

Leadership Styles Impact and Performance Management: Employee Engagement Longitudinal Study

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Abstract

Objective: The study looked at the effects of transformational leadership practices (such as idealized influence, inspiring motivation, intellectual stimulation, and individualized care) on the productivity of India's business sectors. The relationship between a transformative leader's approach and their team's productivity will likely be shown in the study's analysis. Cross-sectional studies were used for this analysis.

Methodology and Data Collection: Senior and junior employees of the five India ese organisations that were chosen as the study's subjects made up the study's population. The entities were chosen using a systematic sampling process from a list of the nation's registered businesses. 200 people were chosen at random as the sample size. The primary data collection tool was a questionnaire with a 5-point Likert scale that was supported by in-person interviews. Descriptive statistics were used to analyse the data, and Pearson Correlation Coefficient at 0.05 alpha levels was used to assess the corresponding hypotheses.

Findings and Results: The findings revealed a robust intermediate link between transactional leadership and organizational performance, whereas a substantial positive relationship existed between transformational leadership and organizational success. Intellectual challenge has a major effect on a company's productivity.

Conclusion: To accomplish employee and social objectives, it was exhorted that supervisors take on a leadership style that will permit them to coordinate and streamline assets inside the inward and outside conditions appropriately.

Keywords: Leadership Styles, Employee Performance, Industry, Comparative Analysis.

1. INTRODUCTION

Any organization's success and vitality are based mostly on its leadership. Effective leadership's lasting impact on worker performance has long been a topic of interest for academics, professionals, and business executives. One specific line of inquiry that sticks out as particularly complex and useful within this wide field of leadership studies is the analysis of how various leadership philosophies impact worker performance in many sectors. This study aims to navigate this complex area by providing a comparative analysis that highlights the many difficulties encountered by leaders and the significant effects their leadership style has on subordinates and, eventually, the sectors in which they work.

There is a wide range of approaches to leadership styles; they include transactional and autocratic leadership, which prioritizes well-defined hierarchies and regimented procedures, as well as transformational and servant leadership, which promotes motivation, emancipation, and community service. Essentially, a leader's selection about their leadership style is a critical strategic option that has an impact on the success of the whole business. However, the influence varies

depending on the industry. The ever-changing demands of industry-specific requirements, corporate cultures, and employee expectations call for a critical examination of leadership and its impact.

Leaders face particular difficulties in a fast changing global environment where markets, technology, and customer behavior are constantly changing. For example, disruptive advances in the technology industry need imaginative and flexible leadership. Leaders in the aviation sector must be cautious and risk-averse due to the industry's strict safety requirements and regulations. Leaders in the healthcare industry need to demonstrate empathy and a customer-focused mindset since patient care is of the utmost importance. Because of the complexities of each business and the need for leaders to navigate through unique landscapes, leadership style is an essential component of success.

The goal of this research is to provide a thorough understanding of the difficulties faced by executives in implementing various leadership philosophies in their particular fields, as well as the effects that these tribulations have on worker productivity. We want to find similarities, differences, and industry-specific trends in leadership techniques and their effects by using a comparative method. This study adds to our knowledge of leadership from an academic perspective as well as providing businesses and leaders with useful insights for optimizing their strategy.

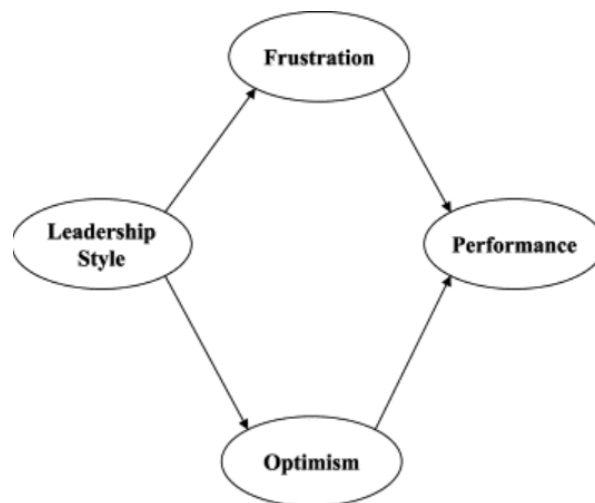


Figure 1: Impact Of Leadership Styles

As we start our investigation into the impact of leadership styles on the performance of employees across various sectors, it is imperative to emphasize the close relationship that exists between the success of businesses and the caliber of their leadership. In addition to being an academic project, the research serves as a guide for improving employee welfare, employee performance, and industry expansion.

