

Leadership Styles and Organizational Performance in Don Honorio Ventura State University (DHVSU) Department of Mechanical Engineering

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Abstract: - The main drive of this study is to evaluate the leadership style of the faculty of the department of Mechanical Engineering and their impact on organizational performance in Don Honorio Ventura State University. This study focuses on the three leadership styles which are autocratic leadership, democratic leadership, and laissez faire style of leadership. It is believed that each individual has its own unique style of leadership and it can influence the organization's growth and success. In this study, a quantitative research approach was adopted, and the questionnaire for the faculty members had several questions. The findings drawn from the data is expected to be useful in determining the suitable leadership style for each faculty member of the department and how they contribute and affect the performance in the organization. The results highlighted that all the faculty members used democratic leadership styles which encourages teamwork and collaboration and gives every individual the chance to express their thoughts. Because every team member has the opportunity to generate ideas and make suggestions, this leadership style fosters creativity and innovation.

Key Words: *Leadership, Autocratic, Democratic, Laissez faire.*

I. INTRODUCTION

In order for an organization to expand and perform well, leadership is always crucial. Any organization will eventually experience changes to its organizational structure, mission, and leadership. A leader's unique leadership style sets them apart from other people, and this driving force, especially in the academe, motivates students to perform tasks that yield the greatest possible results.

The direction and coordination of organizational activities are aided by leadership. Many organizations are currently dealing with issues connected to unethical practices, which is also contributing to poor performance.

This study aims to determine the faculty leadership style of each faculty member in the department of Mechanical Engineering of Don Honorio Ventura State University. The leadership styles which are chosen to be focused upon in the undertaken study are autocratic leadership, democratic leadership, and laissez faire style of leadership and their assessment in the performance of the organization. These are the leadership styles that are most frequently employed globally. This study would contribute to gauge whether these leadership styles reflect any impact, and at the same time it will also evaluate the level of performance caused by adopted leadership styles.

II. CONCEPTUAL CLARIFICATIONS

2.1 Leadership Styles

Leadership styles refer to the behavioral approach employed by leaders to influence, motivate, and direct their followers. A leadership style determines how leaders implement plans and strategies to accomplish given objectives while accounting for stakeholder expectations and the well-being and soundness of their team.

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Effective leadership has more to do with leadership style. Hence, a leader's ability to take charge and know whether a situation requires an executive decision or a more consultative one is vital. Furthermore, a leader needs to have the ability to know the most effective leadership style that is suitable for an organization or situation to succeed. Understanding one's leadership style allows a leader to take ownership, control, and responsibility for the size and scope of the tasks ahead.

Every organization has a different leadership style one of this is **Democratic** where the leader is listening to his/her team members as what Robbins-Stephen-De-Cenzo-David-A.-Coulter-Mary said that, A leader with a democratic style tends to involve employees in decision making, delegates authority, encourages participation in deciding work methods and goals, and uses feedback as an opportunity to coach employees. The democratic style can be further classified in two ways: consultative and participative.

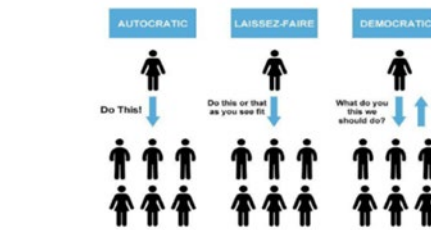
One of the examples here is the Jack Dorsey, the former Twitter CEO, was also often credited with having the characteristics of a democratic leader. He used to listen to Elon Must and he I trust his mission to extend the light of consciousness.

The well-known Steve Jobs is an example of this style as he let his team to to know what he wants after giving the instructions also with these styles the member of the team will must you're their creative skills to have a better outcome.

Lewin and his colleagues questioned which of the three leadership philosophies was the most efficient. They came to the conclusion that the laissez-faire approach was ineffective when compared to both democratic and autocratic forms on every performance parameter based on their study of leaders from boys' clubs. In groups with democratic and autocratic leaders, the amount of work completed was comparable, but the caliber of the work and the level of group satisfaction were higher in democratic associations. The findings imply that a democratic leadership style may promote both high productivity and high-quality work.

