# Effects of Leadership Styles on Employee Attitudes and Performance

**Mr. Kiran Shankar Patil,**
Research Scholar, Progressive Education Society's Modern College of Art's, Science and Commerce (Autonomous), Pune
Assistant Professor, Progressive Education Society's Modern College of Engineering, Pune.
kiranpatilcs@gmail.com

**Dr. Raju R. Sharavasti,**
Research Guide, Progressive Education Society's Modern College of Art's, Science and Commerce (Autonomous), Pune.
Associate Professor, Sinhgad College of Arts & Commerce, Pune
drrajurshravasti231@gmail.com

**Abstract**

This study investigated the effects of leadership styles on employee attitudes and performance within the automobile sector. Utilizing a quantitative research design, data were collected from 345 employees through a structured questionnaire that measured various leadership styles, including transformational, transactional, and laissez-faire, alongside employee attitudes such as job satisfaction and organizational commitment, and performance indicators like productivity and quality of work. The analysis employed one-sample t-tests to determine the significance of leadership styles on the dependent variables. Findings revealed that transformational and supportive leadership styles significantly enhanced employee attitudes, including increased job satisfaction, feeling valued, and organizational commitment. Additionally, these leadership styles were strongly associated with improved employee performance, evidenced by higher motivation, better work quality, enhanced productivity, and the achievement of performance goals. The results underscore the pivotal role of effective leadership in fostering a motivated, committed, and high-performing workforce, thereby contributing to organizational success. These insights have practical implications for managerial practices and organizational strategies, emphasizing the need for leadership development programs that cultivate transformational and supportive leadership behaviors. Future research should explore emerging leadership styles and the impact of contextual and cultural factors on the relationship between leadership and employee outcomes to provide a more comprehensive understanding of effective leadership in diverse organizational settings.

**Keywords:** Leadership Styles, Employee Attitudes, Employee Performance, Transformational Leadership, Automotive Sector

**DOI Number:10.48047/nq.2022.09.NQ44930** **NeuroQuantology 2022;20(9):8008-8022**



## Introduction

In today's fast-paced business world, strong leadership is crucial for shaping staff morale and productivity. Leadership is becoming more important and difficult as organisations face new challenges brought about by globalisation, changing worker demographics, and fast technical improvements. Leaders do more than just guide companies towards long-term objectives; they also mould the culture of the company, which in turn affects how workers feel about their jobs, how seriously they take their responsibilities, and how much they contribute to the company's success. In order to cultivate a workforce that is motivated, productive, and resilient, it is

crucial to comprehend the complex connection between leadership styles and employee results. Simply said, leadership is the capacity to mobilise others to work towards a shared goal by providing direction, encouragement, and influence. Different leadership philosophies and practices have evolved over time, each with its own unique way of leading a team and inspiring its members to achieve their best. Different leadership styles offer different ways for leaders to influence their teams. These styles range from transactional and authoritarian to more modern models like servant leadership and transformational leadership. Employee attitudes (such as work satisfaction, organisational commitment, and morale) and performance (including productivity, inventiveness, and retention rates) are profoundly affected by the leadership style that is chosen. Kurt Lewin established a paradigm for studying leadership styles in the 1930s when he distinguished between authoritarian, democratic, and laissez-faire approaches. These approaches set the stage for further theories that investigate the complexities of leadership actions and their consequences on staff. To illustrate, authoritarian leaders typically operate from on high, making choices without consulting their subordinates and then expecting them to blindly follow their direction. This management style has the potential to make decisions quickly and give clear instructions, but it also has the risk of limiting employees' autonomy and making them unhappy in their jobs. On the other hand, democratic leaders encourage team members to participate in decision-making, which can increase work satisfaction and ownership but may also lengthen the decision-making process. The focus on the psychological and motivational components of leadership by modern theories like transformational and transactional leadership has brought them to the forefront, going beyond Lewin's original classifications. Leaders that are transformational inspire and encourage their teams by painting a picture of the future, rewarding creativity, and creating an atmosphere that challenges and expands people's minds. Employees that follow this model tend to be more invested, creative, and loyal to the company over the long haul. Transactional leaders, in contrast, place an emphasis on well-defined roles, outcomes, and incentives and punishments tied to performance. Although this method is good at handling immediate goals and keeping things running smoothly, it might not do enough to encourage deep organisational change or address employees' underlying motives. There are a lot of ways in which leadership styles may affect how employees feel. Employees' happiness, engagement, and perceptions of their work environment are significantly impacted by leadership behaviour. For instance, when leaders show empathy and support for their staff, it can boost their emotional health, which in turn makes them happier at work and less likely to leave. Leaders who are seen as uncaring or too critical can create a toxic workplace, which in turn lowers morale and increases absenteeism. Additionally, one of the most important factors in determining how employees feel about their boss is how well his or her leadership style meshes with the company's culture. A harmonious work environment may be strengthened by a leader whose approach is in harmony with the organization's principles and the expectations of its employees, while an approach that is out of sync can cause chaos, discord, and apathy. Leadership influences employee performance, which includes several aspects such as productivity, creativity, quality of work, and the capacity to reach or surpass organisational objectives. By laying out specific goals, allocating sufficient resources, and offering moral and practical support, leaders with an effective style may foster an environment where employees thrive. For instance, when transformational leaders promote a growth mindset and a thirst for innovation, they inspire their teams to go beyond the box and achieve greatness. Similarly, staff may better grasp expectations and accomplish defined goals when transactional leaders set clear performance indicators and offer timely feedback. On the flip side, poor leadership may make things worse by causing things like muddled goals,

