

Leadership Style on Team Performance

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ABSTRACT

This study explores the relationship between leadership style and team communication in organizational settings. The main objective was to determine how different leadership approaches—specifically autocratic and democratic—affect the quality of communication within teams. Data were collected from 100 respondents using a structured questionnaire. The findings reveal that 70% of respondents identified their leaders as autocratic, while 30% viewed them as democratic. Despite the dominance of autocratic leadership, 83% of respondents agreed or strongly agreed that their leader's approach improves team communication. Statistical analysis indicated a weak but significant positive correlation between leadership style and communication improvement ($r = 0.230$, $p = 0.021$). Regression results further confirmed that leadership style is a meaningful predictor of communication effectiveness ($B = 0.390$, $p = 0.021$). The study concludes that while autocratic leadership can support structured communication, adopting more democratic and participative practices enhances openness, trust, and collaboration. Therefore, organizations are encouraged to promote inclusive leadership behaviors to strengthen team communication and overall performance.

KEYWORDS: Leadership Style, Autocratic, Democratic, Participative, Performance, Trust.

INTRODUCTION

Leadership plays a vital role in determining the success and effectiveness of a team, as it influences how individuals communicate, collaborate, and contribute toward achieving organizational goals. A leader's approach shapes the work environment, affects employee motivation, and determines the overall level of teamwork and productivity within an organization. Leadership is not merely about giving instructions or managing people—it involves inspiring, guiding, and empowering team members to perform to their full potential. Different leadership styles, such as transformational, transactional, democratic, and autocratic, have distinct impacts on team performance. Transformational leaders focus on inspiring their followers through vision, motivation, and personal growth, while transactional leaders emphasize structure, rewards, and performance-based outcomes. Democratic leaders encourage participation, collaboration, and open communication, fostering creativity and shared responsibility, whereas autocratic leaders maintain control and make decisions independently to ensure discipline and quick execution. In today's rapidly changing organizational environment, effective leadership has become essential for enhancing innovation, maintaining employee satisfaction, and achieving sustainable growth. The style a leader adopts not only affects how well a team performs but also influences job satisfaction, trust, and the overall workplace culture. When leaders choose the right approach, they can motivate employees, strengthen cooperation, and create a sense of unity among team members. On the other hand, poor leadership can lead to conflict, low morale, and decreased productivity. Therefore, understanding the link.

OBJECTIVES

- To examine how leadership style influences communication and collaboration within a team.
- To determine the role of leadership style in achieving organizational goals through effective teamwork.

STATEMENT OF THE PROBLEM

In many organizations, team performance is often affected by the leadership style adopted by supervisors or managers. Ineffective leadership can lead to poor communication, lack of coordination, low morale, and reduced productivity among team members. Despite recognizing the importance of leadership, many organizations still struggle to identify which style best enhances teamwork and organizational success. Therefore, it becomes essential to study how different leadership styles influence team communication, collaboration, and overall performance in achieving organizational objectives.

REVIEW OF LITERATURE

- Fitzpatrick, Andrea Brooks & Eleanor Dunlap (2022) In their article “Creating a Culture of Teamwork Through the Use of the TeamSTEPPS Framework” (DOI: 10.12806/V21/I1/R11), the authors highlighted that effective leadership and communication frameworks enhance teamwork, reduce errors, and improve overall performance among professionals.
- Shakir Iqbal, Bushra & Syed Muqdis Hussain (2022) The study “The Impacts of Leadership Style on the Team Performance in the Construction Sector of Pakistan” (DOI: 10.47205/jdss.2022(3-III)69) found a significant relationship between leadership style and team performance. Effective leadership approaches were seen to improve motivation, coordination, and productivity within teams.
- Wucai, R., Guolin, Y.-T., & Dou, C.-H. (2023). Transformational Leadership as an Effective Strategy to Improve Team Performance Excellence through Behavioural Integration. Journal of Management World, 2023(4), 62-75. <https://doi.org/10.53935/jomw.v2023i4.261>
- Jiajun Kan (2024) In the study “Research on the relationship between leadership style and team dynamics in high-performance teams” (DOI: 10.1051/shsconf/202420002031), the author found that leadership style strongly affects team participation, innovation, and collaboration. Democratic and transformational leadership styles were shown to improve motivation and teamwork effectiveness.

Table 1. DESCRIPTIVE STATISTICS FOR LEADERSHIP STYLE AND TEAM COMMUNICATION

		My Leaders approach improves Communication Within team	Leadership style that best describes your Leader
N	Valid	100	100
	Missing	0	0
Mean		1.66	1.30
Median		1.00	1.00
Mode		1	1
Std. Deviation		.781	.461
Skewness		.812	.886
Std. Error of Skewness		.241	.241

Minimum	1	1
Maximum	4	2
Sum	166	130

INTERPRETATION

- The average score for “my leader improves communication” is 1.66, and the scale seems to run from 1 to 4. A lower score means people lean more toward agreement, so this suggests employees generally feel their leader helps communication.
- The typical leadership style chosen is 1, meaning the majority selected the first option on the scale (which Table 3 shows is autocratic).
- Both variables have a mode (most frequent score) of 1, again pointing toward employees choosing the first option often.
- The skewness is positive, which basically means most responses clustered at the positive/agreeing end, with fewer people giving higher (less positive) ratings.

