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IMPACT OF LEADERSHIP STYLES ON PSYCHOLOGICAL SAFETY AND JOB COMMITMENT

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Abstract:

The aim of the study was to find the impact of leadership styles on psychological safety and job commitment among IT employees. The sample size consists of 146 IT employees, purposive sampling technique was used. The sample was administered Multifactor Leadership Style Questionnaire (MLQ) by Bass and Avolio (2004). The Team Psychological Safety Scale has been devised by Edmondson in 1999 and Organizational Commitment Questionnaire by Mowday. The coefficient correlation was used to verify the hypotheses. The findings of the study revealed that significant relation was found between transformational and Laissez-faire however no relation was found between employee job commitment was transactional and Laissez-faire. The findings emphasized that employee feel psychological safe and commitment level towards their job is high for the transformational leadership.

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1.0 Introduction:

Leadership is a topic that intrigues many researchers and thus numerous research is available and still pursued. Books, documentaries and workshops are still in trend, yet the question of what makes a good leader or traits of a good leader and impact of an leader on employees and organization are still debatable and problem to be delved into.

According to George R. Terry (1960) "Leadership is the activity of influencing people to strive willingly for group objectives". Bill Gates emphasised that leadership should be "As we look ahead into the next century, leaders will be those who empower others." In order to influence and empower people and achieve both organizational and employee goals a singularity leadership style would not be conducive to perform dynamic working process and handling diverse group.

In 1939, psychologist Kurt Lewin determined that there were three basic leadership styles: Authoritarian or Autocratic, Participative or Democratic and Delegative or Laissez-Faire. Further the above leadership styles are expanded to: transactional leadership style, transformational

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leadership style, charismatic leadership style and bureaucratic leadership style transformational leadership style, charismatic leadership style and bureaucratic leadership style.

But employees being fearful survivors don't want to know how much the virus is costing the company; experts say workers want to feel they're in the same boat as the boss. "People need to know that even though the leader is employed to manage and run a business, he or she is also a human being—someone that cares for them and understands what they are going through," says Michael Distefano, president of the Asia Pacific region for Korn Ferry and a member of the firm's Global Operating Committee. "The leader must lead from the front, exhibiting the values and behaviours they expect from the team."

2.0 Hypotheses:

The main aim of study was to explore "the impact of leadership style on psychological safety and job commitment". In order to determine the result corresponding research hypothesis stated that.

H₁ Leadership style dimension have significant impact on psychological safety and job commitment among employees.

H₂ Leadership style dimension have significant impact on job commitment among employees.

Therefore, research aids in identification, selection and development of leaders who will lead responsibly in both ordinary times and times of crisis.

3.0 Review of Literature and Theoretical background of the Study:

3.1 Leadership styles:

Abasilim, U. D(2019), study findings on leadership styles and employees' commitment of Lagos State Civil Service Commission of Nigeria revealed that, there is a significant medium positive relationship between transformational leadership style and employees' commitment.

Berger Rita (2019), examined about the contrasting leadership styles, transformational leadership (TFL) and Passive-Avoidant Leadership (PAL).

3.2 Psychological safety:

Professor Amy Edmondson, coined the term: Psychological safety(1999). Kim Sehoon(2020), study explored a model which hypothesized that psychological safety and efficacy are related as engines of performance.

Bradley, B.H. (2012), postulated that psychological safety climate moderates the relationship between task conflict and performance. Halbesleben, Jonathon(2008), Using mediated multiple regression, found partially supporting the psychological embracing hypothesis.

3.3 Employee Commitment:

Employee Commitment is the psychological attachment and defined in three ways as Continuance, Cohesion and Control Commitment.

Nguyen (2020) results indicated components of organizational commitment, normative commitment impacts on employee motivation being opportunistic behaviour and knowledge sharing.

Rajak(2017), study focused on theories related to job commitment and job satisfaction and a correlation between job commitment and employment fulfilment of a person.

4.0 Research Theory and Hypotheses

A quantitative approach has been used in this study to determine relationship between dependent variables psychological safety and job commitment and independent variable leadership styles.

4.1 Hypotheses:

H₁ Leadership ship dimension have significant impact on psychological safety among employees.

H₂ Leadership ship dimension have significant impact on job commitment among employees.

5.0 Sampling and data collection:

5.1 Results and discussion:

Table 1: Shows the correlation coefficients iro leadership styles and psychological safety

	Statistics used	Leadership styles		
		Transformational	Transactional	Laissez-faire
Psychological safety	Pearson correlation	.738**	-0.018	.576*
	Sig. (2-tailed)	.000	.089	.005
	N	146	146	146

**Correlation is significant at 0.01 and 0.05 level

*Correlation is significant at 0.05 level

With reference to the Table 1 scores, we can infer that psychological safety have positive correlation among transformational and laissez-faire leadership styles. With scores of .738 ** and .578* which is significant at 0.01 and 0.05 level, however for the transactional leadership there found to be no significant relationship therefore hypothesis 1 is been partially accepted. The two leadership styles namely Transformational and laissez-faire creates a environment wherein the employees have liberty to express themselves and take on more initiative on their work process and structure however we need to understand that laissez-faire leadership also commonly known as free reign leadership can allow high liberty for the employees to take on decision with an evidence of passive management or person monitoring them (Richard and Robert, 2009), however studies have found this leadership style causes low quality work (Nahavandi 2000). The probable not significant scores for transactional leadership style implies that since this leadership is driven by reward or punishment based on individual performance, the employees may feel threaten if the required performance is not been delivered.

Table 2: shows the Correlation Coefficients iro Leadership Styles and job commitment

	Statistics used	Leadership styles		
		Transformational	Transactional	Laissez-faire
Job commitment	Pearson correlation	.306*	-0.151	0.163
	Sig. (2-tailed)	0.018	.0218	0.313
	N	146	146	146

*Correlation is significant at 0.05 level

With reference to above table, the scores indicate that significant relationship have been solitary found between job commitment and transformational leadership, the additional leadership styles have found to be no relation. Therefore we reject second hypothesis which states that “ H₂ Leadership ship dimension have significant impact on job commitment among employees.” The magnitude of the commitment level among transformational leadership is due the factors the corresponding leadership drives on the principle to empower and inspire employees through empathy to achieve the employees best potential and work outcomes.

6. Research Methodology:

6.1 Sample and Procedures:

Data was collected using questionnaires and discussions in form of personal peer reviewed interviews with both open and closed questions.

6.2 Correlation Analysis:

A correlation coefficient is a measure of changes to the value of one variable predict change to the value of another. In positively correlated variables, the value increases or decreases in tandem. In negatively correlated variables, the value of one increases as the value of the other decreases.

6.3 Sample Size:

The study was conducted on 146 IT employees, purposive sampling technique has been done. The following questionnaires were used in the study namely: Multifactor Leadership Style Questionnaire (MLQ) by Bass and Avolio (2004)

The Team Psychological Safety Scale was developed by Edmondson in 1999 and a 5 point likert scale was used (Edmondson, 1999).

6.0 Conclusion:

Interpretation and Outcomes

The study findings show the power and impact of leadership on psychological safety among employees also it emphasizes a type of leadership enhancing one's job commitment level. The implications of the study could help the management to encourage transformational leadership style or model as their part of working structure. Since when an employee feels safe in an organization it might directly impact on their work and overall, the organization will benefit from such a practice.

The study only utilized quantitative method to arrive at the conclusions, further use of qualitative methods namely case studies, interviews and Group discussion can throw light on the significant factors that determine one's safety and commitment towards their work.

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