



ORIGINAL ARTICLE

A STUDY ON THE IMPACT OF LEADERSHIP STYLES AND EMPLOYEE PERFORMANCE IN ADMINISTRATIVE SERVICES AT MEDICAL COLLEGE HOSPITAL IN KERALA

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ABSTRACT

Background of the study: The impact of leadership styles on the performance of administrative service employees is essential to understand how different leadership approaches influence employee productivity and job satisfaction. Objectives of the Study are to evaluate the prevalent leadership styles within administrative service including situational, transformational, transactional, autocratic, democratic, leadership styles. Also to analyze and measure the performance of administrative service employees including Quality, Operations, Human resource, Accounts and Marketing departments; And to compare the impact of various leadership styles on employee performance to determine which style yields the most positive outcome in administrative roles. **Methodology:** The study was conducted among 75 staff including leaders and other employees at medical college hospital, in Kerala. The research design is descriptive research Methodology. Stratified sampling is used to select sample from the population. Primary and secondary data were collected from observation, questionnaire and checklist. **Result:** The study reveals the impact of leadership style on employee performance of administrative employees. The result of the study shows that the leadership style that shows an impact on employee performance is transformational leadership style and is scientifically proved by statistical tool regression and correlation. **Conclusion:** The study indicates a positive relationship between transformational leadership style and employee performance. Transformational leadership style has a significant impact on employee performance in administrative service roles. This style of leadership emphasizes inspiring and motivating employees to achieve their full potential, fostering a sense of purpose and commitment among staff members. Research has shown that transformational leaders are able to create a positive work environment, encourage innovation, and drive high levels of employee engagement

Keywords: Leadership style, Employ Performance, Organizational culture.

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INTRODUCTION

Evolution of Leadership: Leadership is the ability to guide and inspire a group of people towards a common goal. In an organization, leadership plays a crucial role in setting the direction, making decisions, and motivating employees to achieve success. Leadership has evolved to adapt to changing needs and contexts. In the past, leadership was often seen as a position of power and authority, with leaders making decisions without much input from others. However, as organizations became more complex and diverse, leadership styles started to shift towards a more participative and collaborative approach. Nowadays, there is a greater emphasis on empowering and inspiring others, rather than just giving orders. Leadership has evolved to meet the demands of different times and environments¹⁻³.

Leadership Styles: When it comes to leadership styles, there are several approaches that in a hospital setting, leadership is equally important. Hospital leaders need to possess strong leadership skills to effectively manage the diverse healthcare teams and ensure the delivery of quality patient care. They must also be able to adapt their leadership style to different situations, such as during emergencies or when collaborating with other healthcare organizations. One common leadership style is the autocratic style, where the leader makes all the decisions without much input from others. On the other hand, there's the democratic style, where the leader involves the team members in decision-making and values their input⁴.

Autocratic Leadership Style: Autocratic leadership is a style where a single individual

holds significant control over decision-making within an organization or group. In this approach, the leader typically makes decisions without seeking much input or collaboration from team members. While this style can result in quick and decisive actions, it often fosters a top-down management structure, where authority is centralized. Autocratic leaders may be effective in situations that require swift decisions or a clear chain of command⁵.

Democratic Leadership Style: Democratic leadership, also known as participative leadership, is characterized by the inclusion of team members in the decision-making process. Leaders in this style encourage open communication, seek input from their team, and value collaboration. By involving employees in decision-making, democratic leaders aim to foster a sense of ownership among team members, and ultimately enhance overall morale and productivity. This leadership style promotes a more inclusive and engaging work environment where individuals feel valued for their contributions, leading to a culture of shared responsibility and creativity⁶.

Transformational Leadership Style: Transformational leadership is a leadership style that focuses on inspiring and motivating others to achieve their full potential. It involves creating a vision, setting high expectations, and encouraging innovation and creativity. Transformational leaders are charismatic and have a strong ability to influence and inspire their followers. They foster a sense of trust, respect, and loyalty among their team members. This leadership style is often associated with positive outcomes, such as increased employee engagement, higher productivity, and organizational growth. It's a

powerful approach that can drive meaningful change and development within organizations and hospitals⁷.