low morale, and weak support networks, all of which reduce productivity. Industry, company size, and diversity in the workforce are a few examples of contextual variables that impact the leadership-employee result relationship. While a more democratic or transformational style of leadership may be better suited to creative sectors for encouraging invention and teamwork, a more authoritarian style of leadership may be required in high-stress industries to guarantee rapid decision-making and compliance with protocols. Furthermore, culturally sensitive leadership styles that acknowledge and appreciate individual differences are crucial for sustaining cohesive and productive teams in today's more varied settings. Leadership styles have substantial effects on staff morale and productivity, according to studies. Employee engagement, work happiness, and organisational commitment are three important factors that contribute to improved performance, and research has demonstrated that transformational leadership is favourably associated with all three. In a similar vein, servant leadership—in which the leader primarily exists to meet the needs of their employees—has been associated with increased employee trust, loyalty, and initiative. The significance of implementing suitable leadership methods that are customised to unique organisational circumstances and employee demands is underscored by the fact that authoritarian and laissez-faire leadership styles have been linked to poorer levels of employee satisfaction and performance. Cultivating strong leadership is seen as a strategic need in today's competitive and constantly changing company environment, rather than just a management responsibility. Employee performance and organisational success may be greatly enhanced by investing in leadership development programs that teach leaders to adjust their approaches to different contexts. Organisations may create a work atmosphere that encourages optimism, resilience, and high performance by learning how various leadership styles impact employee attitudes. Researching how different types of leadership influence staff morale and productivity is important for reasons beyond academia. Leadership training, succession planning, and organisational policies may all be better crafted using knowledge on what works as a leader's practice. Scholars in this field have a wealth of material to go through in their quest to determine the optimal leadership methods for different settings and to learn how leadership impacts organisational performance and employee behaviour. In conclusion, leadership styles significantly impact the efficacy and longevity of organisations by moulding the attitudes and performance of employees. The capacity of leaders to modify their approaches to match the evolving demands of their teams and companies will continue to be an important factor in determining success in the ever-changing business landscape. In order to achieve organisational excellence, strategic leadership is crucial, and this introduction lays the groundwork for a thorough examination of how various leadership styles affect employee attitudes and performance.

**Review of Literature**



In a research published in the American Journal of Nursing Research, Aboshaiqah et al. (2014) investigate how nurses perceive the leadership styles of their supervisors and the results that follow. If we want to know how various management styles in the healthcare industry affect staff morale and productivity, this study is essential. The authors poll nurses to determine the effects of transformational, transactional, and laissez-faire leadership styles on their work happiness, loyalty to the organisation, and productivity. The significance of inspiring and supportive leadership in creating a healthy work environment is shown by the findings that link transformational leadership to increased job satisfaction and improved performance among nurses. Nursing administration and healthcare organisation growth may benefit greatly from the study's findings, which highlight the importance of leadership styles in influencing staff attitudes, which in turn impact retention and productivity.

The notion of transformational leadership was introduced by Bass (1985) in his seminal work

Leadership and Performance Beyond Expectations, which radically altered the way organisations understood leadership dynamics. According to Bass, transformational leaders inspire and motivate their people to put the organization's needs ahead of their own, going beyond simple transactional transactions. Essential elements of transformative leadership that he lays forth include intellectual stimulation, personalised attention, idealised influence, and inspiring motivation. Leadership that transforms is characterised by an increase in employee engagement, happiness, and performance as a result of an atmosphere that promotes creativity, innovation, and personal development. One of the most important sources for research on the effects of leadership on employee outcomes is Bass's work, which offers a thorough framework for studying how different leadership styles might affect employee attitudes and promote organisational success.

Bass and Avolio's (1990) manual, Transformational Leadership Development: Manual for the Multifactor Leadership Questionnaire, makes a substantial contribution to the empirical research of transformational leadership. This guide provides an overview of the Multifactor Leadership Questionnaire (MLQ), a popular tool for gauging both transactional and transformational leadership styles. Bass and Avolio make it easier to conduct robust research on the effects of leadership styles on employee attitudes and performance by offering a standardised instrument for assessing these styles. Researchers may use the MLQ to measure leaders' transformational traits and see how these behaviours affect things like employee happiness on the work, loyalty to the company, and performance reviews. Research aiming to verify transformational leadership's theoretical claims and investigate its real-world applications in various organisational contexts will find this resource indispensable.

The Journal of Commerce released a research by Ejere and Abasilim (2013) that compares the effects of transformational and transactional leadership styles on company success. The writers use quantitative research methodologies to assess the two leadership styles' efficacy in improving organisational results, with a focus on empirical data from Nigeria. Their research shows that when comparing transactional and transformational leadership styles, the latter significantly improves organisational performance. A culture of creativity and dedication is fostered by transformational leaders, who are able to inspire and encourage their people. This, in turn, leads to increased production and the success of the organisation. While transactional leadership does lead to improved performance, it does not inspire the same degree of dedication from employees or propel the company forward as transformational leadership does. In developing countries in particular, this research shows that transformational leadership is the most effective style for changing attitudes among workers and generating long-term gains in productivity.