The following sections will go into great detail on the aspects of this study. They will begin with a comprehensive analysis of the literature that has already been published, and then they will explain the methodology, data analysis, findings, and comments. Finally, they will provide actionable recommendations. This trip will highlight the difficulties faced by leaders who strive for excellence and the critical influence their decisions have on the productivity, contentment, and prosperity of workers in the several sectors that are being examined.

2. LITERATURE REVIEW

Despite extensive study over the last year, a consensus definition of leadership remains elusive. Here are some instances of the kinds of descriptions that support Talat et al. (2015)'s assertion that delegation of power, authority, and responsibility are all necessary components of leadership. Leaders assist in directing, advising, and convincing their followers—employees—to accomplish their aims and objectives, both employee and personal.

Wammy and Swammy (2014) define a leader as someone who has assigned tasks to others or convinced others to act in a specific manner in order to reach certain goals. It is via this technique of social influence that leaders motivate their followers to work together voluntarily toward common objectives.

Leadership, as defined by Memon (2014), is "the process by which one person influences the attitudes, beliefs, and actions of others by assuming responsibility for determining the path of the organization, helping others understand and see what is ahead, and working out how to proceed."

Leslie et al. (2013) define leadership as the ability to influence people to willingly carry out one's directives or agree with one's decisions. Leadership is defined as "the ability to influence and inspire others to work together as a team under one's direction to achieve a common goal" (p. 50). near Sundi (2013).

The transformational leader strives to build staff capacities, instills moral values, and has charm. The leadership in question offers a vision that enhances the work capability and dedication of followers/employees towards accomplishing highly valued activities that result in maximum production (Avolio & Bass, 2004).

Consequently, the staff at the base made every effort to align corporate norms with global principles. Transformative leadership is simultaneously inventive, somewhat imaginative, bold in its initiative, and steadfast in its support of everyone's popular will within pertinent employee units (Salman, Riaz, Saifullah & Rashid, 2011).

Rebuilding the organization's structural structure in accordance with the victories and desires of the workforce while taking contemporary conditions and international norms into consideration is the primary responsibility of a transformational leader. By bringing together the employee's values and way of thinking, the transformational leader builds trust and boosts confidence, which leads to better performance (Chandra & Priyono, 2016).

The notion of transactional leadership focuses on the functions of group performance, organization, and supervision. This idea rests a system of rewards and penalties on which to establish leadership. In business, management techniques are often used. Employee success is rewarded, while failure is met with consequences (Cherry, 2012).

Transactional leaders, according to Northouse (2013), provide their subordinates useful stuff to help them further their own and their helpers' objectives. Positive contingent reward or an active or passive version of management-by-exception are the two types of contingent reinforcement that are essential to transactional leadership. Depending on the circumstance, several aspects of transactional leadership styles may be shown. This prompted the inclusion of the transactional leadership style as an additional independent variable. Incentives and punishments for good and negative conduct are used to optimize employee talents and experience throughout time (Udoh & Agu, 2012).

Northouse (2013) explains that leaders employ the contingent reward to incentivize their followers to work for them. The leader tries to reach an agreement with their followers on what is expected of them and what benefits they will get if they do as they are told. By neglecting problems or their employees' fundamental requirements, as described by Yukl (2010), laissez-faire CEOs fit the definition of passive indifference. An absence of effective leadership, rather than an example of transactional leadership.

2.1. Objective of the Study

- To investigate the impact of transformative leadership on India 's industry industry 'performance.
- To determine how intellectual stimulation and motivational influence affect organisational performance in India 's industry sector.
- To assess how transformational leadership affects Organisational Performance in India 's industry industry.

