



Influence of Instrumental and Participative Leadership Styles on Job Performance

Abdul Haseeb Tahir¹, Ayesha Tanveer², FahadFaheem³, Abdul Rahman⁴ and Zobia Saeed⁵

^{1,2}Lecturer, Department of Management Sciences, Institute of Southern Punjab, Multan-Pakistan

^{3,4}Research Scholar, Department of Management Sciences, Institute of Southern Punjab, Multan-Pakistan

⁵Faculty, Divisional Public School and College Sahiwal-Pakistan

Keywords:

Participative Leadership, Instrumental Leadership, Worker's efficiency, Job Performance.

Correspondence:

Abdul Haseeb Tahir. Lecturer, Department of Management Sciences, Institute of Southern Punjab, Multan-Pakistan.

Funding Information:

No funding information provided.

Manuscript History:

Received: July 2017
Accepted: August 2017

International Journal of Scientific Footprints 2017; 5(2): 1-8

Abstract

In this study we try to find the Influence of “Instrumental Leadership” and “Participative Leadership” styles on “Job Performance”. This study is conducted on the workers of Sales and Manufacturing sector where workers get targets and day tasks. We constructed a questionnaire survey and conducted a survey to measure the response. For this purpose we collect data from 200 peoples who are the working under both types of managers (Leaders). We concluded results through correlations and regression analysis and found that “Participative Leadership” style is more effective than “Instrumental Leadership” style. This study does not only fill the gap in the literature but also improve the understanding that how “Participative Leadership” style is more effective than “Instrumental Leadership”. Under “Participative Leadership” style workers work with the help of their managers (leaders) and devote their full energy to accomplish tasks and targets with full efficiency and effectiveness as well as improve their productivity, which enhances the profitability of the that organization too.

Introduction

Effective leadership is the need of today's emerging multinational companies and other institutions because it is an important variable having tremendous impact on the success of every company and institute (Gharehbaghi and McManus, 2003). But leadership comes into sight when leader and its subordinate interact with each other, and during this process leader influence the behavior of his subordinates (Purvanova

and Bono, 2009). In practice, there are many multinational companies and institutes facing problems in their leadership management. These problems may be due to inappropriate leadership styles in dealing with staff working in any area of the organization. Effective work and great performance comes from staff, but this performance does not always happen. Staff usually performs well only to appropriate leadership styles. The

best leadership style can be leading them to high performance activities (Likhitwonnawut, 1996). The multinational companies and other business institutes are important sectors in under developing countries such as Pakistan. Proper style of leadership is the need of today's emerging companies and institutes. Fortunately, in the competitive era of innovation and strategic planning most of the companies develop new leaders in the market, but unfortunately they are fail to support and retain their team members in the company which in turn results to high turnover rate. To achieve the higher performance and lower turnover rate multinational companies and business institutes realize the importance of appropriate leadership styles and want to apply these styles within their organization. A survey conducted on higher level managers concluded that teams are central to organizational success (Martin and Bal, 2006). The effect of leadership styles on employees' job performance still a very hot topic. It has been observed that teams who have strong leadership guide show the better performance (Balkundi and Harrison, 2006). Leadership research is gained increasing importance in multinational companies and in other business related institutes.

Fittest leadership approach can increase subordinates' performance in a desirable way and can facilitate multinational companies and other business related institutes to attain their goals smoothly. There are bundle of studies related to leadership styles and employee responses. In this study we will focus on two major leadership styles divided by House (1971): initiating structure (instrumental) and consideration (supportive or participative) leadership style. Each leadership style establishes somewhat different norms regarding expectations and behavior for employees. Instrumental leaders define role and responsibilities to their subordinates by providing clear direction for

completing a task. Rewards are given to those employees who complete their tasks and achieve designated goals. Instrumental leaders are more tasks oriented and supervise their employees in working activities to achieve the designated goals. Research indicates that a manager's directive style is associated with clear goals and is positively correlated with a salesperson's job performance (Judge and Piccolo 2004; MacKenzie, Podsakoff, and Rich 2001; Pousa and Mathieu 2010). While on the other hand participative or supportive leaders create an environment of support where employees' ideas and input are sought and valued (House 1971). Employees view participative leaders as friendly, receptive and approachable, and feel free to express their ideas and that their opinions are valued. This study examines whether the relationships among manager's Leadership styles influence the job performance of employees or not in an underdeveloped country such as Pakistan. This study offers an excellent and better understanding of attitudes and behaviors of Pakistani work culture. The findings of this research contribute great importance to Pakistani managers to become leaders and get higher performance from employees under appropriate leadership style. Broadly speaking, to be successful in the Pakistan firms have to deploy a management style that fits the cultural norm to attract talent and retain good employees (Vorhauser-Smith 2002).

