

# Organizational Performance Indicators: A Path to Identify the Effect of Leadership Styles on Organizational Performance

*Teena Hassija*

*Research Scholar, Faculty of Management*

*Mewar University, Chittorgarh, Rajasthan, India*

*teena.fcbs@mriu.edu.in*

*Dr. S.S. Khanka*

*Supervisor*

*Retired Professor, NIFM, Faridabad, Haryana, India*

## **Abstract:**

Rapid growth is requirement of every organization and a matter of discussion for management researchers. The global forces compel every organization to put concern on providing assurance about quality services and stakeholders' satisfaction. However, it can be promising with the employee efficient performance, sound organizational policies and procedures. Many researchers empirically proved that leaders play a vital role in organizational performance. The outcomes of the organization are positively significantly influenced by a good leadership approach. The present study is an attempt to identify the relationship with practicing leadership styles and determinants of organizational performance. The researchers have successfully identified by analyzing past studies the most popular leadership style i.e. "Transformational Leadership Style" and determinants to performance which are of two types as " Financial Performance and Non-Financial Performance." The financial performance of the

business can be identified with the help of comparing business past financial reports and profit trends; which can be done by using statistical tool like “Ratio Analysis”. On the other side, the employee performance can be identified by using “Multilevel Leadership Questionnaires (MLQs)” and the major variables can be considerable that employee satisfaction, employee potency, employee organizational commitment and like.

**Keywords:** *Leadership Styles, Transformational Leadership Style, Organizational Performance, Financial Performance, Non-Financial Performance*

### **Introduction**

Rapid growth is requirement of every organization and a matter of discussion for management researchers. The global forces compel every organization to put concern on providing assurance about quality services and stakeholders’ satisfaction. However, it can be promising with the employee efficient performance, sound organizational policies and procedures. Many researchers empirically proved that leaders play a vital role in organizational performance. The outcomes of the organization are positively significantly influenced by a good leadership approach. Thus, there is a requirement to have a frequent watch over the performance of an organization. Many authors as Crucke (2016), Boyne (2016) and like stated that performance assessment is a key subject matter in management literature and also supported by many bodies at global level such as OECD and World Bank. Organizational performance assessment controls support internal decision-making and to act in response to the mounting demands of accountability towards different stakeholders. Rogers & Wright (1998) stated that organizational performance is the widely used term as a dependent variable in leadership researches. They further argued that the definitions provided by various researchers in the same area are slackly constructed and most of them are blurred. This is, merely not a concept of

reflecting productivity, efficiency, effectiveness and competitiveness of an organization rather it is an outcome of learning and leading practices.

In general, the concept of organizational performance is based upon the idea that an organization is the voluntary association of productive assets, including human, physical, and capital resources, for the purpose of achieving a shared purpose which is claimed by many researchers over a period of time like Alchian & Demsetz (1972), Jensen & Meckling, (1976), and Barney (2001). Many other researchers' like Venkatraman and Ramanujam (1986), Hamon (2004), Ho (2008) also emphasis that organizational performance indicates the achievements of an organization with reference to its goals.

What motivate the performance of an employee in any organization? The best suitable answer would be reward in the association with their productivity. Alchain (1976) in case, these rewards become random means without any association to the efforts made by the employees, the scenario would leads to a situation of sabotage. Mohammad (2016) investigated relationship between organizational learning with organizational performance; irrespective of relationship betwvn leading practices and organizational performance, usually investigated by many other researchers. Organizational learning plays a momentous role in transforming thoughts into procedures and policies, with an eventual endeavor of upgrade the performance of the organization Argote (2012), Lipshitz (2016). The role of organization learning motivates the researchers to investigate the relationship between leadership and organizational performance Ni (2006).

