



A STUDY ON LEADERSHIP STYLE INFLUENCER ON EMPLOYEE PERFORMANCE WITH SPECIAL REFERENCE

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Abstract:

Leadership is widely recognized as a critical factor in determining organizational effectiveness and employee performance. Different leadership styles influence employees' motivation, commitment, productivity, job satisfaction, and overall work behaviour. A descriptive research design was adopted, and relevant literature was systematically reviewed to identify consistent findings regarding leadership practices and employee outcomes. The analysis indicates that transformational, democratic, and servant leadership styles generally have a positive influence on employee performance by enhancing motivation, engagement, innovation, and organizational . Conversely, highly authoritarian leadership may reduce morale and limit employee creativity when applied excessively.

Keywords: Leadership Style, Employee Performance , Secondary Data

1. INTRODUCTION

Leadership plays a vital role in guiding employees toward the successful achievement of organizational objectives. Effective leaders influence employee behaviour by establishing clear goals, motivating teams, supporting professional development, and creating a positive work environment.

Leadership style refers to the pattern of behaviour adopted by leaders while directing, motivating, and communicating with employees. Various leadership approaches influence employees differently depending on organizational culture, work environment, and individual expectations.

This study investigates the influence of leadership styles on employee performance using only secondary sources of information published by recognized academic and professional organizations.

2. OBJECTIVES OF THE STUDY

Examine the concept of leadership style.

Identify leadership styles that positively influence employee productivity.

Review previous research findings using secondary data.

Recommend leadership practices that enhance organizational performance.

3. RESEARCH METHODOLOGY

Research Design: This research adopts a descriptive research design based exclusively on secondary data.

Sources of Data

Information for the study was collected from the following sources:

Organizational Behaviour textbooks

Google Scholar

Emerald Insight

SpringerLink

SHRM publications

International Labour Organization (ILO) reports

Corporate leadership reports

Government publications

Method of Analysis

The collected literature was reviewed, compared, and synthesized to identify recurring themes regarding leadership styles and employee performance.

4. LITERATURE REVIEW

Burns (1978) introduced transformational leadership as a style that inspires followers to exceed expectations by encouraging innovation, shared vision, and commitment.

Bass (1985) expanded transformational leadership theory by explaining that leaders who motivate, intellectually stimulate, and individually support employees significantly improve organizational performance.

Northouse (2022) emphasized that effective leadership combines communication, ethical behaviour, motivation, and collaboration to achieve goals.

Recent research regularly shows that transformational and participative leadership styles positively influence employee engagement, organizational commitment, innovation, and productivity, while purely authoritarian leadership often produces mixed outcomes depending on organizational context.

5. LEADERSHIP STYLES

5.1 Transformational Leadership

inspire employees by communicating a compelling vision, encouraging innovation, recognizing achievements, and supporting professional growth.

Key characteristics include:

Idealized influence

Research consistently associates transformational leadership with higher employee performance and organizational effectiveness.

5.2 TRANSACTIONAL LEADERSHIP

focuses on structured supervision, clear expectations, and performance-based rewards.

Major characteristics include:

Reward systems

Performance monitoring

Corrective actions

Defined responsibilities

This leadership style is effective for maintaining operational efficiency and achieving short-term organizational objectives.

5.3 DEMOCRATIC LEADERSHIP

involve employees in decision-making processes and encourage participation.

Benefits include:

Improved communication

Higher employee satisfaction

Better teamwork

Increased innovation

5.4 AUTOCRATIC LEADERSHIP

Although this style may improve decision-making speed during emergencies, excessive control may reduce creativity, employee morale, and organizational commitment.

5.5 SERVANT LEADERSHIP

Servant leaders:

Support employee growth

Build trust

Encourage collaboration

Promote shared success

This leadership approach often results in stronger employee engagement and organizational loyalty.

6. EMPLOYEE PERFORMANCE

Refers to the degree to which individuals successfully accomplish assigned responsibilities while contributing to organizational objectives.

Indicators of employee performance include:

Productivity

Innovation

Job knowledge

Teamwork

Attendance

Customer service

Organizational commitment

7. RELATIONSHIP BETWEEN LEADERSHIP STYLE AND EMPLOYEE PERFORMANCE

Employees generally perform better when leaders:

Communicate organizational goals clearly.

Recognize employee contributions.

Encourage participation in decision-making.

Provide continuous feedback.

Offer opportunities for learning and career growth.

Maintain fairness and transparency.

Transformational and servant leadership styles consistently produce higher employee motivation, stronger commitment, improved innovation, and greater productivity.

In contrast, highly authoritarian leadership may reduce employee morale, creativity, and job satisfaction if employees perceive limited autonomy.

8. FINDINGS

The review of secondary literature revealed the following:

employee performance Transformational leadership improves employee motivation and productivity.

Democratic leadership strengthens teamwork and employee engagement.

Servant leadership increases organizational commitment and trust.

Performance feedback positively affects employee development.

Employee recognition enhances job satisfaction and morale.

Effective communication improves organizational performance.

Ethical leadership promotes employee loyalty.

Leadership development programs improve managerial effectiveness.

Positive leadership contributes to lower employee turnover.

9. RECOMMENDATIONS

Organizations should:

Develop transformational leadership competencies among managers.

Encourage participative decision-making.

Provide leadership training and development programs.

Establish transparent communication channels.

Recognize employee achievements regularly.

Promote ethical leadership practices.

Encourage mentoring and coaching initiatives.

Conduct periodic employee feedback surveys.

Foster a supportive organizational culture.

Evaluate leadership effectiveness regularly.

10. CONCLUSION

A leader's style is a significant determinant of employee organizational worker productivity and success. The review of secondary data demonstrates that employee-centered leadership approaches, particularly transformational, democratic, and servant leadership, positively influence worker productivity and motivation, productivity, innovation,

and organizational commitment. employee contributions, encourage participation, and support professional development create an environment that promotes superior performance. Organizations should therefore invest in leadership development initiatives that strengthen Effective communicators are able to identify n managerial capabilities and foster positive workplace relationships to achieve sustainable competitive advantage.

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