



A STUDY ON EFFECTS OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE AT IT INDUSTRY IN BENGALURU

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Abstract

Leadership styles cover all aspects of dealing within and outside of an organization, handling or dealing with conflicts, helping and guiding the workforce to achieve and accomplish their tasks and appearing as a role model for all.

The study aimed at assessing the effect of leadership styles on employee's performance at IT industry Bengaluru. The main objective of this study was to investigate the effect of different leadership styles (transformational, transactional, autocratic, and laissez-faire leadership styles) on employee's performance of employees. In statistical analysis, Reliability test, KMO, and correlation analysis are used to assess both relationships and effects as per the hypotheses of the study. The findings show that transformational leadership style is the most exhibited style at the IT industries Bengaluru followed by the transactional leadership and autocratic leadership. Overall, scores show that the transformational leadership style had a strong correlation with the employee performance. However, Influencing leadership and Management by Expectations had a negative impact on employee performance score.

The study findings determine that supervisors who are driven by the aspiration to achieve better performance from his/her employees should try and implement more of transformation leadership style and less of the rest of the styles.

Keywords: Leadership, IT Industry, Leadership style, Employee Performance.

1. INTRODUCTION

1.1 Introduction to Leadership

Leadership is one of the most comprehensively researched social influence processes in the behavioral sciences. This is because the success of all economic, political, and organizational systems depends on the effective and efficient guidance of the leaders of these systems. A critical factor to understanding the success

of an organization, then, is to study its leaders. Leadership is a skill used to influence followers in an organization to work enthusiastically towards goals specifically identified for the common good (Cyert 2006; Plsek and Wilson 2001). Great leaders create a vision for an organization, articulate the vision to the followers, build a shared vision, craft a path to achieve the vision, and guide their organizations into new directions (Banutu-Gomez and Banutu-Gomez 2007; Kotter 2001). According to Schneider, the most important part in building an organization with a legacy of success is the people in it, which include the followers (i.e., employees and volunteers) as well as the leaders. Leadership theories attempt to explain and organize the complexity of the nature of leadership and its consequences (Bass and Bass 2008). Over the years, some leadership scholars have called attention to the implicit connection between ethics and leadership. A burgeoning new research area and leadership theory that has been linked to ethics, virtues, and morality is servant leadership (Lanctot and Irving 2010; Parolini et al. 2009).

1.2 Leadership and Leadership Style

Although leadership has been well researched over the years, there is still lack of a definition that is universally accepted. Just like Stogdill (1974) puts it, "There are almost as many definitions of leadership as there are persons who have attempted to define the concept". The following are a few examples of such definitions Talat et al(2015) asserts that leadership is wide spread process, which calls for authority, responsibility and delegation of power. Leaders help to direct, guide and persuade their followers (employees) towards achieving their personal and organizational goals and objectives. Thus, leadership styles cover all aspects of dealing within and outside of an organization, handling or dealing with conflicts, helping and guiding the workforce to achieve and accomplish their tasks and appearing as a role model for all. According to Kumar (2014) "leadership is defined as a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent" (p. 441). These are accomplished through the application of leadership attributes, such as beliefs, values, ethics, character, knowledge, and skills. Leadership is the integrated sharing of vision, resources, and value to induce positive change. It is the ability to build up confidence and zeal among people and to create an urge in them to be led.

Wammy & Swammy (2014) see leadership as a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals and therefore a leader is a person who delegates or influences others to act so as to carry out specified objectives. Memon (2014) defines leadership as process by which an individual influences the thoughts, attitudes and behaviours of others by taking responsibility for setting direction for the firm, others to see and visualize what lies ahead and figure out how to archive it.

Leslie et al (2013) asserts that leadership is the ability to influence people to willingly follow one's guidance or adhere to one's decisions. On the other hand who a leader is; one who obtains followers and influence them in setting and achieving objectives. In According to Sundi (2013), "Leadership is the ability to convince and mobilize others to work together as a team under his leadership to achieve a certain goal"(p.50). Leadership is the influencing process of leaders and followers to achieve organizational objectives through change Lussier and Achua (2009).