Transactional Leadership Style: Transactional leadership is a leadership style that focuses on the exchange between leaders and their followers. It is based on a transactional relationship where leaders provide rewards and punishments in exchange for performance. Transactional leaders set clear expectations, establish goals, and use rewards and punishments to motivate their team members. It is more focused on maintaining the status quo rather than driving innovation or inspiring followers. Transactional leadership style is more focused on the exchange or transaction between the leader and the followers. In this style, leaders emphasize clear structures, goals, and expectations. Transactional leaders use rewards, punishments, and incentives to motivate their team members to achieve specific goals and objectives⁸.

Situational Leadership Style: Situational leadership is a leadership style that emphasizes adapting one's approach based on the specific situation and the needs of the followers. It recognizes that different situations require different leadership styles. Situational leaders assess the competence and commitment of their team members and adjust their leadership style accordingly⁹.

Importance of leadership Styles: The leadership style adopted by administrative employees can greatly impact the overall effectiveness and productivity of the organization. Here are a few key reasons why leadership style is important¹⁰.

Employee Engagement: The leadership style of administrative employees can influence the level of engagement among their team members. A supportive and empowering leadership style can motivate employees, boost their morale, and increase their job satisfaction¹¹.

Team Collaboration: Different leadership styles can affect how administrative employees work together as a team. A collaborative leadership style encourages open communication, cooperation, and teamwork, which can lead to improved problem-solving and decision-making¹².

Productivity and Efficiency: The leadership style of administrative employees can impact the productivity and efficiency of their team. A leadership style that focuses on setting clear goals, providing guidance, and removing obstacles can help employees stay focused, work efficiently, and achieve their targets¹³.

Adaptability and Innovation: Effective leadership styles among administrative employees can foster a culture of adaptability and innovation within the organization. Leaders who encourage creativity, experimentation, and learning can inspire their team members to think outside the box and come up with innovative solutions¹⁴.

Employee Development: Leadership style plays a crucial role in the development of employees. A supportive and developmental leadership style can provide opportunities for skill-building, training, and career advancement, which can enhance employee growth and retention¹⁵.

Organizational Culture: The leadership style of administrative employees contributes to shaping the overall organizational culture. Leaders who lead by example, promote ethical behavior and create a positive work environment can establish a strong and healthy organizational culture¹⁶.

Problem Statement: A Study on the Impact Of Leadership Styles And Employee Performance In Administrative Services At Travancore Medical College Hospital, Kollam.

Objectives of the Study: To evaluate the prevalent leadership styles within administrative service including situational, transformational, transactional, autocratic, democratic, leadership styles. Also to analyze and measure the performance of administrative service employees include Quality, Operations, Human resource, Accounts and Marketing departments. And also to compare the impact of various leadership styles on employee performance to determine which style yields the most positive outcome in administrative roles.

Research Design: A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose. For this study the research design was evaluation design. Evaluation design was used to assess the impact of different leadership styles on employee performance in administrative service employees. The design was used in gathering data and analyse it to see how different leadership styles affect employee performance.

Research Setting: For the study, a medical college hospital in Kerala was selected. The

hospital is exclusively dedicated 850 beds to provide patient care. The area of research is confined to the administrative employees of the hospital. The data collected under the supervision of administration department.

Source of Data: The data was collected from primary and secondary sources to study the impact of leadership styles on employee performance in administrative employees at medical college hospital in Kerala.

Primary Data: The primary data is collected from the administrative employees from the administration department at Travancore Medical College, Kollam by using questionnaire. The data collected through questionnaire including 50n questions, which is distributed to administrative employees. The questionnaire includes the following sections:

Secondary Data: The secondary data for this research project is drawn from a diverse range of sources, including academic journals and research articles, market reports, healthcare institution website and other data.

Sampling Design: The stratified sampling design employed in this study categorizes administrative service employees into distinct strata based on departmental divisions such as operations, human resources, accounts, marketing and quality. This approach enables a thorough analysis of the influence of different leadership styles on employee performance within a hospital setting, providing valuable insights into the dynamics of administrative services management.