### **Review of literature**

Organizational performance is a very wider concept as no single definition is able to satisfy its meaning. Almost every researcher has given a different meaning to it. Along with it, its meaning also varies with its association as when the researchers identify effect of leadership on organizational performance; the focus is more on employee's performance; whereas, the

performance criteria gets changed when we talk about financial performance and outcomes of the organization. Peterson (2016) defines organization performance as “the ability of an organization to use its resources efficiently and to produce outputs that are consistent with its objectives and relevant for its users”. There is a lack of consensus on one definition of performance measurement; no one can even pick a standard set of tools to measure the performance of any business.

Santos (2007) tried to first identify key character sites of a ‘Business Performance Measurement’ by reviewing systematically various definitions cited by 300 data base. After analysis, the researchers had selected only 17 definitions and concluded that there is “no two definitions consent on the particular features.” In fact, it would be really difficult for the researchers to identify what exactly the researchers are investigating. Though, the present study tried to sort some quantified evidences of tools to identify the performance. The study argued two key features of the system; which are “Performance Measure” and “Objective Goals.” The study further suggested having accord as regards to roles of the system; which may include ‘Implementation of Strategy’, ‘Alignment Management’, ‘Communication/Information provision’, ‘Performance Evaluation’ and ‘Progress monitoring’; out of these roles, ‘Information provision’ has been highly cited by many authors. At the end of the study, the researchers suggested to opt for a systematic process to evaluate the performance of any business. The system should start with identifying the needs of all stakeholders then collect and analysis data in order to the target decisive before. The third step should relate to management of information i.e. interpretation and decision making. The next step should includes actual evaluation of performance and link it to rewards. At last, the system must ensure the review procedures.

### **Research objectives**

The major objectives of the study are the following:

1. To identify determinants to measure the performance of a business;

2. To know the practicing leadership style in India at present time;
3. To find out the relationship between most popular leadership practices and organizational performance.

### **Organization Performance Indicators**

There are not a fixed range of parameters available to examine performance of an organization. Many researchers correlate the concept with only financial performance of the organization as ROI, profitability, cost effectiveness, turnover and like, in ignoring the other non-financial factors as employees satisfaction and commitment, turnover of employees, customers satisfaction and many more. Many of the major studies are consulted by the researchers to find out most effective indicators to examine the performance of an organization.

After reviewing 17 organizational effectiveness models, Steer (1975) projected three ways to examine organizational performance; which are business performance, financial performance, and organizational effectiveness. Mohammed (2016) also suggests three foremost indicators to judge the performance of any organization; which are leading practices, organizational learning, and organizational culture. A few researchers have talked about only financial/capital parameters to know the status of performance; Whereas, some other considered non-financial parameters as leading practices, customer retention, communication process, procedures and policies and organizational learning.

Tippins and Sohi (2003), Hancott 2005, and Ho, 2008 are the famous researchers who broadly mentioned the financial parameters as turnover, profitability, return on sale, return on investment, growth in market shares; which even has been extensively adopted since mid-1900.

Another conceptual model was introduced by fitzgerald in 1991 to know the performance and competitiveness of an organization; which again includes all to gather different indicators as elasticity, novelty, excellence of service, and optimum utilization of resources.

Santos (2007) profound objective for implementation a performance measurement system should be inclined with strategic goals; where as in real situation most of the businesses implement this system to check the achievement of operational goals

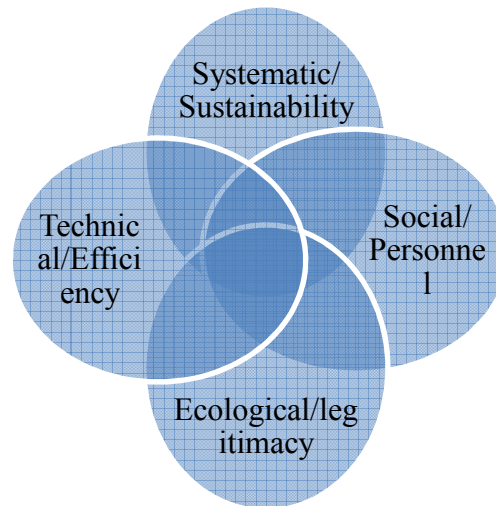
There is no standard set of parameters to examine the performance; in fact no particular situation is being discussed by the researchers for the best selection of the indicators. In this scenario, Morin surveyed 18 senior executives to draw their opinion. He tested the opinions with Delphi technique; as a result the researchers found that out of agreed 46 indicators; 35 were related to finance. Its shows the pressure of the financial stake; hence can't be ignored during examining the performance.