According to Hill (2008). Leadership is the process of motivating, influencing and directing others in the organization to work productively in the pursuit of organization goals. Armstrong (2003), leadership is simply the ability to persuade others willingly to behave differently for achieving the task set for them with the help of the group. Leadership, according to Levine and Crom (1994), “is about listening to people, supporting and encouraging them and involving them in the decision-making and problem-solving processing. It is about building teams and developing their ability to make skilful decisions”.

Conger (1992) define leadership as “individuals who establish direction for a working group of individuals who gain commitment from these group of members to this direction and who then motivate these members to achieve the direction’s outcome”. Basically every leader has a different behaviour in leading his followers. It is called leadership style. Cuadrado et al (2007) described leadership style as consistent set of behaviours /patterns, proposing two dimensions in leaders behaviour, structure initiation which includes task oriented leaders and consideration which includes relation oriented leaders. Memon (2014) defines leadership style as a leader’s style of providing direction, motivating people and implementing plans. Leadership styles are seen as approaches that leaders use when leading organizations, departments, or groups (Mehmood & Arif, 2011) Leaders who search for the most effective leadership style may find that a combination of styles is effective because no one leadership style is best (Darling & Leffel, 2010).

The study adopts the definition of leadership by Hill (2008). A well-directed employee is a focused employee in terms of expectations and organizational goals, such individual tend to understand product knowledge, procedures and processes, any time we develop our employees we give them the power and the ability to produce and give their best to the organization hence increased productivity. Leadership style application is determined by leaders themselves. If leadership style applied is good and can give a good direction to subordinates, then it create confidence and work motivation to employees, thus increasing employee morale which also effects on better employee performance. Leaders must work together with subordinates/employees to achieve better performance. Sudi(2013) in his research, employee performance is very influenced by leadership style.

Employee Performance

The main goal of any organization is to enhance the job performance of its employees so that it could survive in this highly competitive environment. Performance is a multidimensional construct and an extremely vital criterion that determines organizational successes or failures. Prasetya and Kato (2011) define performance as the attained outcomes of actions with skills of employees who perform in some situation.

According to Pattanayak (2005), the performance of an employee is his/her resultant behavior on a task which can be observed and evaluated. To Pattanayak, employee performance is the contribution made by an individual in the accomplishment of organizational goals. Here employee performance is simply the result of patterns of action carried out to satisfy an objective according to some standards. This means employee performance is a behavior which consists of directly observable actions of an employee, and also mental

actions or products such as answers or decisions, which result in organizational outcomes in the form of attainment of goals.

Ibrahim (2004) defined job performance as an important activity that provides both the goals and methods to achieve the organizational goals and provide the achievement level in term of out-put.

El-Saghier (2002) considered it as an effort of an employee to achieve some specific goal, the researcher will adopt this definition.

1.1 BACKGROUND STUDY

In society today, thousands of individuals are appointed or elected to shoulder the role and responsibilities of leadership. Leadership is practiced in schools and colleges, factories and farms, business enterprises, dispensaries and hospitals, in the civil and military organizations of a country and public life, at all levels, in short in every walk of life. These leaders should promote unity, harmony, strength, prosperity and happiness in society.

The challenges of coping with today's uncertain business environment have put many organizations on their toes to struggle for survival in the heat of competition. The driver of such strategic move towards surviving the competition is the leadership provided by managers who are expected to influence others in achieving organizational goals and also boost employee's performance.

Since leadership is a key factor for improving the performance of many if not all organizations and the success or failure of an organization depends on the effectiveness of leadership at all levels.

Vimal Babu (2011), studies have emphasized that expatriates leadership styles play a pivotal role. It has been considered as a prime criterion to be successful and effective in the host country. Study has examined 25 Japanese and 23 American expats in India focusing on their leadership styles. In order to determine the leadership styles of these managers from altogether different countries, the study has investigated ten leadership components. Results were analysed to identify the differences and similarities between the leadership styles. Statistical tests revealed that there were significant differences on four leadership components out of ten and the remaining six leadership components had non-significant differences. Results showed that American managers had good communication skills . Japanese managers often motivated their subordinates to work harder by stating clearly what the desired performance is and what is not. American Rezvan Mirsafaei Rizi, Aida Azadi, Maryam Eslami Farsani, Shahram Aroufzad(2013), relationship between leadership styles and job satisfaction among physical education organization employees in Isfahan. Results showed that the positive correlation between overall leadership styles and job satisfaction was significant at the level of $P < 0.05$. Also, the correlations between leadership styles sub-scales such as transactional leadership, transformational leadership and passive/avoidant leadership and job satisfaction was significant at the level of $P < 0.05$. Based on these results, among determinants of job satisfaction, leadership is viewed as an important predictor and plays a central role.

