



**JACOBS ABBEY GLOBAL INSTITUTE FOR LEADERSHIP STUDIES**  
Executive Strategic Leadership Master Class 22



# **TEAM RESILIENT**

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**COHORT RESEARCH PROJECT**

**THE CONSEQUENCES OF LEADERSHIP ACROSS MULTIPLE  
THEORIES IN TERMS OF THEIR ABILITY TO PROVIDE GOOD  
OUTCOMES.**

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# JACOBS ABBEY GLOBAL INSTITUTE FOR LEADERSHIP STUDIES

## Executive Strategic Leadership Master Class 22

### Research Done By: COHORT TEAM RESILIENT

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## **2. ABSTRACT.**

The paper aims at investigating the consequences of leadership across multiple theories in terms of their ability to provide good outcomes. This study does not explore all styles of leadership but rather takes a focused approach in taking a deep dive into how work culture and productivity are affected by the following leadership styles: transformational, transactional, laissez-faire, and coaching leadership styles. As part of the quantitative approach used to put this paper together, questionnaires were applied online using simple random sampling through two google forms to managers and employees respectively around the globe. Based on a limited review on general leadership principles and narrowed down to four leadership styles in particular; we based our research on their impact on workplace culture and performance only, findings of the online sampling were given. Finally, the four leadership styles pertinent to our research were discussed in detail, recommendations were made, and the findings were ended with a conclusion. Our research concluded that the transformational leadership style has a more positive influence on the workplace culture than the other three whilst the coaching leadership style has the most influence on performance. It is hoped that these findings will be a determinant in selecting the most suitable combination of leadership styles with ability to provide good outcomes and contribute to the success of any given organization.

**Keywords:** *Leadership, Leadership Styles, Organization, Workplace Culture, Performance*

## **1 INTRODUCTION.**

Leadership is a process of social influence which maximizes the efforts of others towards the achievement of a goal (Kruse, 2013). Leadership is the accomplishment of a goal through the direction of human assistants (Prentice, 1961). Both Kruse and Prentice reject the notion that leadership is the exercise of power and force. According to them, leadership is about influence to achieve a common goal.



Campbell (1990) identifies leadership performance as a performance dimension in an organization. He states that, job performance generally refers to behavior that is expected to contribute to organizational success.

Organizational culture is driven by leadership and vital for employee well-being and performance (Dinh et al., 2014; Antonakis and Day, 2017). Experimental studies showed that leadership affects employee well-being and performance (Barling et al., 1996; Dvir et al., 2002; Bellé, 2014). Leaders therefore have the power to transform the workplace as their leadership style directly affects the culture of the organization they lead.

Despite there being no consistent, overall definition of leadership as stated by (Yukl, 2013), it is largely recognized by researchers and practitioners that leadership is important and that leaders contribute to key organizational outcomes.

In a study, DeChurch et al. stated that Organizational effectiveness hinges on coordinated leadership being enacted from leaders residing within multiple hierarchical levels, whose leadership shapes crucial individual -, team -, unit -, and organizational - level outcomes (Leslie A. DeChurch, 2010). A careful analysis of DeChurch-Hiller et al. clearly shows that leadership within a given organization cannot be unique since it is exercised at different hierarchical levels that contribute in one way or the other to the achievement of the common goal – organizational goals.

This paper will explore transformational, transactional, laissez-faire, and coaching leadership styles to illustrate their effect on employee engagement, trust, and culture in an organization by examining these two questions:

1. What are some of the consequences or outcomes of leadership across multiple theories?
2. What are the consequences of transformational leadership, transactional leadership, coaching leadership, and laissez faire leadership in terms of their ability to provide trust and create a positive workplace culture?

The significance of this study, as per our research, is to explore four leadership styles to demonstrate the effectiveness of applying multiple leadership approaches in an organization.