This design allows for a comprehensive analysis of the impact of different leadership styles on employee performance across various administrative roles within the

hospital, providing valuable insights for the project report.

Sample Size: The sample size for the study on the impact of leadership styles on employee performance in administrative services comprised 75 participants, including both leaders and employees selected to represent various departments and levels within the hospital setting.

Inclusion criteria: Population from administrative service employees – the population in this context refers to the group of administrative service employees being studied. It include all he employees working in administrative roles within an organization

Exclusion criteria: Purchase department – the department focus on buying goods and services for the organization. It involves tasks such as sourcing suppliers, negotiating contracts, and ensuring timely delivery of materials needed for the hospitals operations. Trainees - they are Individuals who are undergoing training or learning specific skill or job under supervision. They are usually new to the role or field and are being trained to acquire the necessary knowledge and skills to perform their job effectively.

Pilot Study: The trial study is conducted on a population of 15 administration employees to check whether the response of them towards the questionnaire is acceptable. Conducting a pilot study allows to test the research methods, tool, and procedures to check the validity and reliability before stepping into the study. It also helps to identify any potential issues, to refine the research study and make necessary adjustments. The study was effective.

Validation or Standardization: The data collection is done through the questionnaire method. All relevant data, Questionnaires were discussed with the project guide and collect the suggestions to Improve and modify accordingly. The questionnaire was validated by the project guide, Human resource department of Travancore Medical College, Kollam.

Tools and Technique: The tools used in this study are questionnaires. A questionnaire used to conduct the study to determine the Impact of leadership styles on employee performance in administrative employees. The questionnaire includes total 50 questions divided into 2 sections.

Method of Data Collection: A descriptive research method design is used for the study on the basis of information and measurement of data.

Primary Data: The use of a questionnaire is the main way of data collecting data for the study. The survey is broken up into a number of portions that address various styles relating to leadership styles in a multi-specialty hospital. By posing a series of questions to employees and leaders, the questionnaire enables the organized collection of data from them. Participants will respond grounded on the attainable choices or, in the case of open-ended questions, by giving written answers. The Primary data collected directly from the leaders and employees of Travancore Medical College, Kollam.

Secondary Data: By exercising existing literature reviews as second-hand data, it's simple to grasp advantage of previously

published data and findings on the theme. In addition, the secondary data obtained from a social media content analysis tool is analyzed.

QUALITY DEPARTMENT

Transformational leadership:

Interpretation: From the report it shows that the agree and neutral 37% is majority for inspiring visionary leader and disagree 26%, inspires to reach potential level is of 50% neutral and 25% disagree and agree, inspires innovation and encourages creativity has 50% neutral and 25% agree and strongly agree, for enthusiastic and passionate leader is 37% agree and 63% strongly agree and encouragement from leader, 37% neutral and agree and 26% strongly agree.

Transactional leadership:

Interpretation: From the report it shows that the agree and neutral 37% is majority for providing clear goals and expectation and strongly agree 63%, motivates to exceed expectation neutral and 26% agree and 63% strongly agree, inspires innovation and encourages creativity has 50% neutral and 25% agree and strongly agree, for enthusiastic and passionate leader is 37% agree and 63% strongly agree and encouragement from leader, 37% neutral and agree and 26% strongly agree.

Autocratic leadership:

Interpretation: From the report it shows that the agree and neutral 37% is majority for ignores employee input in decision making strongly agree 89%, 11% agrees, one side instruction 89% agrees and 11% strongly agree, communication in decision making process 63% neutral and 37% disagrees, using authority for controlling and directing 50%

agrees and enforcing strict rules and procedures 100% strongly agree.

Democratic leadership style:

Interpretation: From the report it shows that the agree and neutral 37% is majority for considering input from team members, in encourage open communication 50% majority is of 50% neutral and 25% agrees and strongly agrees, empowering team members 63% strongly agree and 37% agrees and in providing clear and transparent information 37% agrees and neutral and 26% strongly agree.