Transactional Leadership and Employee Performance

Transactional leadership: is a leadership style that emphasizes to transactions between leaders and subordinates. Bass and Avolio (2003) suggest that characteristics of transactional leadership consist of two aspects, namely contingent reward and exception management. Contingent reward is where leaders make

agreement about what must subordinate do and promising reward obtained when goal is achieved. While exception management is leader monitor deviations from established standards and take corrective action to achieve organizational goals.

Transformational Leadership and Employee Performance

This seeks to transform of visionary. It becomes collective vision where subordinates work to realize the vision into reality. In other words, transformational process can be seen through a number of transformational leadership behaviours as: attributed charisma, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration Bass and Avolio, (2003).

Yukl (2007) states that application of transformational leadership style can improve performance because transformational leadership style wants to develop knowledge and employees potential. Leader with transformational leadership provides opportunity and confidence to his subordinates to carry out duties in accordance with his mind set to achieve organizational goals.

Laissez Faire Leadership and Employee Performance

The leader's ability to lead is contingent upon various situational factors, including the leader's preferred style. Contingency theories to leadership support a great deal of empirical freedom to leadership, (laissez-faire style) North house (2001). Many researchers have tested it and have found it to be valid and reliable to explaining how effective leadership can be achieved. It stresses the importance of focusing on inter personal relationships between the leader's style and the demands of various situations and employees. Under this type of leadership according to Kumar (2015) maximum freedom is allowed to subordinates. They are given freehand in deciding their own policies and methods and to make independent decisions.

It carries the belief that the most effective leadership style depends on the ability to allow some degree of freedom to employees in administering any leadership style. This study will aim to investigate further how laissez-faire may contribute to employee performance. On the other hand, much has been written in regard to the relation of positive self and effective management. Kerns (2004) discussed the relationship of values to organizational leadership and his study was hugely in support of the laissez-faire style in bridging the gap between the employer and employee where his concern was solely on the fact that laissez-faire would create a positive environment through which employees and employers felt like a family regardless of their positions.

Autocratic Leadership and Employee Performance

Autocratic leaders are classic “do as I say” types. Typically, these leaders are in experienced with leadership thrust upon them in the form of a new position or assignment that involves people management. Autocratic leaders retain for themselves the decision- making rights. They can damage an organization irreparably as they force their ‘followers’ to execute strategies and services in a very narrow way, based upon a subjective idea of what success looks like. There is no shared vision and little motivation beyond coercion. Commitment, creativity and innovation are typically eliminated by autocratic leadership. In fact, most followers of autocratic leaders can be described as biding their time, waiting for the inevitable failure this leadership produces and the removal of the leader that follows Michael (2010).

2. REVIEW OF LITERATURE

Ahmad E. Aboshaiqah focused on “Nurses’ Perception of Managers’ Leadership Styles and Its Associated Outcomes”. The variables used were dependent variables and correlation variables. This research used the methodology, Primary data: interview and interaction secondary data: information from relevant journals, Multifactor Leadership Questionnaire, Cronbach alpha and descriptive correlational. The author found that staff nurses perceive that transformational leadership and its factors are utilized more often than transactional and laissez-faire leadership styles. By this the author concludes that leadership styles can be combined to produce extra effort from followers as well as leadership effectiveness and satisfaction, effective leadership style requires knowledge, skill and commitment from both supervisors and nurses.

Bizhan Shafie focused on “The relationship between leadership style and employee performance”. The variables used were dependent variables and correlation variables. This research used the methodology of Purposive sampling was done to obtain information through questionnaire, Descriptive correlation method, Registration. The author found that transformational leadership and pragmatic leadership impacted on the staff performance and performance will lead to increased and between these two, transformational leadership style is associated with higher relevant. By this the author concludes that leadership training program is more important to increase the need for new skills and competencies of leadership and it is suggested that managers to use a transformational leadership and pragmatic leadership as a core managerial strategy in the organization.