Bakotic (2016) identified relationship between job satisfaction and organizational performance where he refers job satisfaction as work attitude. The work attitude is developed as scenery of work, growth opportunities, training and development, job security, salary and emoluments, leadership practices and many like. On the other side, the author has taken financial indicators as a criteria for organizational performance; which included, ratios as ROI (Return on Investment), ROA (Return on Asset), ROCE (Return on Capital Employed), Revenue over expenses ratio, total asset turnover, revenues over expenses ratio and like.

### **Performance as synonymous of effectiveness**

A substantial substantiation of performance is known as effectiveness. A few studies consider the term effectiveness as a subset of performance; whereas some other argued that it is a conclusion of the examination of the performance of an organization. Zero defects are situations where quality of work perfectly matches with the standard one and consumer's demand. It would be difficult to achieve this target as human minds are limited and inherent to existed conditions. In order to take such complications into consideration, there is requirement to extend the outlook of organizational performance (Cameron & Whetten, 1983).

Morin (2003) introduced organizational effectiveness model with four major components as technical, systemic, social, and ecological.



Source: Morin (2003)

Here, the systemic apparatus are quality production, stakeholder's satisfaction, and organizational competitiveness. The social component concerns about employee's commitment, competencies and performance, health and safety, and organizational climate. Whereas, the technical aspect refers to the appropriate use of the technologies could be assessed in three criteria's of financial performance as profitability, productivity, and cost effectiveness of resources. Along with it legitimacy of the organization is also one of the important performance measurement tools which broadly includes principles and regulations, corporate social responsibility.

### **Effect of Leadership Styles and Organizational Performance**

The vital interest of leading researchers in the late 20th century was to know the effect of leading style on the performance of an organization. Numerous studies have been conducted throughout the world; many of them have proved highly significant relationships among both the factors. The researchers also study and summarized a few prominent and appropriate research in

the related area. According to Goleman (1995), emotional intelligence is the ability to manage ourselves and our relationships effectively consists of four fundamental capabilities: “self capabilities, self-management, social awareness, & social skill.” The researcher gave six leadership styles and each style having different impacts on organizational performance. The study concluded that the leaders, who have mastered four or more styles, have the very best climate & business performance. And the most effective leaders switch flexibly among the leadership styles as needed.

Emmanuel and Lloyd (2000) stated that organizational culture and leadership both are linked to organizational performance. The study has examined the relationship between leadership and performance and between culture and performance independently, whereas many studies have investigated the association between the three concepts. Organizational performance was measured by analyzing long- and short-term performance which was measured by customer satisfaction, sales growth, market share, competitive advantage, and sales volume. All the independent factors exert an effect upon performance, although the impact and form of the effect differ and the finding was overall in the support.

Waldman, Ramirez, and House (2001) investigated relationship between leadership attributes and profitability under conditions of perceived environmental conditions. For their research, transactional and charismatic leadership styles were considered and net profit margin was the only criteria to measure the organizational performance. The researchers found that transactional leadership style was not significantly associated with the organizational performance; whereas, charismatic leadership style had a marginally significant association.

Pounder (2006) stated transformational style as an important factor to increase engagement among employees. The result found by the study has contradicted the results of many famous studies. Many studies reveal that this style has a positive impact on employee's engagement towards their work. The study further recommended that the transformational style of leading can opt-in the banking sector but other affecting factors should not be ignored.