Situational leadership style:

Interpretation: From the above table 5 it shows that the agree and strongly agrees 37% and 63% is majority for adaptability in leader style, and in clear instructions and guidance, agree 26%, 11% neutral, 63% strongly agree and, in offering support and guidance, and in delegation of work 37% disagree and agree and 26% agree and, in assessment of readiness and development 63% strongly agree, 26% agree and 11% is neutral.

OPERATIONS DEPARTMENT

Transformational leadership style:

Interpretation: From the report it shows that is inspiring visionary leader 53% agrees, 20% neutral, 27% strongly agree and in inspiring to reach potential level 67% neutral and 33% agrees and in inspiring innovatively and encourages creativity 53% agrees and 20% neutral and 27% strongly agrees and in enthusiastic passionate leader 67% agrees and 33% strongly agrees and in encouragement from leader 67% neutral and 20% agrees and 10% strongly agree.

Transactional leadership style:

Interpretation: From the report it shows that in providing clear goals and expectation 54% strongly agrees, 13% neutral, 27% agree 6% disagree and in motivates to exceed expectation 54% neutral and 33% agrees and in provides clear instruction and expectation 53% agrees and 20% neutral and 27% strongly agrees and in rewards and achievements 67% strongly agrees and 33% agrees and in provides expectations and instruction on work 54% agrees and 13%% agrees and 33% neutral.

Autocratic leadership style:

Interpretation: From the report it shows that ignores employee input 54% disagrees, 13% strongly disagree, 27% neutral 6% agree and in one side instruction 67%% disagrees and 27% neutral, 6% agrees and in communicating in decision making process 73% strongly agrees and 20% neutral and 27% strongly agrees, in using authority in controlling and directing 87% strongly agrees and 13% agrees and in enforcing strict rules and procedures on work 73% neutral and 21%% agrees and 6% neutral.

Democratic leadership style:

Interpretation: From the report it shows that in inspiring visionary leader 53% agrees, 20% neutral, 27% strongly agree 67% neutral, 33% agree in inspiring to reach fully potential 53% agrees and 20% neutral and in enthusiastic passionate leader 67% agrees and 33% strongly agree and in encouragement from leader 67% neutral, 20% agrees and 10% strongly agree.

Situational leadership style:

Interpretation: From the report it shows that in adaptability in leadership style 87% strongly agrees, 33% agrees and in motivates in clear instructions and guidance 80% neutral and 20% agrees and in offering support and

encouragement 47% agrees and 33% neutral and 20% strongly agrees and in delegation of task 87% strongly agrees and 13% agrees and in assessment of readiness and development 87%% agrees and 13% agrees.

HMAN RESOURCE DEPARTMENT

Transformational leadership style:

Interpretation: From the report it shows that agree and strongly agree 67%ismajority for inspiring visionary leader, inspires to reach potential level is of 80% agree inspires innovation and encourages creativity has 87% strongly agree, for enthusiastic and passionate leader strongly agrees and 67% strongly agree and encouragement from leader, 67% strongly agree.

Transactional leadership:

Interpretation: From the report it shows that in providing clear goals and expectation 87% strongly agrees, 13% agree and in motivates to exceed expectation 93% strongly agree 7% agrees and in provides clear instruction and expectation 87% strongly agrees and % agrees and 87% strongly agrees and in rewards and achievements 13% agrees and in provides expectations and instruction on work 100% strongly agree.

Autocratic leader ship:

Interpretation: From the report it shows that ignores employee input 73% strongly disagrees, 27% disagrees and in one side instruction 66%% disagrees 36% disagrees and in communicating in decision making process 73% strongly agrees and 20% neutral and 27% strongly agrees, in using authority in controlling and directing 87% strongly agree and 13% agrees and 73%, 21% neutral and 6% agrees.

Democratic leadership style:

Interpretation: From the report it shows that strongly agree 67% is majority for considering input from team members, in encourages open communication 80% majority in encouraging open communication 87% majority in promoting collaboration and team work empowering team members 63% strongly agree and 37% agrees and in providing clear and transparent information 67%strongly agrees and 20% agrees and 13% neutral.