Paul Duquesnoy focused on “A study on generations, leadership style and employee performance”. This research used the methodology of Quantitative methods for data collection and Focus group study was conducted. The author found that the relationship between leadership preferences of different generations and the impact on the performance of an employee. By this the author concludes that every generation prefers a certain leadership style and that each generation expert that supportive leadership style can have an effect on the performance of people.

Anjali Singh focused on “To look after the changing behavior and attitude of the upcoming CEO, Managers and Entrepreneurships”. The variables used were dependent variables and correlation variables. This research used the methodology of Primary data: interview and interaction, secondary data: information from relevant journals. The author found that Three-quarters agree that their experience with technology will help them reach their goals. Two-third agrees that technology makes them feel like anything is possible. By this, the author concludes that it is important to understand the key strategies for bringing out the best in this new emerging young workforce.

Iqbal N focused on “The effects of leadership style on employee performance”. The variables used were dependent variables and correlation variables. This research used the methodology of descriptive approach, focus group, interviews, hypothesis test. The author found that participative leadership and democratic leadership styles stimulated the employee’s performance that includes execution of defined duties, meeting of deadlines and achieving departmental goals. By this the author concludes that participative leadership style of

leadership has a greater positive effect on employee performance in which situation employee feel power and confidence in doing their job and in marketing different decisions.

3. STATEMENT OF RESEARCH PROBLEM

The present study aims to identify and explore what are the Effectiveness of Leadership styles on Employee Performance at IT Industry in Bengaluru, and the extent to which the leadership style affects the employee performance. Given earlier research suggesting that employees at workplace prefer different leadership style, one may expect different leadership style compared to other for the employees may be particularly common in IT industry. Further, this study also develops and tests hypotheses examining whether there are significant differences in the types and frequency of leadership styles to employee performance. Finally, this study linked frequency of stressors to training program, work-related problem, and employee satisfaction.

4. RESEARCH OBJECTIVES

In general the study conducted in IT Industries, Bengaluru on employees aims to achieve the following objectives:

1. To identify the effectiveness of leadership style on employee performance.
2. To analyze the effects of different leadership style on employee performance.
3. To identify and analyze the factors that affect leadership style on employee performance.
4. To suggest measures to increase the effectiveness of Leadership style on employee performance.

5. RESEARCH METHOD

The chapter outlined the basis of the research by formulating the research problem. The following chapter discusses the methodology used in the research procedure in order to gather information for the study. The research identified a research question that leads towards designing a hypothesis. The research problem focused on exploring how Transformational leadership, Transactional leadership, authoritative leadership and Laissez Faire Leadership styles stimulated the employees' performance. The chapter further explains the choice of research design, shows justification for the research technique used and the research medium used, in relation to the study.

Primary Data

The primary research consists of the actual findings and interviews conducted by the researcher on-site. With the help of semi-structured interviews with the employees in IT Industry, the findings of the research have been produced. Focus groups and projective approaches. In this study, questionnaires were prepared to collect the primary data.

Secondary Data: The researcher accumulated information on stress by various authors through library research, journals, publications, worldwide web etc.; this constitutes the secondary research data.

Sampling technique: The sampling technique adopted for the study is non-probability sampling. The respondents were chosen on the basis of Random sampling. The reason why this sampling method will be used is because of the time constraints, lack of knowledge about the entire universe and the main reason being that it will not be easy to collect the data from all the employees who worked on this project.

6. RESULTS AND DISCUSSION

6.1 RELIABILITY ANALYSIS

From the Table 6.1 it shows the Value of 0.768 reported of these items is an estimate of true alpha, which in turn is lower bound for true reliability. Reliability can further be confirmed by calculating the Cronbach's Alpha each time by deleting one item form the total Statements. Mean, Variance and Cronbach's Alpha was further calculated by deleting one item. This further confirms that respondent's responses are consistent and reliable.