2.2. Research Hypothesis

The following are the study's hypotheses, which are put forth to test the claims made as a part of the theoretical model:

H1: Idealized Influence and Employee Performance have a significant relationship.

H2: Inspirational motivation and organisational performance have a significant relationship.

H3: Inspirational Consideration and Employee Performance have a significant relationship.

H4: There is a significant relationship between organisational performance and intellectual stimulation.

3. RESEARCH METHODOLOGY

3.1. Research Design: A cross-sectional survey design was used.

3.2. Sampling Size

3.2.1. Sample Size: A sample of 200 individuals was selected, allowing for a 5% error margin.

3.2.2. Population of the review: The number of inhabitants in the review is comprised of both senior and junior specialists of the Indian business.

3.2.3. Sampling Technique: The associations were selected from the list of enrolled organizations in the country using a systematic selection process.

Systematic sampling is a quantifiable process that helps researchers focus on the target population for their investigations. The inspection span may be determined by scientists by separating the optimal example size by the whole population. More meticulous use of probability examining is seen in efficient testing, which involves randomly selecting one example from the whole group on a regular basis. Systematic sampling is defined as a method where a scientist selects test subjects based on a predetermined "inspecting span" and elements of the target population using a random beginning point.

3.3. Tools of Data Collection: A combination of primary and secondary sources provided the data. The administration of questionnaires with the use of in-person interviews collected primary data, while secondary data were obtained from books, journals, and the internet. Likert scales with five points were used to structure the survey. Two hundred copies of the questionnaire were given. Every duplicate was correctly completed and sent back.

3.4. Tools for statistical Analysis: The pertinent speculations were tried utilizing Pearson's Relationship and Relapse at the 0.05 alpha level after the field information were presented and distinct measurements were applied involving a PC and the Factual Bundle for Sociology (SPSS 23.0 variant).

4. RESULT AND DISCUSSION

4.1. Reliability

Table 1: Value of Cronbach's Alpha

Reliability Statistics	
Cronbach's Alpha	N of Items
.756	8

Table 1 presents reliability data, including Cronbach's Alpha and the number of questions, for a scale or questionnaire. An indicator of internal consistency, Cronbach's Alpha measures how closely scale items relate to one another—that is, whether or not they measure the same underlying notion. Greater internal consistency is indicated by higher values in this statistic, which has a range of 0 to 1. The Cronbach's Alpha in this instance is 0.756, indicating a mediocrelly high degree of internal consistency. A result of 0.756 is typically favorable since most research and evaluation purposes consider a Cronbach's Alpha of 0.7 or above to be acceptable. It suggests that the eight items on your scale measure the same underlying concept in a modest way. Though the scale is considered adequate for many research and evaluation purposes, there may still be space for improvement in terms of dependability. You could wish to assess individual items, eliminate those that add less to dependability, or rewrite things to improve consistency with one another in order to further improve internal consistency. Cronbach's Alpha is a crucial instrument for developing and improving scales.

4.2. Sample Adequacy

Table 2: Bartlett's Test and KMO

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.851
Bartlett's Test of Sphericity	Approx. Chi-Square	540.239

	df	10
	Sig.	.000

Table 2 displays two essential statistics for factor analysis: the Bartlett's Sphericity Test and the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy. With a KMO of 0.851, factor analysis is a very suitable application for your data. The KMO rating ranges from 0 to 1, with higher values indicating better suitability. In this case, a KMO of 0.851 is very good since it indicates that the variables in your dataset share a lot of variation with each other, which is important for reliable factor analysis.

Bartlett's Test of Sphericity findings verify the validity of your data. The existence of significant correlations among your variables is confirmed by the low p-value of 0.000, which indicates that your data considerably deviates from an identity matrix. This is a good result for factor analysis since it shows that the correlations in your dataset are present in a way that makes factor analysis trustworthy and useful. It is thus reasonable to go forward with factor analysis on your dataset with confidence that the findings are likely to be significant and useful for your study or analysis based on these statistics.