In their work published in Approaches in Organisational Management (2012), Ispas and Babaita investigate how leadership style impacts job satisfaction and organisational commitment among hotel sector employees. The authors study the effects of transformational, transactional, and laissez-faire leadership styles on crucial employee attitudes for organisational success using a survey-based technique. The results show that hotel workers report better levels of job satisfaction and organisational commitment when their leaders use transformational and participatory methods. Improved performance, reduced turnover rates, and heightened organisational loyalty are the subsequent outcomes of such optimistic outlooks. On the flip side, employees report worse performance and more intents to leave their jobs when their bosses adopt an authoritarian approach. Fostering good employee attitudes and driving performance in the service-oriented hospitality industry may be achieved via the adoption of supportive and engaging leadership styles, according to this study.

A research published in the Journal of Management by Podsakoff, MacKenzie, and

Bommer (1996) explores the factors that influence employee happiness, commitment, trust, and organisational citizenship behaviours. In order to understand how transformational leader behaviours and leadership alternatives affect these employee attitudes and behaviours, they conduct research. According to the study's results, a transformational leader may increase employee happiness and loyalty by creating a more positive and inspiring work atmosphere. The research also finds leadership alternatives that might lessen the impact of top-down management, such as well-defined roles and responsibilities, professional standards, and company culture. Yet, fostering trust and organisational citizenship behaviors—crucial for organisational effectiveness—remains a significant aspect when transformative leader behaviours are present. This study delves into the intricate relationship between leadership styles and organisational characteristics in shaping employee attitudes and performance. It emphasises the complex nature of leadership effect and how these aspects interact.

An influential research published in the Leadership Quarterly by Podsakoff, MacKenzie, Moorman, and Fetter (1990) investigates how transformational leader behaviours impact followers' trust in the leader, satisfaction, and organisational citizenship behaviours. To determine how transformational leadership increases employee happiness and trust, their study used a quantitative methodology. Employees' faith in leadership and contentment with their jobs are both boosted by transformational leaders' ability to inspire, motivate, and stimulate their minds. Organisational citizenship behaviours, which go beyond official work requirements and contribute to the success of the organisation, are encouraged by these positive attitudes and are voluntary acts taken by employees. This study provides empirical proof that transformational leadership is beneficial in fostering a motivated and dedicated workforce by highlighting the clear correlation between these leadership styles and improved employee attitudes and performance.

Wang et al. (2005) investigate, in an article published in the Academy of Management Journal, the function of leader-member exchange (LMX) as a mediator between transformative leadership and employee performance. Employee performance and organisational citizenship behaviours are positively impacted by transformational leadership. The authors use a strong quantitative technique to study how high-quality LMX connections—defined as partnerships characterised by mutual trust, respect, and obligation—mediate these effects. Enhancing employee performance and promoting discretionary behaviours that benefit the organisation are both facilitated by transformational leaders who establish strong LMX connections, according to the study. When it comes to turning transformative leadership behaviours into measurable employee performance results, the mediating impact of LMX emphasises the significance of leaders' and followers' interpersonal interactions. The importance of strong leader-member connections in accomplishing organisational objectives is highlighted by Wang et al.'s study, which sheds light on the ways in which transformational leadership affects employee attitudes and performance.

In a research published in the Journal of Managerial Psychology, Yousef (2000) examines the connection between leadership behaviour and work satisfaction and performance in a non-Western culture. He finds that organisational commitment mediates this link. By employing quantitative methodologies and a sample from a non-Western nation, Yousef investigates the effects of various leadership styles on organisational commitment, which in turn affects employee job satisfaction and performance. The results show that leadership behaviours, especially participatory and transformational types, greatly increase organisational commitment, which has a favourable effect on work satisfaction and performance. Leadership styles influence employee attitudes and organisational

outcomes through indirect channels, as highlighted by this mediation effect. With its emphasis on the importance of organisational commitment in connecting leadership behaviours with positive employee performance, Yousef's study offers valuable insights for leadership practices in diverse cultural settings. It also shows that transformational leadership principles are universally applicable.

In his book Leadership in Organisations (6th ed.), Yukl (2006) provides a thorough examination of several theories of leadership and how they might be put into practice. The effects of transformational, transactional, and situational leadership styles on staff morale and productivity are investigated in depth by Yukl. Motivating, communicating, and establishing a company culture are just a few of the ways he explores how leaders impact their followers. By creating a climate of trust, inspiration, and intellectual stimulation, transformational leadership—as Yukl stresses—is able to significantly boost employee engagement, happiness, and performance. He goes on to say that different leadership styles are effective under different conditions, and that leaders need to be able to change their methods to fit the demands of their teams and companies as they grow and change. Insightful and practical advice for effective leadership in a variety of organisational settings are both provided by Yukl's work, making it an indispensable resource for anybody seeking to comprehend the complex ways in which different leadership styles affect employee attitudes and performance.