Table 2. FREQUENCY DISTRIBUTION FOR “MY LEADERS’ APPROACH IMPROVES COMMUNICATION WITH TEAM”

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	52	52.0	52.0	52.0
	Agree	31	31.0	31.0	83.0
	Neutral	16	16.0	16.0	99.0
	Disagree	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

INTERPRETATION

- 52% Strongly Agree
- More than half of the respondents firmly believe that their leader’s approach greatly improves communication. This indicates strong trust, clarity, and satisfaction with the leader’s communication behavior.
- 31% Agree
- These respondents also feel that communication is improved, but with slightly less intensity. They still have a positive perception of the leader’s communication style.
- 16% Neutral

These individuals neither agree nor disagree.

Theoretically, this group may:

- have limited interaction with the leader
- have mixed experiences
- be unsure about how much communication has actually improved.
- 1% Disagree
- Only one respondent feels that the leader’s approach does not improve communication. This shows dissatisfaction is extremely low.

Table 3. FREQUENCY DISTRIBUTION FOR “ LEADERSHIP STYLE THAT DESCRIBE YOUR LEADER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Autocratic	70	70.0	70.0	70.0
	Democratic	30	30.0	30.0	100.0
	Total	100	100.0	100.0	

INTERPRETATION

Autocratic Leadership

- This style emphasizes centralized authority, strict control, and clear direction.
- When 70% of respondents describe their leader this way, it suggests:
- Decision-making is primarily leader-driven
- Communication flows top-down

There may be limited involvement of employees in planning or problem-solving

According to classical leadership literature, autocratic leaders can create efficiency and quick decision-making, but may reduce creativity and participation if used excessively.

Democratic Leadership

- The remaining 30% view the leader as democratic, meaning:
- Employees participate in discussions
- Communication is two-way
- The leader encourages input and shared decision-making

The presence of 30% indicates that some employees experience aspects of involvement and shared responsibility, though this is not the dominant perception.

Figure 1. DISTRIBUTION OF LEADERSHIP STYLE AMONG RESPONDENTS



INTERPRETATION

- A majority of 52% of respondents strongly agree, and 31% agree, indicating that over four-fifths (83%) of participants believe their leaders positively influence communication.
- 16% remain neutral, possibly due to limited interaction or mixed experiences, while only 1% disagree, showing very minimal dissatisfaction.
- Overall, the chart demonstrates that most employees perceive their leaders as effective communicators who foster clarity, coordination, and trust within the team. The leadership approach is therefore viewed as supportive of teamwork and information flow.

Figure 2. RESPONDENTS OPINIONS ON HOW LEADERSHIP IMPROVES TEAM COMMUNICATION



INTERPRETATION

- 70% of respondents identified their leader as autocratic, suggesting that decision-making is mostly centralized, with leaders exercising control and authority over team activities.
- 30% of respondents viewed their leader as democratic, indicating that some leaders encourage participation, shared decision-making, and open communication.
- This distribution reveals that while most leaders adopt an autocratic style to maintain order and discipline, a significant portion practice democratic traits, allowing for collaboration and employee input. The overall implication is that leadership within the organization balances structure with limited participatory practices, though greater inclusion could further improve team performance and satisfaction.

Table 4. CORRELATION BETWEEN LEADERSHIP STYLE AND COMMUNICATION WITHIN TEAM

		Leadership style that best describes your Leader	My Leaders approach improves Communication Within team
Leadership style that best describes your Leader	Pearson Correlation	1	.230*
	Sig. (2-tailed)		.021
	N	100	100
My Leaders approach improves Communication Within team	Pearson Correlation	.230*	1
	Sig. (2-tailed)	.021	
	N	100	100
*. Correlation is significant at the 0.05 level (2-tailed).			

INTERPRETATION

- The Pearson correlation coefficient ($r = 0.230$) indicates a positive but weak correlation between leadership style and team communication.
- The p-value (0.021) is less than 0.05, showing that the correlation is statistically significant at the 5% level.
- This means that as the leadership style (e.g., moving from autocratic to democratic) becomes more participative or transformational, communication within the team improves.
- Although the relationship is not strong, it suggests that leadership style plays a measurable role in enhancing team communication.

Table 5. VARIABLES ENTERED/ REMOVED IN REGRESSION ANALYSIS

Model	Variables Entered	Variables Removed	Method
1	Leadership style that best describes your Leader ^b	.	Enter
a. Dependent Variable: My Leaders approach improves Communication Within team			
b. All requested variables entered.			

INTERPRETATION

- The table shows that the independent variable (“Leadership style that best describes your Leader”) was entered into the regression model to predict the dependent variable (“My Leader’s approach improves Communication Within Team”).
- No variables were removed, and the “Enter” method was used, meaning all specified variables were included simultaneously in the model.
- This setup tests whether leadership style can predict improvements in team communication.