## **2 REVIEW OF LITERATURE**

### **2.1 Overview of Leadership.**

Leadership is a highly sought-after and highly valued commodity. The public has become increasingly captivated by the idea of leadership. People continue to ask themselves and others what makes good leaders. (Northouse, 2015)

Leadership is a common term, but it has many diverse meanings. Leadership, in the modern sense, is a concept that has existed since people began to live together. V.J Bentz, studying the literature of leadership until 1949, stated that leadership was defined in 130 different ways (Bass., 1965). At the end of the 20th century, this number exceeded 350. Behavioral scientists and practitioners seem to believe leadership is a real phenomenon that is important for the effectiveness of organizations (Yukl, 2013). Despite the panoply of definitions, our paper which seeks to illustrate how leadership applied across multiple levels can improve organizational performance and workplace culture, focused on two definitions. Firstly, leadership is the ability of a company's management to make sound decisions and inspire others to perform well (Investopedia, 2015b). Secondly, Bass defined leaders as authentically transformational when they increase their awareness on what is right, good, important and beautiful, when they help to elevate followers' needs for achievement and self-actualization, when they foster followers' higher moral maturity and when they move followers to go beyond their self-interests for the good of their group, organization or society (Bass B. M., 1990a.). Thus, organizational effectiveness hinges on coordinated leadership being enacted from leaders residing within multiple hierarchical levels, whose leadership shapes crucial individual -, team -, unit -, and organizational - level outcomes (Leslie A. DeChurch, 2010).

### **2.2 Leadership styles**

#### **2.2.1 Transformational Leadership**

Bass &Riggio (2006) viewed transformational leaders as those who stimulate and inspire followers to both achieve extraordinary outcomes and, in the process, develop their own leadership capacity (Bass B. M., 2006. ). Avolio et al., (2004) described transformational leadership as the having the ability to motivate and encourage intellectual stimulation through inspiration. This is supported by research conducted by Bono & Judge (2003), where they found that transformational leaders exercise influence on their followers to achieve goals, as well as increase confidence, commitment, and job performance. Transformational leadership concentrates on the development of followers which includes their needs. Bass &Riggio (2006) stated that transformational leadership can also reduce conflict by being sensitive to their subordinates' needs (Bass B. M., 2006. ). This



individualized consideration could encourage their employees to respect and understand the position and needs of others and in the long run, help overcome any rigid positions they may hold. In addition, transformational leaders tap into the ideas among team members and learn from them. Being a transformational leader is not easy and it is not for people without ambition.

### **1. The pros and cons of Transformational leadership.**

Transformational leadership, like all leadership styles, has a set of advantages and disadvantages. Transformational leaders share their vision with everyone in the organization and bring them to believe and support this vision. A transformational leader can help each team member feel like a valuable part of the organization. This approach can foster a strong sense of loyalty between the team members and their leader. Transformational leaders provide clear, consistent messages to their teams and major portions of the leadership style are resting on a foundation of communication. As a result, they are more engaged, empowered and committed to helping the organization excel.

The disadvantages of this style are centered around the importance of influence, overlooking details, high pressure on team members, risk, and time requirements for the leadership style. Transformational leadership relies too heavily on the acceptance of a common vision with little else to motivate people to work. A transformational leader may overlook the minute details necessary for operational efficiency because of the strong focus on the long-term vision. The added pressure of performance expectation may ultimately result in a demotivated employee. They take on risks that may lead the organization to its demise.

### **2. Effect on productivity, motivation, and engagement.**

Transformational leaders exude motivation and believe in uniting their followers around their vision for change. Transformational leaders motivate and encourage their employees to bring their skills to the workplace, fine tune them, apply them and evaluate outcomes. The transformational leader encourages employees to learn through mistakes and motivates employees to communicate freely and bring ideas to the table. By developing stronger social bonds, transformational leaders affect followers' performance (Wang et al., 2008; Wang et al., 2005). When trust is established, expectations are clearly defined, employee voices are heard and recognized, creativity is encouraged, and employees are aligned with their purpose, it results in increased performance, engagement, and retention of employees. When employees are empowered to use their skills, aren't afraid to communicate freely and are in the presence of a transformational leader, productivity increases due to higher levels of engagement.



### **3. Consequences Transformational Leadership on workplace culture.**

Transformational leaders desire to expand horizons and ignite positive change. Achieving this requires trust, compassion, empathy, motivation, commitment, and ethical practices. When transformational leaders are at the helm, they instill trust, belief, vulnerability, and commitment thus creating a workplace culture of transparency and growth. A culture of transparency fosters open communication, decreases judgment, and creates a culture where everyone feels safe contributing to the success of the organization.