Table 3: Matrix of Anti-image Correlation

Anti-image Matrices						
		Idealized Influence	Inspirational Motivation	Inspirational Consideration	Stimulation of the Mind	Employee Performance
Anti-image Covariance	Idealized Influence	.556	-.136	-.142	-.057	.025
	Inspirational Motivation	-.136	.363	-.107	-.101	-.093
	Inspirational Consideration	-.142	-.107	.523	-.046	-.053
	Stimulation of the Mind	-.057	-.101	-.046	.353	-.187
	Organisational Performance	.025	-.093	-.053	-.187	.403
Anti-image Correlation	Idealized Influence	.869 ^a	-.303	-.264	-.129	.053
	Inspirational Motivation	-.303	.856 ^a	-.245	-.283	-.242
	Inspirational Consideration	-.264	-.245	.897 ^a	-.107	-.116
	Stimulation of the Mind	-.129	-.283	-.107	.825 ^a	-.495
	Employee Performance	.053	-.242	-.116	-.495	.823 ^a
a. Measures of Sampling Adequacy (MSA)						

Positive and negative values in the Anti-image Covariance matrix indicate the connections between the variables. This matrix shows the links between the variables. The Measures of Sampling Adequacy (MSA) values along the diagonal indicate how well one variable predicts the others, while negative values in off-diagonal cells indicate redundancy across variables. The Anti-image Correlation matrix standardizes these correlations. These matrices are crucial for understanding variable connections in the analysis and assessing if factor analysis is appropriate for your dataset.

Table 4: The Demographic Profile of Those Surveyed

		Frequency	Percentage
Gender	Female	62	31%
	Male	138	69%
Marital Status	Married	107	53.5%
	Not married	93	46.5%
Position	Top Level Management	60	30.0
	Middle Level Management	75	37.5
	Low Level Management	65	32.5