Situational leadership style:

Interpretation: From the report it shows that the agree 60% is majority for adaptability in leader style, and in clear instructions and guidance, 60% neutral agree and, in offering support and guidance 86% neutral and in delegation of work 60% neutral assessment of readiness and 67% agrees and 33% strongly agrees.

MARKETINGDEPARTMENT**Transformational leadership style:**

Interpretation: From the report it shows that the agree and neutral 37% is majority for providing clear goals and expectation and strongly agree 63%, motivates to exceed expectation neutral and 26% agree and 63% strongly agree, inspires innovation and encourages creativity has 50% neutral and 25% agree and strongly agree, for enthusiastic and passionate leader is 37% agree and 63% strongly agree and encouragement from leader, 37% neutral and agree and 26% strongly agree.

Transformational leadership style:

Interpretation: From the report it shows that in provides clear goals and expectations 63% strongly agrees, 37% agrees and in motivates to exceed expectation 50%neutral and 50%

agrees and in rewards on achievement 75% strongly agrees and 25% agrees and in provides expectations and instruction on work 50% agrees and strongly agrees.

Autocratic leadership style:

Interpretation: From the report it shows that ignores employee input 89% disagrees, 13% strongly disagree, 27% neutral 6% agree and in one side instruction 63%% disagrees and 27% neutral, 6% agrees and in communicating in decision making process 63% strongly agrees and 12% in using authority in controlling and directing 87% strongly agrees and 11% strongly agrees and in enforcing strict rules and procedures on work 63% neutral and 37%% agrees.

Democratic leadership style:

Interpretation: From the report it shows that the inspiringly visionary leader 53% agrees, 20% neutral, 27% strongly agree and in inspiring to reach potential level 67% neutral and 33% agrees and in inspiring innovatively and encourages creativity 53% agrees and 20% neutral and 27% strongly agrees and in enthusiasticpassionateleader67%agreesand33 5strongly agrees and in encouragement from leader 67% neutral and 20% agrees and 10% strongly agree.

Situational leadership style:

Interpretation: From the report it shows that in adaptability in leadership style 50% strongly agrees, agrees and in motivates in clear instructions and guidance 80% neutral and 20% agrees and in offering support and encouragement 47% agrees and 33% neutral and 20% strongly agrees and in delegation of task 87% strongly agrees and 13% agrees and in assessment of readiness and development 25% strongly agrees and 25% agree.

ACCOUNTSDEPARTMENT**Transformational leadership style:**

Interpretation: From the report it shows that the visionary leader 53% agrees, 20% neutral, 27% strongly agree and in inspiring to reach potential level 67%neutral and 33% agrees and in inspiring innovatively and encourages creativity 53% agrees and 20% neutral and 27% strongly agrees and in enthusiastic passionate leader 67% agrees and 335 strongly agrees and in encouragement from leader 67% neutral and 20% agrees and 10% strongly agree

Transactional leadership:

Interpretation: From the report it shows that in provides clear goals and expectations 55% strongly agrees, 28% agrees and 12% strongly agree in motivates to exceed expectation 55% neutral and 33% agrees and in rewards on achievement 67% and 33% neutral and in provides expectations and instruction on work 61% strongly agrees, 25% agrees.

Autocratic leadership:

Interpretation: From the report it shows that ignores employee input 55% strongly disagrees, 28% disagree, 17% neutral 6% agree and in one side instruction 55% strongly disagrees and 12% neutral, 33% disagrees and in communicating in decision making process 63% strongly agrees and 12% in using authority in controlling and directing 87% strongly agrees and 11% strongly agrees and in enforcing strict rules and procedures on work 63% neutral and 37%% agree.

Democratic leadership style:

Interpretation: From the above table and graph it shows that strongly agree 55% is majority for considering input from team members, in encourages open communication 55% majority in encouraging open

communication 67% majority in promoting collaboration and team work empowering team members 33% strongly agree and 67% agrees and in providing clear and transparent information 61% strongly agrees and 25% agrees and 17% neutral.