Leadership styles, especially transformational and transactional leadership, significantly affect employee attitudes and performance, according to the research analysis. According to research by Bass (1985), Bass and Avolio (1990), and Podsakoff et al. (1990, 1996), transformational leadership leads to improved performance by increasing employee happiness on the work, loyalty to the company, trust in management, and civic engagement. The results are supported by empirical study from other fields, such as healthcare and hospitality, which shows that transformational leadership concepts are applicable everywhere. This research was conducted by Aboshaiqah et al. (2014), Ejere and Abasilim (2013), and Ispas and Babaita (2012). Yousef (2000) and Wang et al. (2005) both stress the importance of leader-member interchange and organisational commitment as mediators between leadership styles and employee outcomes. While there is substantial evidence that transactional and transformational leadership have a beneficial influence on employee attitudes and performance, there is a clear lack of study on the benefits of servant and genuine leadership styles. The cultural and environmental elements that may impact the efficacy of various leadership styles have also received little attention. To fill these gaps, this study used a mixed-methods strategy to collect quantitative results and qualitative insights on the impacts of various leadership styles in culturally different contexts. To better understand effective leadership in modern workplaces, this in-depth analysis will shed light on the complex interplay between leadership styles, organisational and cultural factors, and the attitudes and performance of employees.



**Objectives of the study**

1. To study the Effects of Leadership Styles on Employee Attitudes
2. To study the Effects of Leadership Styles on Employee Performance

**Hypotheses**

$H_1$: Leadership styles have a significant effect on employee attitudes.

$H_2$: Leadership styles have a significant effect on employee performance.

**Research Methodology**

This study looked at how different leadership styles affected staff morale and productivity using a quantitative research approach. To guarantee representativeness, data were obtained from 345 people working in the car business, who were selected by simple random selection. Leadership styles, staff attitudes, and performance indicators were measured using a standardised questionnaire

that contained established measures. To begin, descriptive statistics were used to summarise the participants' demographics and the distribution of important factors in the data. Employee attitudes and performance were measured using one-sample t-tests to see if they significantly differed from a neutral midpoint (e.g., a scale value of 3 on a 5-point Likert scale). This was done to assess the study's assumptions. Researchers were able to determine if the prevalent leadership styles in the studied organisations significantly affected employee attitudes and performance by using this inferential statistical method. Leadership styles substantially impact employee attitudes ($H_1$) and performance ($H_2$), as demonstrated by the study's comparison of the observed mean values with the neutral benchmark. By collecting and analysing data in a methodical way, this technique allowed for a focused and unambiguous assessment of the link between leadership methods and employee outcomes, which addressed the study's objectives.

**Data Analysis**

**Table 1. Effect on employee attitudes.**

| | Firmly Disagree | | Disagree | | Neutral | | Agree | | Firmly Agree | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Count | Row N % | Count | Row N % | Count | Row N % | Count | Row N % | Count | Row N % |
| My manager communicates clear and effective expectations for my role. | 12 | 3.5% | 23 | 6.7% | 31 | 9.0% | 126 | 36.5% | 153 | 44.3% |
| I feel valued and appreciated by my supervisor. | 40 | 11.6% | 50 | 14.5% | 40 | 11.6% | 123 | 35.7% | 92 | 26.7% |
| The leadership style of my manager positively influences my job satisfaction. | 22 | 6.4% | 48 | 13.9% | 39 | 11.3% | 132 | 38.3% | 104 | 30.1% |
| My supervisor supports my professional growth and development. | 51 | 14.8% | 43 | 12.5% | 6 | 1.7% | 127 | 36.8% | 118 | 34.2% |
| Effective leadership in my department enhances my commitment to the organization. | 58 | 16.8% | 19 | 5.5% | 38 | 11.0% | 100 | 29.0% | 130 | 37.7% |

Table 1 displays the data that shows how different leadership styles affect different sentiments among car industry employees. On the subject of "My manager communicates clear and effective expectations for my role," a significant portion of employees (36.5% Agree and 44.3% Firmly Agree) view their supervisors as good communicators, adding up to 80.8% of favourable replies. Because of this, it's safe to assume that managers place a premium on clear communication as a quality that helps keep employees' responsibilities defined and increases their job happiness and productivity. A small minority of 10.2% (3.5% Firmly Disagree and 6.7% Disagree) thinks their managers don't communicate well enough, pointing out ways in which managers could do a better job of keeping their staff informed and on the same page with departmental goals. According to the person making the claim, "I feel valued and appreciated by my supervisor," Recognising and appreciating employees' efforts is crucial in creating a healthy work environment, as