Kiyak et al. (2011) examined and assessed suitable and practiced strategic style of leading in an organization and their impact on financial performance. The researcher found some leading leadership styles as “ethical leadership Style, political leadership Style, and transformational leadership style” and identified their impact on the performance separately. The researchers presumed that the managerial style of leading is the most adopted style during the financial crunch in an industry. Ethical leadership Style is expected to have the least impact on organizational financial performance, whereas political leadership Style is expected to be adopted during crisis. The result of the study was surprising that the ethical leadership style was the most preferred and adopted style at private hospitals in Istanbul during the phase of the financial crisis. The leadership style was notable for its fair and responsive attitude. The second preferred style of leading is transformational among them.

Obwuru, Okwu, Akpa, and Nwankwere (2011) tried to investigate the effects of leadership styles on organizational performance in small scale enterprises. “Transformational Leadership Style” and “Transactional Leadership Style” were studied and researches tried to find out their effects on the performance of the small scale industry. Both the styles were considered as independent variables; whereas dependent variables as outcomes were extra effort, effectiveness, and satisfaction (as disaggregate performance measures of Transitional leadership Style) and efforts, productivity, and loyalty (as disaggregated performance of Transactional leadership Style). It was concluded that performance is more correlated with transactional style of leadership; than transformational leadership Style.

Binfor et al. (2013) has taken three leadership styles as autocratic leadership style, participative leadership style, and delegated leadership style as other independent factors in the study to find the impact on employee’s performance. The study argued that delegated leadership style has been practiced in the selected organization and having a very positive impact on performance.

Ozer and Tinaztepe (2014) examined transactional, transformational, and paternalistic (relationship-oriented) leadership styles with eleven attributes to judge organizational performance as product/service quality, competent labor, innovation, employee's commitment, employee's satisfaction, customer satisfaction, hike in turnover, growth in market share, return on assets, return on sales, and overall profitability. The study also exposed that employees involved in decision making can improve the quality of decision, quality of work of employees, and increase innovations.

Ali and Tang (2016) Surveyed in Malaysia country with almost 150 working employees in MNCs. The researchers have taken four major styles of leadership as independent factors as transactional leadership style, transformational style of leadership, authentic leadership style, and spiritual style of leading; whereas, job satisfaction is a mediator factor and dependent factor is organizational performance includes financial and non-financial factor. It was also proved that job satisfaction has a very positive impact on organizational performance. Hence, the selected leading styles are positively linked with organizational performance.

AchenefAlem (2017) tried to emphasize the relationship between transactional leadership and organizational commitment. Transactional leadership is not significantly related to organizational commitment of private insurers, whereas transformational leading style is a requirement of the industry to articulate the positive feelings, dedication, and commitment towards the organization. In simple words, employees' performance, commitment towards work will go down, if supervisors do not pay attention. Effectiveness of leadership is more situational, no fixed style of leader can ensure the success of the organization.

Wachaga (2017) determined the influence of transformative, democratic, autocratic, and Permissive/laissze- faire leadership styles on the performance whereas; organizational performance considered as human relations, productivity, commitment of employees and motivation level. It was recommended by the researcher that transformative leadership in insurance and other financial institutions to achieve their goals because this is the style where

leaders work with subordinates to identify desired transform; create a phantasm to conduct the change through motivation and executing.

Arumugam et al. (2019) to identify the effect of leadership styles and job satisfaction on employee performance, this study has evolved transactional leadership style and transformational leadership style. The results revealed that job satisfaction is the highest factor to affect the employee performance followed by transformational style and then transactional one. Another interesting result of the study was a high amount of positive correlation between transformational leading style and job satisfaction. In fact, transactional style of leadership is also positively correlated with job satisfaction but r value is slight lesser. Thus, both the leading styles were positively related to job satisfaction which ultimately leads to organizational performance.