#### **2.2.2 Transactional Leadership**

Transactional leadership structure involves value for order and systems having the focus on results. A leader is known as a transactional leader if he/she is always willing to give something in return (Uchenwamgbe, 2013). This can include several things like promotion, pay raise, performance reviews, new responsibilities etc. The major problem with this type of leadership is the expectation. Hence, transactional leadership can be defined as the exchange of targets and rewards between the management and the employees (Ojokuku, 2012)

The study by Longe (2014) revealed that transactional leadership style has a positive impact on organizational performance. The transactional leadership style helps in creating and sustaining the context in which organizational and human capabilities are maximized as the employees are always able to achieve the tangible and intangible rewards. This leadership style particularly helps in creating an environment that is optimal for performance and articulates the compelling vision that enhances the overall organizational performance (Longe, 2014). According to the research conducted by Sofi and Devanadhen (2015), transactional leadership was not found to have a direct impact on the performance of the organization. This leadership style does not encourage creativity and innovation among the employees and hence, the employees do not perform as per the expectations of the organization.

#### **1. The pros and cons of Transactional leadership**

Like any leadership styles, transactional leaders can effectively motivate team members to maximize productivity. There are clearly defined and expected behavior from team members due to the system of reward and punishment. It can also be an efficient way to reach short-term goals. Transactional leaders create a clear chain of command that is easily recognized by the entire team. Thus, confusion is eliminated within the chain of command.

Though transactional leadership style can create faster results than predicted, it can also create low morale levels within teams, limit creativity, and ultimately put a company at a



disadvantage should certain leaders leave. It may not be impactful on people who aren't driven by extrinsic motivation. It can also be discouraging for those who are looking for professional and personal development opportunities

## **2. Effect on productivity, motivation, and engagement.**

Transactional leaders focus on productivity and their style is to focus on short term goals, set clear expectations to achieve the goals. When employees have a sense of achievement, it increases engagement, motivation, and productivity. Transactional leaders improve subordinates' performance by achieving organizational goals (Sow et al., 2016). Conversely, transactional leadership can be detrimental for those who want to be creative, innovative and are not motivated by reward vs.

## **3. Consequences Transactional Leadership on workplace culture**

Trust is created with the Transactional leader because they thrive on doing things correctly, revel in efficiency and are focused on short term goals. Trust is a key component of a healthy workplace culture. When trust is present, communication increases, clear expectations are set, which brings clarity to the employee, thus increases engagement, satisfaction and reduces turnover intention (Maaitah, 2018). Employees thrive in a supportive and nurturing environment. Often, employees are afraid to speak freely when in the presence of a transactional leader for fear of retribution or job loss. As a result, they survive behind a “mask” to hide the fear and shame, their ideas are never heard, and the employee voice is stifled.

### **2.2.3 Coaching Leadership**

In this dynamic and ever-changing world, leaders can benefit from receiving coaching and being coaches themselves. Coaching leadership is one characterized by collaboration, support, and guidance. Coaching leaders are focused on bringing out the best in their teams by guiding them through goals and obstacles. This leadership style is very much opposite to autocratic leadership, which is focused on top-down decision making (Lee, 2020). Leaders resort to a coaching leadership style—which relies heavily on listening, helping, supporting, developing, removing obstacles, and empowering others—to promote valuable work experiences and positive attitudinal and behavioral responses from employees (Neuza Ribeiro, 2019 ).

A leader “coach” identifies the strengths and weaknesses of team members and gives them advice on how to improve. The coaching leader also knows how to make the link between their skills and the company's objectives. Coaching-based leadership pays off when the leader is creative, willing to collaborate, and able to speak out candidly. It is also



essential for the coach to know how to take a step back and grant a certain autonomy to his collaborators.

### **1. The pros and cons of Coaching leadership**

The Coaching leadership style can foster high levels of commitment, trust, and inspiration in its followers. A coaching leader also acts as a facilitator and a key element in team dynamics. The coaching leadership approach helps employees to grow professionally, and eventually personally while establishing good relationships between the leader and the subordinates.