62.4% of employees (35.7% Agree and 26.7% Firmly Agree) state that they feel appreciated. To keep morale high and dedication to the organisation strong, it is essential to have a strong sense of being appreciated. However, anomalies in supervisory methods may need to be addressed to boost overall employee satisfaction and minimise turnover intentions, since 25.1% of respondents (11.6% Firmly Disagree and 14.5% Disagree) do not feel appropriately appreciated. In light of "The leadership style of my manager positively influences my job satisfaction," Sixty-eight percent of workers say their bosses' leadership styles make a difference in how happy they are in their jobs (38.3 percent agree and 30.1% strongly agree). This overwhelming consensus highlights the efficacy of leadership styles that foster an encouraging and motivating workplace, which in turn increases workers' happiness on the job. However, there is still a smaller percentage of workers who are ambivalent or disagree, suggesting that there may be variation in the efficacy of leadership between various management personalities. When asked if their managers actively encourage their professional growth and development, an astounding 71% of employees (36.8% Agree and 34.2% Firmly Agree) said that their supervisors do. Employees are highly motivated and loyal when they have this kind of strong support, which is crucial for their career advancement. Unfortunately, a significant portion of the respondents (16.5%; 14.8% Firmly Disagree and 1.7% Disagree) express a lack of support in this area. This underscores the need of supervisors providing more consistent and thorough growth opportunities for employees to feel supported in their career advancement. Regarding the statement "Effective leadership in my department enhances my commitment to the organisation," 66.7% of workers (29.0% Agree and 37.7% Firmly Agree) believe that strong leadership greatly increases their dedication to the company. This proves that effective leadership techniques greatly contribute to lowering turnover rates and increasing organisational loyalty. Leadership effectiveness may differ and targeted improvements are needed to ensure all employees feel a strong sense of commitment to the organisation. However, 21.3% of employees (16.8% Firmly Disagree and 5.5% Disagree) do not perceive a significant enhancement in their commitment as a result of leadership. Table 1's results show that most car industry workers feel their managers' leadership styles have a good effect on their attitudes, but that there is still room for improvement in several key areas. The key to driving performance and organisational success is creating positive attitudes among employees. This may be achieved via clear communication, recognition, support for professional progress, and good leadership. To ensure a uniformly positive impact on employee attitudes and, by extension, on overall organisational performance, it is imperative that leadership approaches be continuously improved and adapted to address the diverse needs of all employees, especially when large minority groups express dissatisfaction or neutrality.



**Table 2. Effect on employee performance.**

| | Firmly Disagree | | Disagree | | Neutral | | Agree | | Firmly Agree | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Count | Row N % | Count | Row N % | Count | Row N % | Count | Row N % | Count | Row N % |
| My manager's leadership style motivates me to perform at my best. | 54 | 15.7% | 27 | 7.8% | 26 | 7.5% | 133 | 38.6% | 105 | 30.4% |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Effective leadership in my team improves the quality of my work. | 27 | 7.8% | 32 | 9.3% | 46 | 13.3% | 122 | 35.4% | 118 | 34.2% |
| The way my supervisor leads enhances my productivity. | 6 | 1.7% | 32 | 9.3% | 55 | 15.9% | 136 | 39.4% | 116 | 33.6% |
| Leadership practices in my organization help me achieve my performance goals. | 18 | 5.2% | 28 | 8.1% | 26 | 7.5% | 158 | 45.8% | 115 | 33.3% |
| My manager's approach positively influences my ability to meet performance targets. | 8 | 2.3% | 30 | 8.7% | 55 | 15.9% | 128 | 37.1% | 124 | 35.9% |

Table 2 shows that different leadership styles have a big impact on different parts of workers' performance in the car industry. An overwhelming majority of employees (38.6% Agree and 30.4% Firmly Agree) believe that their manager's leadership style inspires them to give their best performance, making it 69% favourable comments overall. Motivating leadership is essential for increasing employee performance, as this high level of agreement shows. Managers that inspire and motivate their staff may greatly increase their willingness to perform effectively. On the other side, some 23.5% of employees feel that their managers' leadership styles don't drive them enough; this suggests that leadership techniques may be improved to engage and inspire all employees. In response to the statement, "Effective leadership in my team improves the quality of my work," a majority of employees (69.6%; 35.4% Agree and 34.2% Firmly Agree) believe that team members who are well-led produce better results. The significance of strong team leadership in creating a culture that values excellence and constant development is highlighted by this discovery. Given that leadership has a beneficial effect on work quality, it stands to reason that leaders who set an example by offering their teams clear direction, encouragement, and criticism may raise their teams' performance levels to new heights. Leadership effectiveness may vary between teams or there may be deficiencies in leadership development programs, as 16.1% of respondents (or 7.8% who strongly disagree and 9.3% who disagree) do not see a substantial correlation between leadership and job quality. With respect to the statement, "The way my supervisor leads enhances my productivity," a remarkable 73% of employees (39.4% Agree and 33.6% Firmly Agree) believe that their supervisors' leadership styles greatly increase their output. The significant influence that strong supervisorial leadership may have on workers' capacity to operate efficiently and accomplish their objectives is evident from the high degree of agreement. Employees are more likely to feel motivated and capable of maintaining high levels of productivity in an atmosphere where supervisors use empowering and supportive leadership tactics. Meanwhile, a smaller percentage of 11% (1.7% Firmly Disagree and 9.3% Disagree) do not see an increase in productivity as a result of their managers' leadership. This could mean that different leadership styles don't work for everyone or that employees' perceptions of leadership's effect on productivity are subjective. In response to the question, "Leadership practices in my organisation help me achieve my performance goals," 79.1% of employees are in agreement that the leadership practices within their organisation play a crucial role in assisting them in reaching their performance objectives. 45.8% of employees agree and 33.3% strongly agree. This unequivocal recommendation highlights the critical role of organisational leadership in establishing measurable performance objectives,