A continuum of leadership behaviors was proposed by Tannenbaum and Schmidt. The continuum demonstrated that a variety of leadership styles, from employee-centered (laissez-faire) to boss-centered (autocratic), are conceivable. Tannenbaum and Schmidt suggested that managers consider forces within themselves (such as comfort level with the chosen leadership style), forces within the employees (such as readiness to accept responsibility), and forces within the situation (such as time pressures) when deciding which leader behavior from the continuum to use. They recommended that managers adopt more employee-centered practices in the long

run because doing so would boost workers' motivation, decision-making abilities, teamwork, morale, and personal growth.



(Source: Bhargavi & Yaseen, 2016)

Figure 1: Types of Leadership Style

III. THEORETICAL FRAMEWORK

The foundation of this study lies in the studies of Kurt Lewin and his associates at the University of Iowa. These three Lewin's Leadership Styles – autocratic, democratic and laissez faire - define a leader's degree of influence over the decision-making process and their degree of team involvement. They came to the conclusion that the laissez-faire approach was ineffective when compared to both democratic and autocratic forms on every performance parameter based on their study of boys' club leaders. Later research on autocratic and democratic leadership styles revealed that while democratic leadership created group performance levels that were occasionally higher than autocratic forms, they occasionally produced results that were lower than or equal to those of autocratic methods. In addition, under democratic leadership, group members were often more satisfied than under autocratic rule. Did this finding suggest that managers should always lead democratically? Two researchers tried to answer this question by the name of Robert Tannenbaum and Warren Schmidt. They have developed a continuum of leader behaviors. They recommended that managers adopt a more employee-centric approach styles in the long run since it would improve staff growth, teamwork, morale, and decision-making quality.

IV. LITERATURE REVIEW

This area discusses the various studies and theories used to clarify on leadership styles, as well as their responsibility and impact on employee performance. A variety of leadership styles have been discussed in the literature. However, not all styles are appropriate for all situations, and thus different factors influence the use of leadership styles in

organizations (Arnold, Connelly, Walsh, & Martin Ginis, 2015).

Leadership is a critical management skill, involving the ability to encourage a group of people towards a common goal. Leadership focuses on the development of followers, their needs and building their capacity (Klein et al., 2013). It is imperative for managers occupying leadership positions to focus on the development of value system of employees, their motivational level and moralities with the development of their skills (Uchenwamgbe, 2013; Ismail et al., 2009). This approach will essentially help followers achieve their goals as they work in the organizational setting. As posited by Khan et al. (2014), followers will be encouraged to be expressive and adaptive to new and improved practices and changes in the environment.

One of the leadership styles is autocratic leadership where the leader has the central position in terms of leadership and authority. Under this leadership style, the leader holds all the authority and responsibility, and decisions are made without any participation from the subordinates and hence, employees have to merely follow them without sharing their concerns and apprehensions. The decisions are taken at the higher level and only communicated to the subordinates thus there is no flexibility to review the decisions further. Policies, strategies and procedures are drafted by the leader and there are barely any situations where the voice and opinions of other employees is heard or considered (Mussolino & Calabrò, 2014).

The democratic leadership which is considered to be one of the most widely considered leadership style across the globe. In this type of leadership, the other employees are given the equal chance to contribute to the decision making. The central position is held by the leader himself, but the decision making is delegated to the subordinates in order to enhance the contribution and association of the employees with the organization (Cooper, 2015). The leader is responsible for the final decision, but the delegation of authority is observed. It is noticed that employees under such leadership style exhibit high level of energy and ensure more efficiency while executing assigned duties. (Koochang, Paliszkiwicz, & Goluchowski, 2017). Such leadership promotes the efficient and free flow of communication in all the directions and from top to bottom, bottom to top and in the vertical and horizontal manner as well. Number of traits such as- fairness, creative nature, courage, honesty and intellect are appreciated when the qualities of democratic leaders are assessed (Amanchukwu, Stanley, & Ololube, 2015).