Pradeep and Prabhu (2011) attempted a study to foster differences in the leadership practices between the public and private sector enterprises. The relationship between transformational, transactional, Laissez-faire leadership and employee performance is explored through correlation and regression analysis. The results were likely to suggest that leaders must have the ability to attract/influence their subordinates, be able to set clear standards of performance to their peers and act as the best role model to the subordinates. The subordinates expect that their achievements must be recognized and rewarded either with monetary or nonmonetary terms. The results of correlation and regression analysis suggest that the transformational leadership style has significant relationships with performance outcomes.

Badshah (2011) examined the relationship of perceived leadership style with subordinate organizational outcomes. The study found laissez-faire style is not suitable for subordinate extra effort; whereas the transformational leadership style was an explanatory variable for the same. The study concluded that only the transformation style is a more suitable style among three different industries as it proved to be a highly significant explanatory variable.

Budhiraja and Malhotra (2013) also tried to measure the relationship between perceived leadership style and organizational effectiveness amongst middle-level managers of two service

sectors. With the help of model, the study tried to established relationship between three leadership styles as instrumental leadership style (transactional), participative leadership style, supportive leadership style (transformational) and major factors of organizational effectiveness as productivity, profitability, quality and flexibility, innovation, efficiency, return on investment, and competitiveness. The study found that the impact of instrumental leadership style more on organizational effectiveness as compare to participative and supportive leadership styles.

Kumar (2014) stated that the democratic style of leadership is more important for improving organizational performance which the researcher has identify the relationship between leadership styles (democratic, autocratic, and laissez-faire) and overall performance (with variables as productivity, organizational effectiveness, reputation of the organization, and profitability) of the organization.

Pradhan (2016) also tried to established triangular relationships between Contextual organizational performance as an independent factor, Affective Organizational Commitment as a moderate factor as well as an independent factor, and the Transformational leadership style as a dependent factor. To identify the relationship, the researchers had survey 900 professionals working with private IT companies in India. .In the results, it was found that the selected leadership style has a significant positive effect on both the independent factors and affective organizational commitment also positively associated with Contextual performance. Thus, all three hypotheses were supported and accepted. The major drawback of this study was the lack of proper attributes of the selected variables.

**Table No. 1: Relationship between Most practicing Leadership Styles and Determinants of Organizational Performance**

Author /Year	Perspective	Dependent Variables/ Determinants of Organizational Performance	Leadership Styles	Relation
Goleman (1995)	International	Working Climate and Business Performance	Coercive Authoritative Afflictive Democratic Pacesetting Coaching	Negative Positive Positive Positive Negative Positive
Emmanuel and Lloyd (2000)	International	Organizational performance (customer satisfaction, sales growth, market share, competitive advantage, and sales volume) with mediate factor (organization culture)	Participative Transactional Transformational	Least effective Effective Highly effective
Waldman, et al. (2001)	International	Organizational performance ( net profit margin)	Transactional  Charismatic	No significant association Marginally significantly association
Pradeep and Prabhu (2011)	Indian	Employee Performance (Extra Effort, Effectiveness, Satisfaction, and Dependability)	Laissez-faire Transactional Transformational	Least preferred Preferred Highly preferred
Kiyak et al. (2011)	International	Organizational financial performance during crisis	Ethical Political Transformational	Highly effective
Obwuru, et al. (2011)	International	Organizational performance (extra effort, effectiveness, productivity, loyalty, and satisfaction)	Transactional Transformational	More effective Effective