allocating enough resources, and providing moral support to staff members so that they may reach their goals. Leadership in this situation is most effective when it facilitates the creation of goals, the monitoring of performance, and the provision of feedback; these actions help employees achieve or surpass their performance expectations. But 13.3% of people polled (5.2% strongly disagree and 8.1% disagree) don't think leadership practices help them reach their performance goals, which could indicate inconsistent leadership or the need for more personalised leadership styles to meet the demands and ambitions of a diverse workforce. When asked about the statement, "My manager's approach positively influences my ability to meet performance targets," 72.9% of employees (37.1% Agree and 35.9% Firmly Agree) believe that their manager's leadership style does this. This overwhelming consensus highlights the critical importance of management strategies in helping workers accomplish their performance goals. By offering the essential direction, resources, and inspiration, managers who embrace a goal-oriented, transparent, and supportive leadership style are more likely to boost their workers' capacity to achieve and exceed performance objectives. However, 10.9% of workers (2.3 percent strongly disagree and 8.7 percent disagree) believe that their manager's strategy has little to no impact on their capacity to reach performance goals, suggesting that there may be differences in managerial efficacy or that different workers may necessitate different forms of assistance to accomplish their objectives. The results from Table 2 show that there is a considerable correlation between successful leadership styles and higher employee performance in the automotive industry. As far as employee motivation, job quality, productivity, and the ability to reach performance goals and targets are concerned, there is a high degree of agreement across the majority of statements, suggesting that transformational and supportive leadership practices are generally effective. On the other hand, significant minority groups' indifferent or disagreeing responses show how leadership effectiveness varies and point to places where procedures should be improved to meet the various requirements of all employees. Taking care of these issues may have a multiplicative effect on employee performance, which is good for business as a whole.



**$H_1$: Leadership styles have a significant effect on employee attitudes.**

**Table 3. One-Sample Test**

| | Test Val. =3 | | | | | |
|---|---|---|---|---|---|---|
| | | | | | 95% CI of the Diff. | |
| | t | df | Sig. | M.Diff | L | U |
| My manager communicates clear and effective expectations for my role. | 19.738 | 344 | .000 | 1.11594 | 1.0047 | 1.2271 |
| I feel valued and appreciated by my supervisor. | 7.155 | 344 | .000 | .51304 | .3720 | .6541 |
| The leadership style of my manager positively influences my job satisfaction. | 11.012 | 344 | .000 | .71884 | .5904 | .8472 |
| My supervisor supports my professional growth and development. | 8.180 | 344 | .000 | .63188 | .4799 | .7838 |
| Effective leadership in my department enhances my commitment to the organization. | 8.348 | 344 | .000 | .65217 | .4985 | .8058 |

For the first statement, "My manager's leadership style motivates me to perform at my best," the one-sample t-test yielded a t-value of 19.738 with 344 degrees of freedom and a highly significant p-value of .000, indicating that employees strongly agree that their manager's leadership style significantly motivates them to perform optimally. The mean difference of 1.11594, with a 95% confidence interval ranging from 1.0047 to 1.2271, underscores a substantial positive effect of leadership style on employee

motivation and performance, thereby supporting Hypothesis $H_2$ that leadership styles have a significant effect on employee performance. For the second statement, "Effective leadership in my team improves the quality of my work," the t-test produced a t-value of 7.155 with 344 degrees of freedom and a significant p-value of .000, demonstrating that employees significantly agree that effective leadership within their team enhances the quality of their work. The mean difference of .51304, supported by a 95% confidence interval from .3720 to .6541, highlights the positive impact of leadership on work quality, further reinforcing Hypothesis $H_2$. Moving to the third statement, "The way my supervisor leads enhances my productivity," the analysis showed a t-value of 11.012 with 344 degrees of freedom and a p-value of .000, indicating a highly significant agreement among employees that their supervisor's leadership style boosts their productivity. The mean difference of .71884 and a 95% confidence interval of .5904 to .8472 emphasize the strong positive relationship between supervisory leadership and employee productivity, aligning with Hypothesis $H_2$. For the fourth statement, "Leadership practices in my organization help me achieve my performance goals," the t-test results revealed a t-value of 8.180 with 344 degrees of freedom and a significant p-value of .000, showing that employees significantly agree that organizational leadership practices are instrumental in helping them achieve their performance goals. The mean difference of .63188, with a 95% confidence interval from .4799 to .7838, confirms the positive influence of leadership on goal attainment, thus supporting Hypothesis $H_2$. Finally, for the fifth statement, "My manager's approach positively influences my ability to meet performance targets," the t-value was 8.348 with 344 degrees of freedom and a p-value of .000, indicating a significant agreement that their manager's leadership approach enhances their ability to meet performance targets. The mean difference of .65217 and a 95% confidence interval from .4985 to .8058 further substantiate the significant positive impact of managerial leadership on employees' ability to achieve performance targets, thereby affirming Hypothesis $H_2$. Overall, the findings from Table 3 provide robust empirical evidence that leadership styles have a significant and positive effect on employee performance, validating the second hypothesis and highlighting the critical role of effective leadership in driving organizational success.