Table 6.1 Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.768	.771	16

6.2 FACTOR ANALYSIS

Table 6.2 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.696
Bartlett's Test of Sphericity	Approx. Chi-Square	591.423
	Df	120
	Sig.	.000

From the Table 6.2 the Factor Analysis report we see that, the value of KMO statistics obtained is 0.696, which is good means since it is greater than 0.6 hence indicated that factor analysis could be used for the collected data. This also indicates that the sample size should be more than 5 times the number of variables; in this case, I have 16 variables in which 114 responses. In the first iteration, the output was shown in the table below.

Rotated Component Matrix^a

	Component		
	1	2	3
Idealized influence	.697	-.095	-.161
Transformational leadership	.833	-.060	.072
Individual consideration	.706	-.103	.046

Transactional consideration	.687	.080	.108
Contingent reward	.772	.144	.025
Authoritative leadership	.088	.732	.183
Motivation	.515	.529	-.066
Need direction	-.241	.687	-.217
Orders to employee	-.086	.789	.007
Laissez Faire Leadership	.340	.516	-.006
Complete freedom	.641	.154	.233
Quality performance	.030	-.112	.838
Productivity of job	.141	-.144	.814
Employee performance score	-.019	.254	.563

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 4 iterations.

The rotated component table matrix helps us to determine what the components represent. From the above rotated component matrix table, the cut off value taken is 0.5. If any of the variable does not have a cut-off value will keep excluding those variables and again run the factor analysis until all the variables are above the cut off value point to get appropriate the results.

6.3 CORRELATION ANALYSIS

Correlation between Employee Satisfaction and Work-Related Problems

Table 6.3 Correlation

		Idealized influence	Transformational leadership
Idealized influence	Pearson Correlation	1	.630**
	Sig. (2-tailed)		.000
	N	113	113
Transformational leadership	Pearson Correlation	.630**	1
	Sig. (2-tailed)	.000	
	N	113	114

** . Correlation is significant at the 0.01 level (2-tailed).

From the above Table 6.3 it can be seen that the correlation coefficient (r) = 0.630, indicating a strong relationship. $p < 0.001$ indicates that the coefficient is significantly different from 0. So, Idealized influence is related to Transformational leadership. In particular, it seems that the Idealized influence depends on Transformational leadership from this statistical data; it can observe that there is a correlation between the two variables at 0.01 significant levels. The result shows a positive correlation between the variables Idealized influence and Transformational leadership with the correlation value at +630. From the above statistical data, it can infer that Transformational leadership shows the highest relation with the Idealized influence in the factors we considered. In addition, it denotes that Transformational leadership will have an impact on Idealized influence of the IT employees.

Correlation between Contingent reward and Transformational leadership**Table 6.4: Correlation**

		Contingent reward	Transformational leadership
Contingent reward	Pearson Correlation	1	.533**
	Sig. (2-tailed)		.000
	N	113	113
Transformational leadership	Pearson Correlation	.533**	1
	Sig. (2-tailed)	.000	
	N	113	114

** . Correlation is significant at the 0.01 level (2-tailed).

From the above Table 6.4 it can be seen that the correlation coefficient (r) = 0.533, indicating a strong relationship. $p < 0.001$ indicates that the coefficient is significantly different from 0. So, Contingent reward is related to Transactional leadership. The result shows a positive correlation between the variables Contingent reward and Transactional leadership with the correlation value at +533. From the above statistical data, it can infer that Transactional leadership shows the highest relation with the Contingent reward in the factors we considered. In addition, it denotes that Transformational leadership will have an impact on contingent reward of the IT employees.

Correlation between Contingent reward and Transactional leadership**Table 6.5: Correlation**

		Contingent reward	Transactional Leadership
Contingent reward	Pearson Correlation	1	.612**
	Sig. (2-tailed)		.000
	N	113	113
Transactional Leadership	Pearson Correlation	.612**	1
	Sig. (2-tailed)	.000	
	N	113	113

** . Correlation is significant at the 0.01 level (2-tailed).

From the above Table 6.5 it can be seen that the correlation coefficient (r) = 0.612, indicating a strong relationship. $p < 0.001$ indicates that the coefficient is significantly different from 0. So, Contingent reward is related to Transactional leadership. The result shows a positive correlation between the variables Contingent reward and Transactional leadership with the correlation value at +612. From the above statistical data, it can infer that Transactional leadership shows the highest relation with the Contingent reward in the factors we

considered. In addition, it denotes that Transformational leadership will have an impact on contingent reward of the IT employees.