On the contrary, coaching leadership is resource intensive since it requires a lot of one-on-one time. Not only is it time-consuming, but it also requires a lot of patience and energy. It requires confidence, experience, and the ability to give meaningful advice making it a difficult approach. It can simply threaten the growth of an organization if carried out ineffectively. Coaching only works if team members are willing to receive constructive feedback from the leader. Therefore, it may not be the ideal choice for high-pressure or strictly results-driven companies.

### **2. Effect on productivity, motivation, and engagement**

When employees are willing to receive and apply constructive feedback, it increases motivation, and productivity, resulting in increased employee engagement and ownership of their jobs. Coaching inspires and increases confidence, because it doesn't just focus on what the employee is doing wrong. Coaching leadership focuses on what they're doing right. The coaching leader identifies employee strengths, provides constructive guidance, and motivates the employee to achieve goals. When employees feel seen, heard, understood, have the tools (and support) to achieve goals, they become more motivated, engaged, and productive.

### **3. Consequences Leadership on workplace culture**

A good culture is built on trust. Coaching leadership creates a work environment that is motivating where team members feel comfortable, valued, and well-integrated, expectations are clear, and everyone is encouraged to develop their skills. Coaching leadership builds a culture of trust because this style is compassionate and relies heavily on maintaining healthy relationships where the employee voice is heard. Trust in an organization leads to increased transparency, open and honest conversations, critical feedback, and an overall good culture. Provides companies a competitive advantage because it builds a team of competent, productive individuals who are willing to train their people.



#### **2.2.4 Laissez-Faire leadership**

In Proverbs 6:7-17, King Solomon affirmed that ants have no commander, no leader or ruler, but they store up food in the summer and gather their supplies at harvest (biblestudytools). This shows that in the world of ants, they leave nothing to chance as they perform all sets of tasks as one team. In ant's colonies, the participation of every ant's intelligence is their key to success. Recent years have witnessed a surge of interest in the analysis of trust. This increased attention could be attributed to the impact of trust on gaining and sustaining competitive advantage (Hande Tosunoglu, 2016). Laissez-faire leadership can simply be translated into: Do what you want so long as you get the job done right. Loosely translated from its French origins, laissez-faire means "let it be" or "leave it alone." From a laissez-faire leader's perspective, the key to success is to build a strong team and then stay out of the way.

Laissez-faire leadership will not be effective with an unskilled or unmotivated team. Autonomy works best with teams that are highly experienced and intrinsically motivated. The absence of a strong and present leader that provides consistent guidance will cause this inexperienced team to fall apart. The leader also seems uncaring and absent. Those employees who prefer to hear or constantly see their leader around tend to lose trust in their leader.

##### **1. The pros and cons of Laissez-Faire leadership**

The laissez-faire leadership style is an attractive one that you can bring to a department as a manager. This style of leadership increases employee retention rate. Most employees, when trusted, feel confident in their work, and want to stick around in the environment that gives them the freedom to make their own decisions thus increasing retention rate. In addition, Laissez-faire leaders empower individuals to practice their skills which helps ensure that they do their best to meet the common goals. Under this style employees don't feel micromanaged.

On the other hand, the efficient laissez-faire leaders have faith in themselves and their team members. As Minutehack says: If you don't believe in your leadership abilities, no one else will (POSNER, 2016). Although laissez-faire leadership does not fit every organization, industry, or situation, some workplaces thrive under laissez-faire leaders with highly experienced and skilled teams. Any organization that is willing to use this leadership style needs to find the right match.

##### **2. Consequences of laissez-faire Leadership on good workplace culture**

This laissez-faire leadership style is particularly effective in situations where group members are more knowledgeable than the group's leader. (Al-Malki M, 2018) The



laissez-faire style allows them to demonstrate their deep knowledge and skill surrounding the subject matter. The decision-making freedom given to the employees can foster creativity and innovation. The autonomy given to subordinates by laissez-faire leaders allows them to shift behavior from survival mode in which analytical reasoning shuts down to “broaden-and-build” mode in which strategic thinking is stimulated (Lei, 2014). Laissez-faire leadership is more effective when the employees are experts in their field (Marginson D. & Ogden, S. 2005). When culture is clearly aligned with business goals and values, it can attract “the right fit” and lead to high engagement. The hands-off approach of laissez-faire leadership style can create a positive workplace environment that supports individual productivity. Laissez-faire leaders often see greater retention from their subordinates.