Literature Review

Different authors have been defined leadership in different ways all the definitions and assumptions are right and touch the original line with verity of ways some of them are below. According to (James M. Burns, 1978) leader is one who instills purposes, not one who control employees by its brute force. A leader

is someone who can take a group of people at a certain point that other people don't think they can go (Rick L. Edgeman 1978). Leadership can be defined as a process of moving people to reach the desired goals (Jong and Hartog 2007).

Organizational leaders adopt different styles of leadership in different situations but in our study we will follow basic two approaches Instrumental and Participative. Managers with a Participative Leadership style create an authoritarian environment promoting dependency on the manager and unquestioning obedience to norms (Euwema, Wendt, and van Emmerik 2007). Instrumental leaders can motivate employees by setting clear goals and directing the peoples toward goal attainment. Instrumental leaders closely supervise their employees and exert pressure on employees to attain the organizational goals.

Research indicates that a Participative Leadership style is associated with clear goals and is positively correlated with employee's job performance (Judge and Piccolo 2004; MacKenzie, Podsakoff, and Rich 2001; Pousa and Mathieu 2010). Manager's Participative Leadership style can help employees to remove the ambiguity and provides a clear path for employees towards achieving their goals, thereby increasing the potential for success (House 1971). According to Sosik and Godshalk (2000) describes some directions of instrumental leaders, clarity of goals, reward structure, feedback, and recognition of performance minimize conflicts, reduce stress, and increase satisfaction of employees with an organization's leader. On the other hand consideration leadership style (also called supportive or Instrumental Leadership) in which the organizational leader creates an environment of support and friendliness and where employees' ideas and input are sought and valued (House 1971). Participative leaders are the best source of generating new ideas

from employees because employees feel free to express their ideas and satisfied with them. Empirical studies have confirmed that Instrumental Leadership is effective in increasing organizational commitment, job satisfaction and performance (Euwema, Wendt and van Emmerik 2007; Jaramillo and Mulki 2008; Vecchio, Justin, and Pearce 2010). Participative leaders display concern for their employees and are sensitive to the need and preferences of their employees (House 1971). When employees feel that their leader psychologically supports them and facilitates them individually to attain organizational goals they are mostly satisfied with their leader that in turn reduce the employee turnover rate and to retain the talented employees (House 1971). Employees see participative leaders as buffers against negative influence (Rafferty and Griffin 2006).

Theoretical Framework

Participative Leadership Style

Participative Leadership style is task oriented where the manager's focuses on the completion of tasks and provides guidelines to their employees. Participative Leadership style can motivate employees and increase their job performance, by setting clear guidelines to goals and by providing reward to employees as well as participate with them to accomplish their tasks. Previous research indicates that manager's directive style is associated with clear goals and is positively correlated with employees job performance (Judge and Piccolo 2004; MacKenzie, Podsakoff, and Rich 2001; Pousa and Mathieu 2010). In response of other leadership styles if subordinates perceive wrong then may react negatively and may react by lower output.

Instrumental Leadership Style

Instrumental Leadership style is that involves all

employees of a team in indicating necessary goals and developing procedures or strategies to achieve these goals. Instrumental leaders create an intense environment during work and employees can't question to this type of leaders (Euwema, Wendt, and van Emmerik 2007). Under this style of leadership the team leader directing orders rather than plays a role of facilitator on employees to achieve those goals. Under this instrumental leadership style employees are less valued than participative style and not can much express their ideas, experiences and opinions easily with their leaders. Research shows when an employee seeks a leader as approachable and reliable source of support, that result is greater satisfaction and higher organizational commitment (Jaramillo, Mulki, and Marshall's 2005).