Table 6. ANALYSIS OF VARIANCE RESULT FOR THE REGRESSION MODEL

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.202	1	3.202	5.482	.021 ^b

	Residual	57.238	98	.584		
	Total	60.440	99			
a. Dependent Variable: My Leaders approach improves Communication Within team						
b. Predictors: (Constant), Leadership style that best describes your Leader						

INTERPRETATION

- The F-value = 5.482 with a p-value = 0.021, which is significant at the 0.05 level.
- This means the regression model as a whole is statistically significant — leadership style significantly predicts communication effectiveness within teams.
- The model explains a small but meaningful portion of variance in communication outcomes, indicating that leadership style does impact how effectively teams communicate, but other factors also likely play a role.

Table 7. COEFFICIENTS OF THE REGRESSION MODEL

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.152	.230		5.013	.000
	Leadership style that best describes your Leader	.390	.167	.230	2.341	.021
a. Dependent Variable: My Leaders approach improves Communication Within team						

INTERPRETATION

- It represents the coefficients of the regression model examining the influence of leadership style on team communication. The results indicate that the leadership style variable ($B = 0.390$, $t = 2.341$, $p = 0.021$) has a positive and statistically significant effect on the dependent variable, “My leader’s approach improves communication within the team.”
- This means that as leaders adopt more effective leadership styles—such as democratic or transformational—the level of communication within the team improves correspondingly. The standardized coefficient ($Beta = 0.230$) shows a moderate positive relationship between leadership style and communication. The constant value (1.152) suggests that even without variation in leadership style, there is a positive baseline perception of communication improvement within the team.
- Overall, the regression model confirms that leadership style plays a crucial role in enhancing communication and collaboration among team members.

FINDINGS OF THE STUDY

- Majority leadership type: 70% of respondents described their leader as autocratic, while 30% described a democratic style.
- High perceived communication improvement: 83% of respondents either strongly agree (52%) or agree (31%) that their leader’s approach improves team communication.
- Very low dissatisfaction: Only 1% of respondents disagreed that leader approach improves communication, indicating low overt dissatisfaction.

- Central tendency — positive skew: Mean for “leader improves communication” is 1.66 on a 1–4 scale and mode = 1, indicating overall positive perception clustered at the positive end.
- Weak but significant correlation: Leadership style and perceived communication improvement show a positive Pearson correlation ($r = 0.230$), significant at $p = 0.021$ — a statistically significant but small effect.
- Regression predicts communication: Regression analysis indicates leadership style is a significant predictor of communication improvements ($B = 0.390$, $\text{Beta} = 0.230$, $t = 2.341$, $p = 0.021$).
- Model significance but modest explanatory power: The regression model is statistically significant ($F = 5.482$, $p = 0.021$) but residual variance (large residual sum of squares) shows leadership style explains only a small portion of total variance in communication outcomes.
- Baseline communication positivity: The intercept (constant = 1.152) suggests a positive baseline perception of communication even when leadership-style variation is held at zero.
- Autocratic leadership coexists with perceived communication gains: Despite 70% labeling leaders autocratic, a large majority still reported communication improvements — suggesting autocratic leaders in this sample may still communicate effectively (top-down clarity), or employees value decisiveness.
- Democratic style linked to better communication: The positive correlation and coefficient imply that movement toward democratic/participative styles corresponds to incremental gains in team communication.
- Distribution indicates limited extreme negative experiences: Low standard deviations and the small proportion reporting disagreement or poor communication indicate relatively homogeneous positive perceptions across respondents.
- Other factors likely matter: Given the modest effect size, the study implies additional variables (e.g., organizational culture, team cohesion, task complexity) likely influence communication and team performance alongside leadership style.

SUGGESTIONS

- Encourage open communication — Leaders should listen to team members and let them share their ideas freely.
- Adopt a democratic style — Involve employees in decisions instead of making all choices alone.
- Give regular feedback — Provide constructive comments and praise to keep communication positive.
- Hold team meetings often — Use meetings to discuss progress, solve problems, and build understanding.
- Be clear and honest — Communicate goals and expectations in a simple, transparent way.
- Respect everyone’s opinion — Show value for different views to build trust and teamwork.
- Train leaders in soft skills — Offer workshops on listening, empathy, and motivation.
- Balance authority with openness — Use clear direction when needed but stay approachable. Use technology wisely — Encourage use of chat apps, emails, or tools to keep teams connected.
- Create a positive culture — Reward teamwork, respect, and clear communication across all levels.

CONCLUSION

The study shows that leadership style plays an important role in improving team communication. Even

though most respondents described their leaders as autocratic, the majority still felt that their leaders helped communication within the team. The results also prove that a more democratic and participative leadership style has a positive impact on how well teams communicate. This means that when leaders listen, involve others in decisions, and share information openly, team members feel more connected and confident. Overall, the findings highlight that good leadership is not just about giving directions but also about building trust and open dialogue. By promoting more inclusive and communicative leadership practices, organizations can create stronger, more cooperative, and more successful teams.

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