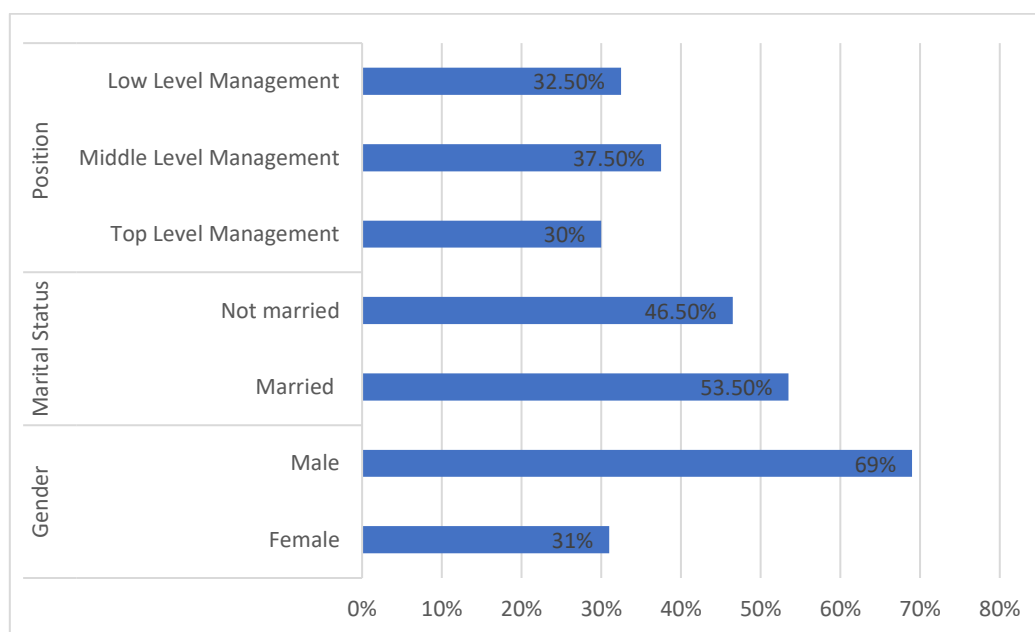


Figure 2: Demographic Profile of Those Surveyed

A breakdown of the data according to three distinct categories—gender, marital status, and position—is shown in table 4. Within each category, it provides the % distribution as well as the frequency. Now let's analyze the table: The respondents' genders are clearly distributed in the "Gender" category. 31% of the population is female, while the remaining 69% is male. Understanding the gender distribution of the population under study requires knowledge of these information. Regarding "Marital Status," the information reveals that 46.5% of respondents are single and 53.5% of respondents are married. This breakdown provides information on the marital status of those who answered the poll. Finally, the distribution of responses across different management levels is shown in the "Position" category. According to the statistics, thirty percent of the respondents work at the highest level of management, thirty-seven percent work at the medium level, and thirty-two percent work at the bottom level. This breakdown aids in comprehending how members are distributed throughout the hierarchical structure of the organization. In conclusion, this table offers a comprehensive picture of the surveyed population's demographic and employment-related traits, including important details on the respondents' gender, married status, and managerial positions. Such information might be essential for a variety of organizational or research goals, enabling focused analysis and decision-making based on these characteristics connected to jobs and demographics.

4.3. Pearson Correlation

Table 5: Correlation Matrix between the Transformational Leadership style and Employee Performance

Correlations		Idealized Influence	Inspirational Motivation	Inspirational Consideration	Stimulation of the Mind	Employee Performance
Idealized Influence	Pearson Correlation	1	.619**	.568**	.535**	.454**
	Sig. (2-tailed)		0	0	0	0
	N	200	200	200	200	200
Inspirational Motivation	Pearson Correlation	.619**	1	.632**	.706**	.665**
	Sig. (2-tailed)	0		0	0	0
	N	200	200	200	200	200
Inspirational Consideration	Pearson Correlation	.568**	.632**	1	.573**	.540**
	Sig. (2-tailed)	0	0		0	0
	N	200	200	200	200	200
Stimulation of the Mind (individual Stimulation)	Pearson Correlation	.535**	.706**	.573**	1	.743**
	Sig. (2-tailed)	0	0	0		0
	N	200	200	200	200	200
Employee Performance	Pearson Correlation	.454**	.665**	.540**	.743**	1
	Sig. (2-tailed)	0	0	0	0	
	N	200	200	200	200	200

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

A thorough overview of the relationships between the five major variables—idealized influence, inspirational motivation, inspirational consideration, mental stimulation, and employee performance—is given in table 5. Pearson correlation coefficients are used to ascertain the relationships, and a "*" indicates significance at the 0.01 significance level (two-tailed test) to indicate a high degree of confidence.

The direction and intensity of the correlations between these variables are shown by the correlation coefficients. Interestingly, Idealized Influence shows robust positive correlations with every other measure, indicating that the other factors rise in tandem with Idealized Influence. Likewise, there are significant positive relationships between Employee Performance and Inspirational Motivation, Inspirational Consideration, and Stimulation of the Mind. These studies show a statistically significant beneficial association between employee performance and leadership attributes such as idealized influence, inspirational motivation, inspirational consideration, and mental stimulation.

To sum up, the table highlights the noteworthy positive correlations between leadership attributes and worker productivity. Gaining an understanding of these connections may be essential to improving leadership techniques and, in turn, accelerating gains in organizational performance. The observed relationships' dependability is enhanced by the high degree of statistical significance, which makes this data very helpful for firms looking to maximize their performance and leadership results.

4.4. Distortion

Table 6: Variable summary for the model

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.773 ^a	.597	.589	.90049
a. Predictors: (Constant), Stimulation of the Mind, Idealized Influence, Inspirational Consideration, Inspirational Motivation				

Table 7: Anova summary

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	234.071	4	58.518	72.165	.000 ^b
	Residual	158.124	195	.811		
	Total	392.195	199			
a. Dependent Variable: Organisational Performance						
b. Predictors: (Constant), Stimulation of the Mind, Idealized Influence, Inspirational Consideration, Inspirational Motivation						

