadership focus on supervision, group performance and organization. This Leadership style focuses on a specific task and based on the performance results, Leader provides awards and punishments to motivate team members. These leaders are good at setting expectations and standards that maximize the efficiency and productivity of an organization. Research has found that transactional leadership tends to be most effective in situations where problems are simple and clearly defined.

5. Transformational Leader:

The Transformational leadership style depends on high levels of communication from management to meet goals. Leaders motivate employees and enhance productivity and efficiency through communication and high visibility. Transformational leadership

enhances the motivation, morale and performance of followers through a variety of mechanisms like, being a role model to his followers to inspire them, understanding strengths and weaknesses of followers. When transformational and transactional styles are compared, Researchers believes the transformational approach creates significant change in the life of people and organizations.

4. FRAMEWORK DEVELOPMENT

After going through the research on the impact of leadership styles on team performance, we have come up with the Transformational leadership for effective team performance.

4.1 Team Performance

Effective team performance derives from several fundamental characteristics (Zaccaro & Klimoski, 2002). First, team members need to successfully integrate their individual actions. Second, teams are increasingly required to perform in complex and dynamic environments. Thirdly, Team leadership represents effective team performance. Most teams contain certain individuals who are primarily responsible for defining team goals and for developing and structuring the team to accomplish these missions. Zaccaro et al., (2001), suggested that effective teams integrate four fundamental processes: cognitive, motivational, affective, and coordination. Zaccaro et al., (2001), proposed that leadership influences on team effectiveness occur in part through their effects on these four processes.

A central responsibility of team leaders is to raise the collective efficacy of the team (Kane, Zaccaro, Tremble, & Masuda, 2002). If team members believe their team can achieve its goals, i.e., being successful, they are more likely to choose to engage the task (Zaccaro, Blair, Peterson, & Zazanis, 1995). Team efficiency also emerges from leaders who exhort their members to work hard and do well. This is related to the empowerment processes of transformational and inspirational leaders (Bass, 1985; Burns, 1978). By their actions (see Bass, 1985; House, 1977), such leaders fuse each member's personal goals with the team or organizational mission. Team members identify at a personal level with the purpose and goals of the collective as a whole and are therefore more committed to their accomplishment (House & Shamir, 1993). Thus, transformational leadership is fundamentally directed at aligning the motive states of individual members with the purpose of the team (Burns, 1978; House & Shamir, 1993).

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4.2 Impact of Leadership Styles on team performance:

Transformational Leadership Style: Waldman, Bass, and Einstein (1987) showed that the performance appraisals of subordinates were higher if their leaders had been described as Transformational. Singer (1985) showed that subordinates in New Zealand preferred working with leaders who were more transformational than transactional. Clover (1989)

used an abbreviated version of the MLQ to correlate the descriptions of 3,500 subordinates at the U.S. Air Force Academy, it was found that commanders who received higher ratings in transformational leadership led better-performing squadrons and were more likely to be seen as preferred role models by the cadets.

Taking into the consideration of review of literature and subordinate performance, the transformational team leaders are related to the following to impact the team performance.

- Effectiveness of team members
- Extra effort of team members
- Satisfaction of team members

Transactional Leadership: Transactional leadership involves an exchange process that results in follower compliance with leader request but not likely to generate enthusiasm and commitment to task objective. The leader focuses on having internal actors perform the tasks required for the organization to reach its desired goals (Boehnke et al, 2003). The objective of the transactional leader is to ensure that the path to goal attainment is clearly understood by the internal actors, to remove potential barrier within the system, and to motivate the actors to achieve the predetermined goals (House and Aditya, 1997). This style of leadership implies close monitoring for deviances, mistakes, and errors and then taking corrective action as quickly as possible when they occur. Since, there is a chance to miss enthusiasm and commitment to the task objective, the team's output does not benefit from the extra effort of the team members.

Laissez-faire leadership: Laissez-faire leaders, however, are those individuals who occupy leadership positions but have abdicated the responsibilities and duties assigned to them (Lewin, Lippitt, & White, 1939). Avoilo (1999) who noted that laissez-faire leadership is poor, ineffective leadership and highly dissatisfying for followers". Laissez-faire type of leadership is at the other end of the continuum from the autocratic style. With this type, leaders attempt to pass the responsibility of decision-making process to the group. The group is loosely structured, as the leader has no confidence in his leadership ability. Decision making under this leadership is performed by whoever that is willing to accept it. Decision making is also very slow and there can be a great deal of "buck passing". As a result, the task may not be undertaken, and tile conditionally become chaotic. In such situations, projects can go off-track and deadlines can be missed when team members do not get enough guidance or feedback from leaders. Team effectiveness is comparatively lower than traditional style.

While Democratic leadership has been described as the most effective leadership style, it does have some potential downsides. In situations where roles are unclear or time is of the essence, democratic leadership can lead to communication failures and uncompleted projects. In some cases, group members may not have the necessary

knowledge or expertise to make quality contributions to the decision-making process. Democratic leadership works best in situations where group members are skilled and eager to

share their knowledge. It is also important to have plenty of time to allow people to contribute, develop a plan and then vote on the best course of action.

4.3 Results and Discussion

A study was conducted to understand the Transformational leadership association with effectiveness, extra effort, and satisfaction. For the purpose of the study, seven software companies were chosen as sample. From each company ten teams were chosen randomly with a total of 262 respondents. Questionnaires were given to all the team members and asked them to rate their team leader's leadership behavior on Multifactor Leadership Questionnaire (MLQ). Again, team members were asked to give their own feelings of effectiveness, extra efforts and satisfaction on leadership outcomes measure.

In this study, two different questionnaires were used to collect the data. First, a 20-item multifactor leadership questionnaire was used to measure the team leaders' transformational leadership behavior. The MLQ Form 5X is self-scoring and uses 20 items to measure the transformational leadership. Second, a nine item leadership outcome measures questionnaire was used to measure the team performance. This questionnaire measures the team performance on three different dimensions i.e., Effectiveness, Extra Effort, and Satisfaction. These items are rated using a 5-point Likert scale with anchors labeled as 1 = not at all, 2 = occasionally, 3 = sometimes, 4 = often, 5 = frequently, if not always.

A correlation analysis was conducted to examine the relations between dependent and independent variables. Transformational leadership was considered as independent variable.

Dependent variables include effectiveness, extra effort, and satisfaction. Results reveal high correlations between transformational leadership and performance measures.

Transformational leadership is significantly associated with effectiveness ($r = .84$, $p < 0.01$), extra effort ($r = .79$, $p < 0.01$), and satisfaction ($r = .84$, $p < 0.01$). All the transformational leadership subscales have positive, statistically significant ($p < .01$), correlations with effectiveness, extra effort and Satisfaction.

These results suggest that there is a positive and strong, relationship between the transformational leadership behaviors and team performance. For team performance, this suggests that leadership behaviors which involve building trust, inspiring a shared vision, encouraging creativity, emphasizing development, and recognizing accomplishments is positively related to how team members feel about reaching that extra mile and achieving goals.

5. CONCLUSION

One leadership style is not the most effective in any given situation. When it comes to managing people effectively, the atmosphere and type of work environment often means you have to "switch" your leadership style into a different gear. Good leaders can do this instinctively; they understand what needs to be done and the people they are leading. Much of what dictates the leadership style in any given situation depends on a few factors such as whether the environment is stable, conservative or constantly changing.

team performance. Finally, understanding employee needs, creating a supportive atmosphere and engaging in confidence-building practices would also likely contribute to a greater performance

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