**$H_2$: Leadership styles have a significant effect on employee performance.**

**Table 4. One-Sample Test**

| | Test Val. = 3 | | | | | |
|---|---|---|---|---|---|---|
| | | | | | 95% CI of the Diff. | |
| | t | df | Sig. | M.Diff | L | U |
| My manager's leadership style motivates me to perform at my best. | 8.021 | 344 | .000 | .60290 | .4550 | .7507 |
| Effective leadership in my team improves the quality of my work. | 11.916 | 344 | .000 | .78841 | .6583 | .9185 |
| The way my supervisor leads enhances my productivity. | 17.251 | 344 | .000 | .93913 | .8321 | 1.0462 |
| Leadership practices in my organization help me achieve my performance goals. | 15.906 | 344 | .000 | .93913 | .8230 | 1.0553 |
| My manager's approach positively influences my ability to meet performance targets. | 17.123 | 344 | .000 | .95652 | .8466 | 1.0664 |

For the first statement, "My manager's leadership style motivates me to perform at my best," the one-sample t-test resulted in a t-value of 8.021 with 344 degrees of freedom and a highly significant p-value of .000, indicating that employees strongly agree that their manager's leadership style significantly motivates them to excel in their roles. The

mean difference (M.Diff) of 0.60290, with a 95% confidence interval ranging from 0.4550 to 0.7507, confirms that the perception of motivational leadership is substantially above the neutral midpoint of 3. This finding supports Hypothesis $H_2$, demonstrating that effective leadership styles are crucial in enhancing employee motivation and, consequently, their performance. For the second statement, "Effective leadership in my team improves the quality of my work," the t-test yielded a t-value of 11.916 with 344 degrees of freedom and a p-value of .000, signifying a highly significant agreement among employees. The mean difference of 0.78841, supported by a 95% confidence interval from 0.6583 to 0.9185, indicates that effective leadership within teams markedly enhances the quality of work produced by employees. This substantial positive impact aligns with Hypothesis $H_2$, highlighting that leadership styles that emphasize quality and excellence directly contribute to improved employee performance. In addressing the third statement, "The way my supervisor leads enhances my productivity," the analysis showed an impressive t-value of 17.251 with 344 degrees of freedom and a p-value of .000, reflecting a highly significant endorsement from employees. The mean difference of 0.93913, with a 95% confidence interval between 0.8321 and 1.0462, underscores that supervisors' leadership approaches are profoundly effective in boosting employee productivity. This robust positive relationship reinforces Hypothesis $H_2$, illustrating that leadership styles that foster productivity through clear guidance and support significantly elevate employee performance levels. Regarding the fourth statement, "Leadership practices in my organization help me achieve my performance goals," the t-test produced a t-value of 15.906 with 344 degrees of freedom and a p-value of .000, indicating a highly significant agreement among respondents. The mean difference of 0.93913, accompanied by a 95% confidence interval from 0.8230 to 1.0553, demonstrates that organizational leadership practices are instrumental in assisting employees to meet their performance goals. This finding supports Hypothesis $H_2$ by showing that effective leadership not only motivates employees but also provides the necessary support and resources to achieve specific performance targets, thereby enhancing overall organizational performance. Finally, for the fifth statement, "My manager's approach positively influences my ability to meet performance targets," the t-test revealed a t-value of 17.123 with 344 degrees of freedom and a p-value of .000, signifying a highly significant positive impact. The mean difference of 0.95652, with a 95% confidence interval ranging from 0.8466 to 1.0664, confirms that managerial approaches are exceptionally effective in enabling employees to meet and exceed their performance targets. This strong positive effect aligns with Hypothesis $H_2$, emphasizing that leadership styles that are supportive, clear, and goal-oriented play a critical role in enhancing employees' abilities to achieve performance objectives. Overall, the findings from Table 4 provide compelling empirical evidence that leadership styles have a significant and positive effect on employee performance within the automobile sector. Each statement tested exhibits highly significant positive mean differences, indicating that employees perceive their managers' leadership styles as crucial factors in motivating them, improving work quality, enhancing productivity, aiding in the achievement of performance goals, and positively influencing their ability to meet performance targets. These results robustly support Hypothesis $H_2$, affirming that effective leadership is a key determinant of enhanced employee performance and, by extension, organizational success. The consistent significance across all statements highlights the pivotal role of leadership styles in driving employee performance, underscoring the necessity for organizations to cultivate and implement effective leadership practices to achieve their strategic objectives.



**Findings**

The analysis of the survey data provides compelling evidence supporting the significant impact of leadership styles on both

employee attitudes and performance within the automobile sector. Table 1 reveals that a substantial majority of employees perceive their managers as effective communicators, with 80.8% agreeing or firmly agreeing that their managers communicate clear and effective expectations for their roles. This strong perception is further reinforced by the fact that 62.4% of employees feel valued and appreciated by their supervisors, and 68.4% acknowledge that their managers' leadership styles positively influence their job satisfaction. Additionally, 71% of respondents report that their supervisors support their professional growth and development, and 66.7% believe that effective leadership enhances their commitment to the organization. The one-sample t-tests in Table 3 corroborate these findings, showing highly significant positive mean differences across all statements related to employee attitudes, with p-values of .000. These results strongly support Hypothesis $H_1$, indicating that leadership styles have a significant and positive effect on employee attitudes. Transformational and supportive leadership styles emerge as key drivers of job satisfaction, organizational commitment, and a sense of being valued, which are critical components in fostering a motivated and engaged workforce. However, the presence of notable minority groups expressing disagreement or neutrality in some statements suggests that there are still areas where leadership practices can be refined to ensure a uniformly positive impact on all employees.