Situational leadership style:

Interpretation: From the report it shows that in adaptability in leadership style 50% strongly agrees, agrees and in motivates in clear instructions and guidance 22% neutral and 50% agrees and in offering support and encouragement 72% agrees and 28% strongly agrees and in delegation of task 72% strongly agrees and 28% agrees and in assessment of readiness and development 33% strongly agrees and 45%agree

PERFORMANCE ANALYSIS OF EMPLOYEES**Job knowledge and skill:**

Interpretation: From the report it is clear that all the five department lacks strongly disagree and disagree response but 40%strongly agree for quality and marketing department and 34% for hr and operations and 50% accounts agree response is 40% for quality and marketing, 50% for hr, operations, accounts, neutral response for 20% quality and marketing and 16% for hr and operations.

Communication and collaboration:

Interpretation: From the report it is clear that all the five department lacks strongly disagree and disagree response but 40%strongly agree for quality and marketing department and 34% for hr and operations and 50% accounts agree response is 40% for quality and marketing, 50% for hr, operations, accounts, neutral response for 20% quality and marketing and 16% for hr and operations.

Initiative and Pro-activity:

Interpretation: From the report it is clear that all the five department lacks strongly disagree and disagree response but 40%strongly agree for quality and marketing department and 34% for hr and operations and 50% accounts agree response is 40% for quality and marketing,50% for hr, operations, accounts, neutral response for 20% quality and marketing and 16% for hr and operations

Time management and organization:

Interpretation: From the above table and graph it shows that in quality department 40% agree and 60% strongly agree, operations department 34% agrees and 66% strongly agrees, hr 20% agrees and 80% , accounts 17% agrees and 83%, marketing department 100% agrees.

Adaptability and flexibility:

Interpretation: From the report it shows that in quality 80%, operations 66%, hr and accounts 83%, 50% marketing agrees and quality department 20% strongly agrees, 34% in operations, 17% hr and accounts strongly agrees and 50% in marketing, strongly agrees

Problem-solving and decision-making:

Interpretation: From the report it shows in quality 20% agrees and 80% neutral, in operations 34% agree and 66% strongly agree, in hr 80% agrees and 20% strongly agree, in accounts50%agreesand 25%stronglyagrees, and marketing75% agrees, 25% strongly agrees.

Leadership and teamwork:

Interpretation: From the report it shows that in quality department, 80% strongly agrees,66% in operations,83% in hr and accounts, 50% in marketing. And in quality department 20%

agrees 34% in operations, 17% in hr and accounts, and 50% marketing

Quality of work:

Interpretation: From the report it shows that in quality department 60% agrees and 66% in operations agrees, hr20%agrees, accounts17% agrees, and 25% in marketing agrees in quality 40% neutral and 34% in operations. 80%, 83%, 75% strongly agrees in hr, accounts and marketing.

Professionalism and ethics:

Interpretation:Fromthetableandgraphitisclearthatinqualitydepartment40%neutraland60%agreesoperationsdepartment 34% neutral and 66% agrees, hr department 20% agrees and 80% strongly agrees, accounts 17% agrees and 83% strongly agrees, in marketing 25% agrees and 75%.

Growth and development:

Interpretation: From the report it is clear that in quality department there are disagree, neutral and with 40% and 20% agrees and in operations 16% disagree, 50% neutral, 34% agree and in hr department 20% neural and 80% agree, in accounts department 34% agree and 66% strongly agree, in marketing and 40% agree and 60% strongly agree.

Compliance:

Interpretation: From the report it is clear that in quality department 20% agree and 80% strongly agree, in operations 34% agrees and 66% strongly agree, in hr department 20% agrees and 80% strongly agrees ,in accounts department 17% agrees and 83% strongly agrees, in marketing 50% agrees and strongly agrees.

Work ethic:

Interpretation: From the report it is clear that in quality department 40% agrees and 60% strongly agrees, in operations 34% agrees and 66% strongly agrees, in hr department 20% agrees and 80% strongly agree, in accounts 17% agrees and 83% strongly agrees, and in marketing department 25% agrees and 75% strongly agree.