Table 8: Coefficient of Determination of the Variable

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.757	.303		-2.498	.013
	Idealized Influence	-.065	.088	-.045	-.742	.459
	Inspirational Motivation	.378	.108	.255	3.486	.001
	Inspirational Consideration	.161	.099	.102	1.629	.105
	Stimulation of the Mind	.694	.087	.529	7.952	.000
a. Dependent Variable: Organisational Performance						

Consequences of a relapse study dissecting the effect of four initiative credits on hierarchical execution are displayed in table 8. Notably, this research identifies mental stimulation and inspirational motivation as critical components. While Stimulation of the Mind shows a highly significant and large beneficial effect, Inspirational Motivation is discovered to have a statistically significant and moderately favorable influence on Organizational Performance. Nevertheless, our study suggests that Idealized Influence and Inspirational Consideration have no discernible effects on Organizational

Performance. These findings assist businesses better understand the facets of leadership that may result in better outcomes by providing insightful information on the precise leadership traits that are most important in predicting organizational success.

4.5. Discussion

As was already stated, the results of this investigation support any further hypotheses that were submitted for investigation, however they contradict hypotheses 1 and 3. Table 9 presents an overview of the hypotheses outlined in this request together with the findings that correlate to the information examination that was finished for this investigation.

Table 9: Summary of Hypothesis

Hypothesis	Findings
H1: Idealized Influence and Employee Performance have a significant relationship.	Not Supported
H2: Inspirational motivation and employee performance have a significant relationship.	Supported
H3: Inspirational Consideration and Employee Performance have a significant relationship.	Not Supported
H4: There is a significant relationship between employee performance and intellectual stimulation.	Supported

Contrary to H1 and H3, in particular, the results demonstrated that idealized influence and inspiring contemplation had no discernible impact on organizational performance. These subject merits further consideration since admired impact and helpful thought are just two of the four characteristics that characterize groundbreaking administration (Tharnpas and Aid itt, 2015). To comprehend the reason why persuasive contemplations and glorified impact meaningfully affect hierarchical execution, a nearer assessment of the writing on this build is required. Romanticized impact and rousing thought are terms used to depict the capacity of pioneers to motivate supporters to facilitate individual and authoritative objectives to deliver advantageous results (Caillier, 2014). As recently expressed in this solicitation, romanticized impact, helpful thought, and their consequences for representative execution definitely stand out in the writing. In any case, a few information demonstrates that glorified impact affects laborers' feeling of obligation and occupation fulfillment (Chen, 2004). Contrasting these outcomes with concentrates on individual thought, scholarly excitement, and rousing inspiration, they exhibit that these variables additionally influence laborers' and affiliations' presentation (Rawung et al., 2015; Anjali and Anand, 2015; Snell et al., 2013). In like manner, it is plausible that the joined impacts of scholarly excitement, individual thought, and moving inspiration have a significant effect, diminishing the significance of hopeful impact in deciding results. It's intriguing to take note of that scholarly entertainment, the component that has been displayed to generally affect worker execution, has gotten a great deal of consideration as a free factor (Snell et al., 2013). It is obvious that every one of the Four Is influences results that are practically identical to representative satisfaction and obligation. In any case, a survey of these Four I's clarifies that there are contrasts in how much they influence specialist execution. Understanding these qualifications should be the main thrust behind the use of groundbreaking administration. Given the review's findings, innovators using this technique should undoubtedly prioritize individual attention and intellectual stimulation in order to improve worker performance.

5. CONCLUSION

Transformational leadership plans to accomplish results beyond what is routine and defines higher corporate objectives by empowering employees to think critically about a problem or task, focusing on group objectives rather than individual personal responsibility, and instilling a sense of significance about the group's main goal. According to this theory, directors and representatives undergo adjustments that improve their productivity at work and help the company advance and become more efficient. Value-based leadership addresses an appropriate way to reinforce subordinates' objective responsibility by providing them with the necessary explanations about the most efficient way to accomplish work objectives and about the intrinsic and extrinsic rewards that will be awarded upon subordinates fulfilling those objectives. This encourages them to basically increase staff productivity.

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