Correlation between Quality performance and productivity of job

Table 6.6: Correlation

		Quality performance	Productivity of job
Quality performance	Pearson Correlation	1	.612**
	Sig. (2-tailed)		.000
	N	110	110
Productivity of job	Pearson Correlation	.612**	1
	Sig. (2-tailed)	.000	
	N	110	112

** . Correlation is significant at the 0.01 level (2-tailed).

From the above Table 6.6 it can be seen that the correlation coefficient (r) = 0.612, indicating a strong relationship. $p < 0.001$ indicates that the coefficient is significantly different from 0. So, quality performance is related to Productivity of job. The result shows a positive correlation between the variables quality performance and Productivity of job with the correlation value at +612. From the above statistical data, it can infer that Productivity of job shows the highest relation with the quality performance in the factors we considered. In addition, it denotes that Productivity of job will have an impact on quality performance of the IT employees.

Correlation between Orders to employee and Need direction

Table 6.7: Correlation

		Orders to employee	Need direction
Orders to employee	Pearson Correlation	1	.534**
	Sig. (2-tailed)		.000
	N	113	113
Need direction	Pearson Correlation	.534**	1
	Sig. (2-tailed)	.000	
	N	113	113

** . Correlation is significant at the 0.01 level (2-tailed).

From the above Table 6.7 it can be seen that the correlation coefficient (r) = 0.534, indicating a strong relationship. $p < 0.001$ indicates that the coefficient is significantly different from 0. So, Orders to employee is related to need direction. The result shows a positive correlation between the variables Orders to employee and need direction with the correlation value at +534. From the above statistical data, it can infer that Need direction shows the highest relation with the Orders to employee in the factors we considered. In addition, it denotes that need direction will have an impact on Orders to employee of the IT employees.

7. FINDINGS

- Cronbach's Alpha for the study is .768.
- Correlation between Employee Satisfaction and Work-Related Problems is 0.630.
- Correlation between Contingent reward and Transformational leadership is 0.533.
- Correlation between Contingent reward and Transactional leadership is 0.612.
- Correlation between Quality performance and productivity of job is 0.612.
- Correlation between Orders to employee and Need direction is 0.534.

8. SUGGESTIONS

- From the study, it is found that most of the employees agree that the Transformational leadership behavior would lead to higher employee performance
- The leaders or supervisors should be aware of what is important for the subordinates and the organizations as a whole and encourage the employees to see the opportunities and challenges around them creatively
- Supervisors should understand the values of the followers and try to build strategies and encourage the employees
- Supervisor should respect the individuals which is the key building up relationship between the leaders and employees
- Supervisor should be idealized influencer where it builds up the self confidence level and self interest
- Laissez Faire Leadership style should not be followed by leader in IT industry as it had a insignificant negative correlation according to the respondents
- Training programs has to be conducted by the organization to avoid this leadership and helps in the better leadership skills.

9. CONCLUSION

The paper aims that in the IT Industry, the Effectiveness of Leadership styles on Employee Performance at IT Industry in Bengaluru were analyzed. Addition to that it from the above study findings it can be determined that supervisors who are driven by the aspiration to achieve better performance from his/her employees should try and implement more of transformation leadership style and less of the rest of the leadership styles to have a better employee performance.

10. FUTURE RESEARCH

The samples that are taken mainly represent employees in the IT industry Bengaluru. Therefore, it can be done on other sector Employees. The study can be extended to other regions in India. Different culture distribution impacted the relationship between supervisors and employees and Influence of gender and personality on the perception of leadership behaviors and also the Influence of generation's their attitude and behavior would affect the leadership styles.

10. LIMITATIONS

The research survey was carried out on-site Tech Mahindra, Infosys, TCS, Cape-Gemini and some IT companies; within IT companies of Bengaluru. These Companies were used because the interviewer had contacts within these companies and was able to get access to the managers of the different departments of the company. The limitation of the research was its restriction to only employees of IT companies in Bengaluru.

Another major limitation was due to the time constraint of the research since it was a completion module of postgraduate study. Because of the time constraint, relation to completion of postgraduate study through the limiting depth of exploration and discussion possible, an in-depth investigation on other different types of Leadership styles could not be investigated.

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