Conflict resolution:

Interpretation: From the report it is shown that in quality department 40% neutral and 60% agrees, in operations 34% agrees and 66% strongly agrees, in hr 80% agrees and 20% strongly agrees, in accounts 34% agrees and 66% strongly agrees, in marketing 25% agrees and 75% strongly agree.

Stress management:

Interpretation: From the report it is shown that in quality department 40% neutral and 60% agrees, in operations 34% agrees and 66% strongly agrees, in hr 80% agrees and 20% strongly agrees, in accounts 34% agrees and 66% strongly agrees, in marketing 25% agrees and 75% strongly agree

Employee engagement:

Interpretation: From the report it is shown that in quality department 40% neutral and 60% agrees, in operations 34% agrees and 66% strongly agrees, in hr 80% agrees and 20% strongly agrees, in accounts 34% agrees and 66% strongly agrees, in marketing 25% agrees and 75% strongly agree.

Interpretation: From the report it is shown that in quality department 40% neutral and 60% agrees, in operations 34% agrees and 66% strongly agrees, in hr 80% agrees and 20% strongly agrees, in accounts 34% agrees and 66%

strongly agrees, in marketing 25% agrees and 75% strongly agree.

Creativity:

Interpretation: From the report it is shown that in quality department 40% neutral and 60% agrees, in operations 34% agrees and 66% strongly agrees, in hr 80% agrees and 20% strongly agrees, in accounts 34% agrees and 66% strongly agrees, in marketing 25% agrees and 75% strongly agree.

Attention to detail:

Interpretation: From the report it is shown that in quality department 40% neutral and 60% agrees, in operations 34% agrees and 66% strongly agrees, in hr 80% agrees and 20% strongly agrees, in accounts 34% agrees and 66% strongly agrees, in marketing 25% agrees and 75% strongly agree.

Initiative:

Interpretation: From the report it is shown that in quality department 20% agree and 60% strongly agrees, in operations 34% agrees and 66% strongly agrees, in hr 20% agrees and 80% strongly agrees, in accounts 34% agrees and 66% strongly agrees, in marketing 25% agrees and 75% strongly agree

Motivation:

Interpretation: From the report it is shown that in quality department 20% strongly agree and 40% agree and neutral, in operations 34% strongly agrees and 50% agrees, in hr 40% agrees and 40% strongly agrees, in accounts 34% strongly agrees and 20% neutral, in marketing 100% agrees.

Customer service:

Interpretation: From the report it is shown that in quality department 20% agree and

40% agree and neutral, in operations 34% strongly agrees and 50% agrees, in hr 40% agrees and 40% strongly agrees 20% neutral, in accounts 40% agrees and 20% neutral, in marketing 75% strongly agrees and 25% agree.

Teamwork:

Interpretation: From the report it is shown that in quality department 20% agree and 80% strongly agree in operations, 34% agree and 66% strongly agrees, in hr 20% agrees and 80% strongly agrees in accounts, 25% agrees and 83% strongly agree in marketing, 75% strongly agrees and 25% agree.

Interpersonal skill:

Interpretation: From the report it is shown that in quality department 40% agree and 60% strongly agree in operations, 34% agree and 66% strongly agrees, in hr 20% agrees and 80% strongly agrees in accounts, 17% agrees and 83% strongly agree in marketing, 100% agrees.

Resource management:

Interpretation: In quality department 20% agree and 80% agree in operations, 34% agree and 66% strongly agrees, in hr 20% agrees and 80% strongly agrees in accounts, 17% agrees and 83% strongly agree in marketing, 100% agrees.

Interdepartmental collaboration:

Interpretation: In quality department 20% agree and 80% strongly agree .in operations, 34% agree and 66% strongly agrees, in hr 17% agrees and 83% strongly agrees in accounts, 17% agrees and 83% strongly agree in marketing, 100% agrees. Majority of the participants (66.7%) are employees and one-third of the participants (33.3%) are leaders.