### **3. Effect of laissez-faire Leadership on productivity and motivation**

An effective leader sets a clear direction, communicates the goal, and ensures that subordinates align their own objectives with the strategic plan. This leads to long-term profitability and growth. Laissez-faire leaders gather comprehensive requirements from sponsors and stakeholders, prioritizing work with the greatest impact, and optimizing processes so the company makes money. Leaders in this style focus on the general goal and leave the day-to-day task in the sole hands of their subordinate.

Laissez-faire leadership style increases employee’s motivation not by the specific expectations or instructions employees are required to meet, rather they are motivated by their own thoughts and ideas. They are aware of the autonomy they have over their part of the project and feel excited about showing what they can do.

## **3 RESEARCH METHODOLOGY**

To study how managers and employees view the impact of the leadership styles applied in their respective organization on performance and their workplace culture, this paper used quantitative research design to collect both numerical and narrative data. A limited number of structured questionnaires were administered to both managers and employees from diverse organizational backgrounds across the world. For this paper, our research is designed based on the cross-sectional survey method which was conducted on the employees and managers using simple random sampling. Leadership styles were investigated using an adapted form of the multifactor Leadership Questionnaire developed by Avolio and Bass (1995) to fit this paper. The scale of Yousef (2000) was used to measure employee performance. The research was conducted using google form addressed to managers and employees across the globe. There were 24 employees and 15 managers working in different organizations who responded to the survey questionnaires.



## **4 CONCLUSIONS AND RECOMMENDATIONS**

### **Overview**

The purpose of this paper was to study the consequences of leadership across multiple theories in terms of their ability to provide good outcomes with the intention to demonstrate which combination can help an organization to perform well in the global business marketplace by enhancing performance and creating good workplace culture. Research was conducted using google forms addressed to managers and employees respectively. There were 24 employees and 15 managers working in different organizations who responded to the survey questionnaires. The research was done to study how managers and employees view the impact of the leadership styles that were applied in their respective organizations and their outcomes on performance and their workplace culture.

### **Key findings**

The findings from this research illustrates that the different styles of leadership mentioned in this paper -transformational, transactional, coaching, and laissez-faire - analyzed for their consequences on employee performance and workplace culture, can have significant positive or negative impact on any organizational set up. The transformational style of leadership and coaching style of leadership are the most effective styles of leadership according to managers and employees with the transactional coming next, then followed by laissez-faire leadership style. Overall, scores and written responses collated revealed that the transformational leadership style was found to have the most significant positive impact on both employee performance and organizational culture. Transformational, transactional, coaching, and laissez-faire leadership styles, all significantly affected employee performance and workplace culture in a positive way in their specific instances.

### **Conclusions and Implications of the Study**

From the findings in this research paper, we conclude that for any organization to derive the best out of their employees, they should try and explore the different traits associated with transformational, transactional, coaching, and laissez-faire leadership styles together to thrive significantly in the global marketplace. We recommend that for underperforming organizations to succeed, a combination of the transformational and coaching leadership styles is the best as we learned from different managers who responded to the survey. This combination of transformational and coaching leadership styles can have a positive impact on employees by keeping them inspired and motivated while keeping them on track and enabling them to complete their assigned tasks in an efficient manner. The coaching leadership style helps to get employees to gradually understand better the vision



of the organization and run with it as their own through the systemic support of their leader to get them to perform at their best ability.

The combination of these different styles within an organization can enhance the overall performance of employees due to their ability to create value, trust and engagement which are the building blocks for the ideal organizational culture. This will further enhance productivity, increase employee engagement and overall workplace health through good employee motivation culture.

### **Recommendations**

As per our research, we recommend the following:

1. It would be good to have employees inspired and motivated through a good combination of leadership styles.
2. Transactional leadership style should be implemented initially and slowly graduated into the preferred and high-performance leadership styles with a systemic approach focused on producing significant long-term positive outcomes.
3. Transformational leadership is recommended to help respond to changes resulting from the challenges associated with time and space within the work environment.
4. Coaching leadership is suggested to help get employees to gradually understand, embrace and champion the vision of the organization.
5. Lastly Laissez-faire should be a temporary style used only when high-skilled people are employed for a specific task.

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