Budhiraja and Malhotra (2013)	Indian	Organizational effectiveness/ outcomes ( productivity, profitability, quality and flexibility, innovation, efficiency, return on investment, and competitiveness)	Transactional Participative Transformational	Highly positive Positive Positive
Binfor et al. (2013)	International	Employee Performance (promotion, study leaves, and scholarship)	Autocratic Participative Delegated	Least effective Effective Highly effective
Kumar (2014)	Indian	Organizational Performance (Productivity, organizational effectiveness, reputation of the organization, and profitability)	Autocratic Democratic Laissez- Faire	Positive Highly positive Positive
Sadiq and Mahmood (2014)	International	Organizational Excellence/ performance	Transformational	Highly positive relation
Sunder (2014)	Indian	Organizational performance	Democratic Bureaucratic Transactional  Laissez- Faire Transformational	Not highly significantly related and have negative impact significantly related and have positive impact
Ozer and Tinaztepe (2014)	International	organizational performance (product/service quality, competent labor, innovation, employee's commitment, employee's satisfaction, customer satisfaction, hike in turnover, growth in market share, return on assets, return on sales, and overall profitability)	Transactional Transformational Paternalistic (relationship-oriented)	Not related Highly positive relation  Weak positive relation
Dele (2015)	Indian	Organizational performance	Transactional  Transformational	Positive correlation Highly positive correlation (33.6% increase in performance)
Lumbasi, K'Aol, Ouma (2016)	International	Employee performance	Participative	Highly positive relation
Mozamell and Haan International (2016)	International	Employee engagement	Transformational	No significance relationship
Ali and Tang (2016)	International	Organizational Performance (Financial and Non-Financial) with mediate factor	Transactional Transformational	Highly Positively linked to J S and high O

		(Job satisfaction)	Authentic Spiritual	P
Pradhan (2016)	Indain	Affective Organizational Commitment (moderate factor) and Contextual Performance	Transformational	Positively linked to J S and better O P Significantly positive relationship
Achene Alem (2017)	International	Organizational Commitment	Transactional	low non-significance positive
Wachaga (2017)		Organizational Performance (human relations, productivity, employee's commitment, and motivation level)	Autocratic Democratic Laissez- Faire Transformational	Negative Significantly positive Positive Highly Significantly Positively
Arumugam et al. (2019)	International	Employee performance( as an indicator of organizational performance) Moderate factor job satisfaction	Transactional Transformational	Positive relation Highly positive relation

From the above table, the researchers infer the major styles of leadership are being practiced and the relationship between the variables. Most of the studies have identified transformational and transactional leadership styles are more in practice in the organizations. To know the effect of the leading style on the performance the researchers have selected many variables some of them are common and some are unique. Only a few of the selected studies revealed the financial variables as profit margin, return on investment, turnover, and like as a tool to identify organizational performance. Rare of the researcher have talked about customer satisfaction to check the performance. The major independent variable is employee satisfaction; which may be further flourish with attributes like job commitment, extra efforts, loyalty, and productivity. The results also evidenced the importance of transformational leadership style which can be treated as charisma for the industry. Many of the studies emphasized the importance of transactional leadership style as a standard controlling mechanism is required to achieve targeted goals, especially in the organizations where a fixed norms and patterns has to follow up.

**Conclusion:**

There is no doubt in accepting the role of a leader as an influence in the organization. An appropriate leading practice may lead to remarkable success and growth to the company and vis a vis. Here, most important part is to identify the most suitable leadership style for any organization. After going through many studies conducted in the past, it is clearly emphasized that transformational leadership style is the one which ensures better results and leads to success of the business.

On the other side, the present study also identified the determinants of organizational performance. Most of the studies have considered only one aspect of performance i.e. employee satisfaction or employee performance; which is otherwise qualitative in nature. A very few studies have considered financial aspects of the performance. Thus, it can be concluded that the organizational performance can be identified by including both financial and non-financial performance. The financial performance of the business can be identified with the help of comparing business past financial reports and profit trends; which can be done by using statistical tool like “Ratio Analysis”. On the other side, the employee performance can be identified by using “Multilevel Leadership Questionnaires (MLQs)” and the major variables can be considerable that employee satisfaction, employee potency, employee organizational commitment and like.

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