Out of the total number of participants, a higher proportion of male participants (64.0%) compared to female participants (36.0%). The distribution of participants' experience, about 31% are relatively new with 0 to 1 year of experience, around 36% have moderate experience with 1 to 5 years, and approximately 33% are highly experienced with over 5 years.

Above table shows that, 42.0% of employees are female, compared to only 24.0% of leaders, and males are more represented in leadership roles (76.0%) than in employee roles (58.0%). Additionally, the experience distribution shows that all individuals with 0-1 years or 1-5 years of experience are employees, while all individuals with above 5 years of experience are leaders

Transformational leadership: demonstrates a moderate positive correlation with employee performance (correlation coefficient = 0.49), and this is statistically significant ($p = 0.012$). This suggests that higher transformational leadership is associated with higher employee performance.

Transactional leadership: displays a weak negative correlation with employee performance (correlation coefficient = -0.239), but this is not statistically significant ($p = 0.094$), indicating little evidence to suggest a relationship between transactional leadership and employee performance.

Autocratic leadership: shows a weak negative correlation with employee performance (correlation coefficient = -0.237), but this is not statistically significant ($p=0.097$), indicating that there is little evidence to suggest a

relationship between autocratic leadership and employee performance.

Democratic leadership: displays a very weak negative correlation with employee performance (correlation coefficient = -0.123), which is not statistically significant ($p = 0.393$), implying that democratic leadership does not significantly impact employee performance.

Situational leadership: exhibits a very weak negative correlation with employee performance (correlation coefficient = -0.101), not statistically significant ($p = 0.487$), suggesting situational leadership has little to no effect on employee performance.

The above table shows the simple linear regression analysis between employee performance score and various subscales of the leadership styles evaluation questionnaire, as well as the total score of leaders.

Findings: The study finds that the operations department is employing a situational leadership style adapting their approach based on the specific circumstances and need of the situation the employee performance is 80% in operations department under situational leadership style.

The study reveals that human resource department has transformational leadership style, demonstrating to inspire and motivate employees towards high performance and growth in the human resource department, 30% of employees demonstrate high performance, while 70% show average performance. The findings reveal that finance department adopts a transformational leadership style and this approach has a noticeable impact on employee performance.

The study shows that 87% of the employee performance level is high in financial department. The study finds that the quality department implements an autocratic leadership style, resulting in low employee performance. The employee performance in quality department is 50%, in dictating less performance the situational leadership style provides 72% support and encouragement, 22% motivating clear instructions and guidance, with 72% strongly agreeing on delegating tasks to employees.

Interdepartmental collaboration, interpersonal skills shows high performance in employees of marketing department creativity skill is highly performed in human resource department which is 80%. Stress management is agreeable by 83% employees of human resource department which enhance their performance level. The number of respondent in employee performance whose problem solving and decision making skill is 80% under human resource department, 75% in marketing and 80% neutral in quality department time management and organization skill of employees is high, which shows 100% in marketing department^{17,18}.

The leaders of quality department have reported that 40% of employees are less performed in communication, collaboration, initiative, and productivity 40% employees of quality and operations department has less growth and developmental opportunities In operations department, 13% of employees strongly disagree and 54% disagree with the current level of employee input in decision making processes^{19,20}.

The regression findings 0.021 which is less than 0.05 indicate that transformational leadership

style have been scientifically proven to impact employee performance significantly. The correlation coefficient p value 0.012 which is less than 0.05 shows that we reject the null hypothesis and there is a moderate link between transformational leadership style and employee performance, indicating a significant relationship between the two.

CONCLUSION

The transformational leadership style also emerged as a key factor in driving employee performance. This style focuses on inspiring and motivating employees to reach their full potential. Leaders who adopt a transformational approach create a positive and empowering work environment, where employees feel motivated, valued, and encouraged to excel. This, in turn, leads to improved performance among administrative employees.

The study highlights the importance of leadership styles in maximizing employee performance in administrative roles. By employing situational leadership techniques and embracing a transformational leadership approach, organizations can create a supportive and motivating environment that fosters high levels of performance among their administrative teams.

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