Laissez faire is a French term that means "let it be" and is also referred to as "hands off style" (Nwokocha & Iheriohanma, 2015: p. 194). It means putting fellow employees throughout the manner they like without compliance to any strict rules or protocols to complete projects and jobs. The laissez-faire leader avoids managing his staff, according to Puni et al. (2014), and therefore depends only on the few available staff that are committed to the job.

It is considered that an organization's leadership undoubtedly has a strong bearing on its performance, employee job satisfaction and employee commitment. Some researchers have argued that leaders motivate and help their employees to be competitive by using effective leadership styles (Bhargavi & Yaseen, 2016; Bass & Riggio, 2006; Luftman, 2004). Relationship between leadership style and organizational performance has been topical in recent times. Research shows that leadership style has a significant relationship with organizational performance, and different leadership styles may have a positive correlation or negative correlation with the organizational performance, depending on the variables used by researchers (Wang et al., 2010). Therefore, the leader's use of effective leadership style(s) is imperative to promoting standards of excellence in the professional development of the members of the organization.

4.1 Scope and Limitations

This study focuses on three types of leadership styles: autocratic, democratic, and laissez-faire, as well as their effects on the organization at the mechanical engineering faculty at Don Honorio Ventura State University. This study also aims to determine how different leadership styles influence employee performance in order to achieve organizational success. Future research could focus on enhancing a thorough understanding of leadership styles and organizational performance in order to improve employee performance.

V. METHODOLOGY

This paper was focus of the three leadership styles which are Democratic, Autocratic and Laissez-faire as well. By conducting a survey from the Department of Mechanical Engineering in Don Honorio Ventura State University, it shows that the faculty members usually use the democratic style of leadership as they involved their chairperson in decision making.

Table.1. Summary of the Survey

Faculty	Autocratic	Democratic	Laissez-Faire
A	14	29	19
B	21	32	21
C	16	29	21
D	16	24	14
E	10	29	21
F	16	26	20
G	11	25	12
H	17	28	19
I	12	25	16
J	14	26	21
K	13	31	23
L	14	29	14
M	10	29	20
N	16	20	18
O	17	32	19

There is a total of 18 question that was made and in order to know what type of leadership you are you must answer them according to your style. By comparing scores, you can determine which styles are most dominant and least dominant in your own style of leadership.

Question	Autocratic	Democratic	Laissez-Faire
1	1	2	3
2	2	3	1
3	3	1	2
4	1	3	2
5	2	1	3
6	3	2	1
7	1	1	3
8	2	3	1
9	3	1	2
10	1	2	3
11	2	3	1
12	3	1	2
13	1	3	2
14	2	1	3
15	3	2	1
16	1	3	2
17	2	1	3
18	3	2	1

VI. CONCLUSION

As shown in the data in the methodology after surveying 15 out of 15 faculty members of the Department of Mechanical Engineering gives the Democratic Leadership Style is the most dominant among the three styles. This study shows that involving our managers/supervisor in decision making. Rules are fluid. In order to achieve the goals of the department or team a good team work must adhere.

From the practical perspective, the findings of this study are by means of distributing responsibilities from your team is more helpful than working it by your own as others suggestion is highly recommended in creating a good masterpiece that can benefits the whole team.

Areas of Future research:

This study will determine and provide information on the leadership style used by Don Honorio Ventura State University faculty in the mechanical engineering department. Different approaches can help you improve and perform better at work. The research discovered that leadership styles are commonly used by the instructor and professors at the mechanical engineering department to achieve their goals and objectives. There are various ways to implement good leadership styles in the organization. The organization 's leadership must make great efforts to determine the important factors influencing employees' performance and the decisions and actions that can be taken to achieve its goals. Future research can focus on creating new structures for examining the relationship between leadership style and employee dedication and performance towards the growth and success of the organization.

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