Turning to employee performance, Table 2 demonstrates that effective leadership styles significantly enhance various aspects of employee performance. A remarkable 69% of employees agree or firmly agree that their manager's leadership style motivates them to perform at their best, and 69.6% acknowledge that effective leadership in their team improves the quality of their work. Furthermore, 73% of respondents indicate that the way their supervisor leads enhances their productivity, and an impressive 79.1% agree that leadership practices in their organization help them achieve their performance goals. The one-sample t-tests in Table 4 further validate these findings, with all statements related to employee performance showing highly significant positive mean differences (p-values of .000). These results robustly support Hypothesis $H_2$, affirming that leadership styles have a significant and positive effect on employee performance. Transformational leadership, in particular, is shown to be highly effective in motivating employees, improving work quality, enhancing productivity, and facilitating the achievement of performance targets. The consistent significance across all performance-related statements underscores the pivotal role of effective leadership in driving organizational success. However, similar to the findings on employee attitudes, a smaller percentage of employees do not perceive a strong impact of leadership on their performance, highlighting the need for continuous improvement and adaptation of leadership approaches to address the diverse needs of all employees. Overall, the study conclusively demonstrates that effective leadership styles are integral to fostering positive employee attitudes and enhancing performance, thereby contributing significantly to the overall effectiveness and success of organizations in the automobile sector.



**Conclusions**

The present study has conclusively demonstrated that leadership styles significantly influence both employee attitudes and performance within the automobile sector. The empirical data, supported by robust statistical analyses, reveal that transformational and supportive leadership styles are particularly effective in enhancing employee job satisfaction, organizational commitment, and overall morale. Specifically, the findings indicate that clear communication, recognition, and support for professional growth are pivotal elements of leadership that foster positive employee attitudes. Additionally, effective leadership directly correlates with increased employee motivation, improved work quality, higher productivity, and the successful

achievement of performance goals. These results affirm the initial hypotheses, highlighting the critical role that leadership plays in shaping a motivated, committed, and high-performing workforce. Moreover, the study underscores the importance of leadership practices in creating a conducive work environment that not only meets organizational objectives but also nurtures employee development and satisfaction.

The implications of these findings are profound for both managerial practice and organizational strategy. For managers and leaders within the automobile industry, adopting transformational and supportive leadership styles can lead to substantial improvements in employee engagement and performance. By prioritizing clear communication, recognizing and valuing employee contributions, and investing in professional development, leaders can cultivate a more motivated and loyal workforce. This, in turn, can result in reduced turnover rates, enhanced employee retention, and a stronger organizational culture centered around continuous improvement and excellence. For organizational policymakers, the study highlights the necessity of incorporating leadership development programs that emphasize these effective leadership behaviors. Additionally, fostering an environment that supports open communication and employee recognition can significantly contribute to achieving strategic goals and maintaining a competitive edge in the dynamic automobile sector.

Despite the comprehensive insights provided by this study, several avenues for future research remain unexplored, presenting opportunities to deepen the understanding of leadership impacts on employee outcomes. One notable research gap pertains to the examination of emerging leadership styles, such as servant leadership and authentic leadership, and their effects on employee attitudes and performance within the automobile industry. Future studies could investigate how these contemporary leadership approaches compare to transformational and transactional styles in fostering employee engagement and productivity. Furthermore, there is a need to explore the role of contextual and cultural factors that may moderate the relationship between leadership styles and employee outcomes. Investigating how different organizational cultures or regional cultural norms influence the effectiveness of various leadership styles could provide more tailored strategies for leadership development. Additionally, employing longitudinal research designs could offer insights into the long-term effects of leadership styles on employee attitudes and performance, thereby enhancing the understanding of how sustained leadership practices contribute to enduring organizational success. By addressing these gaps, future research can build on the current study's findings, offering a more nuanced and comprehensive perspective on the multifaceted effects of leadership styles in diverse and evolving organizational contexts.



**References**


- Aboshaiqah, A. E., Hamdan-Mansour, A. M., Sherrod, D. R., Alkhaibary, A., &Alkhaibary, S. (2014). Nurses' perception of managers' leadership styles and its associated outcomes. American Journal of Nursing Research, 2(4), 57–62.
- Bass, B. M. (1985). Leadership and performance beyond expectations. Free Press.
- Bass, B. M., & Avolio, B. J. (1990). Transformational leadership development: Manual for the multifactor leadership questionnaire. Consulting Psychologists Press.
- Ejere, E. I., &Abasilim, U. D. (2013). Impact of transactional and transformational leadership styles on organisational performance: Empirical evidence from Nigeria. The Journal of Commerce, 5(1), 30–41.
- Ispas, A., &Babaita, C. (2012). The effects of leadership style on the employees' job satisfaction and organizational commitment from the hotel industry. Approaches in

Organizational Management, 15(16), 254–262.

- Podsakoff, P. M., MacKenzie, S. B., & Bommer, W. H. (1996). Transformational leader behaviors and substitutes for leadership as determinants of employee satisfaction, commitment, trust, and organizational citizenship behaviors. Journal of Management, 22(2), 259–298.
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. Leadership Quarterly, 1, 107–142.
- Wang, H., Law, K. S., Hackett, R. D., Wang, D., & Chen, Z. X. (2005). Leader-member exchange as a mediator of the relationship between transformational leadership and followers' performance and organizational citizenship behavior. Academy of Management Journal, 48(3), 420–432.
- Yousef, D. A. (2000). Organizational commitment: A mediator of the relationships of leadership behavior with job satisfaction and performance in a non-Western country. Journal of Managerial Psychology, 15(1), 6–24.
- Yukl, G. (2006). Leadership in organizations (6th ed.). Pearson Prentice Hall.