Job Performance

Job Performance is the functional ability to perform a task of an employee that how much is achieved and how much is remaining to achieve. Job performance is a behavior that is continuously working with the goals and objectives of an organization, that can be appraise on the basis of employee's achievement of goals. Employee work effort is an input to achieving those goals and job performance is the output that how much is achieved (Christen, Iyer, and Soberman 2006). Previous studies resulted that there is a positive relationship between job performance and work effort (Brown and Peterson 1994).

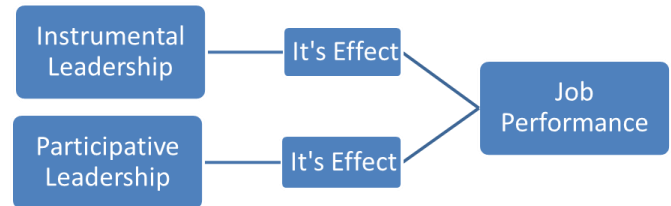
Hypothesis

H1: Instrumental leadership has more positive influence on job performance than Participative leadership.

H2: Participative leadership has more positive influence on job performance than Instrumental

leadership.

Conceptual Model



Research Methodology

Data and Type

Basically two types of data are used in research. One is primary data and the second is secondary data. Here our concern is with primary data. So we use only primary data for this research. It will collect through a survey through questionnaire. The questionnaire was carefully constructed and properly set up. The questionnaire was based on a five point Likert scale with responses included as, strongly agree, agree, neutral, disagree and strongly disagree. Descriptive statistics, correlations analysis and regression analysis were used to analyze the data.

Sample

Data will collected from Sales sector and Manufacturing sector where always managers play role of leaders and get desired output from workers from District Multan Pakistan. The target respondents will include almost 200.

Selected Variables

Dependent Variable: Job Performance

Independent Variable: Participative Leadership,

Instrumental Leadership

The reliability test shows the reliability responses either they match, accurate or not. So on the basis of 200 responses against three selected variables, the Cronbach’s Alpha value is 0.701 which shows this data is reliable. Because if its value remains between 0.5 and 1.0 then it reliable.

Data Analysis:

Scale Properties Reliability

Correlations Test

Correlations				
		Job Performance	Participative Leadership	Instrumental Leadership
Job Performance	Pearson Correlation	1	.521**	.404**
	Sig. (2-tailed)		.000	.000
	N	200	200	200
Participative Leadership	Pearson Correlation	.521**	1	.390**
	Sig. (2-tailed)	.000		.000
	N	200	200	200
Instrumental Leadership	Pearson Correlation	.404**	.390**	1
	Sig. (2-tailed)	.000	.000	
	N	200	200	200

The “Correlations” table shows that the co-relation of Job performance to Participative Leadership is 0.521 with .000 significance level and this show both has co-relation with each other approximate 52% and the co-relation of Job performance to Instrumental Leadership is 0.404 with .000 significance level and this shows

both have co-relation with each other approximation 40%. The test was taken on 200 samples. And shows participative leadership style has more co-relation than instrumental leadership style.

Regression Test

Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.564 ^a	.318	.312	.760

a. Predictors: (Constant), Participative Leadership, Instrumental Leadership

The Model Summary explains the results regarding R, R Square, Adjusted R square, Std. Error of the Estimate. R shows the linear relationship between the

dependent variable and the independent variable. The value of R is “0.564” indicated a strong positive linear relation between Dependent variable “Job performance” and independent variables (Participative

Leadership & Instrumental Leadership). The coefficient of determination R² (R square) is “0.318” indicated that dependent variable (Job Performance) increase the 31% among workers due to independent variables (Participative Leadership & Instrumental Leadership)

which was given by respective leaders. But this could be overestimated so we used adjusted R² (R square) as the better estimate for the whole result which is “0.312” which is near to R² value. The standard error of estimates was “0.760”.

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.104	2	26.552	46.025	.000 ^a
	Residual	113.651	197	.577		
	Total	166.755	199			

a. Predictors: (Constant), Participative Leadership, Instrumental Leadership

b. Dependent Variable: Job Performance

In the ANOVA table for the regression line shows the regression relationship between dependent variable and independent variables. This table shows that the value

of F test statistic is 46.025 and their Sig. value is 0.000 which is less than 0.05 and showed that significant relation existed between Job Performance and Independent variables.

Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.295	.268		4.830	.000
	Participative Leadership	.459	.069	.428	6.706	.000
	Instrumental Leadership	.259	.070	.236	3.699	.000

a. Dependent Variable: Job Performance

Coefficients table shows that the average/constant efficiency is 1.295 when dependent variables have zero intervention from independent variable. The average rate of change in “Job Performance” due to single unit change in “Instrumental Leadership” is .459. The t-test value is 6.706 and their Sig. value is 0.000 which is less than 0.05 it means it is statistically significant. In other words single unit changes in “Participative Leadership”

impacts in shape of average change in “Job Performance” e.g. 0.459. Same the average rate of change in “Job Performance” due to single unit change in “Instrumental Leadership” is .259. The t-test value is 3.699 and their Sig. value is 0.000 which is less than 0.05 it means it is statistically significant. If we conclude then we found that average rate of change in “Job Performance” due to “Participative Leadership” is

more than “Instrumental Leadership”.

Results

From the above all table and result's data it is clear that “Job Performance” has impact of manager's behavior. The manager's behavior is called “Leadership Style” at work place. These styles are different from each other. We study on two major styles e.g. Participative Leadership and Instrumental Leadership. We found both style have important and significant effect on job performance. But when we explore the both data we found that “Participative Leadership” is more effective than “Instrumental Leadership” style. Through the survey we found that the workers want friendly environment to work hard. They feel internal satisfaction while their leader stands with them on every task and target. Their moral boost when their leader participates with them on that task or target. It is also because when “Participative” leader work he/she really understand the time frame and work load so they never force hard to workers for completion by all means. Instead they give ease to workers and try to explore right and fast ways to accomplish that task and target.

Conclusion and Recommendations

Managers are the main drivers of work force in a team of an organization. It is true that managers have to answer to their higher authorities for the accomplishment to given task and target and along with this are the representative also of their workforce. But It is true that mostly managers only act like a only manager and they never be a representative of their work force. But from above research shows if manager keep “Participative Leadership” style then workers get high moral and work harder due to mutual work and mutual understanding. Along with this, managers also

play easily a representative role of their workforce and in result workers remain happy with their managers and work with full efficiency and effectiveness.

References

- [1] Chemnitz, Germany (2012) Expectations of participative leadership behaviour in bosnia and herzegovina danijela bogdanić.
- [2] Chia-Yen (Chad) Chiu, Prasad Balkundi, Frankie Jason Weinberg (2016) When managers become leaders: The role of manager network centralities, social power, and followers' perception of leadership.
- [3] Chun-Hsi Vivian Chen, Mei-Ling Yuan, Jen-Wei Cheng, Roger Seifert (2016) Linking transformational leadership and core self-evaluation to job performance: The mediating role of felt accountability.
- [4] Dean Minett, H. Ruhi Yaman,¹ Basak Denizci,*(2009) Leadership styles and ethical decision-making in hospitality management.
- [5] Yavuz, Samur. (2016) Leadership Styles and Technology: Leadership Competency Level of Educational Leaders Mehmet Salih.
- [6] Emina Subašić, Katherine J. Reynolds , John C. Turner (2011) Leadership, power and the use of surveillance: Implications of shared socialidentity for leaders' capacity to influence.
- [7] Greece Aneta Sokola, Agnieszka Gozdeka, Irena Figurskab (2015) The importance of teacher leadership in shaping the creative attitudes of students.
- [8] Helene Tenzer, Markus Pudelko (2017) The influence of language differences on power dynamics in multinational teams.
- [9] Jeanine Chang, Xuan Bai, Julie Juan Li (2015) The influence of leadership on product and process innovations in China: The contingent role of knowledge acquisition capability.
- [10] John J. Sosik, John Juzbasich, Jae Uk Chun (2011) Effects of moral reasoning and management level on ratings of charismatic leadership, in-role and extra-role performance of managers: A multi-source examination.
- [11] Joyce E. Bono, Amy C. Hooper, David J. Yoon (2012) Impact of rater personality on transformational and transactional leadership ratings.
- [12] Kim-Yin Chan, Marilyn A. Uy, Oleksandr S. Chernyshenko, Moon-Ho Ringo Ho , Yoke-Loo Sam (2015) Personality and entrepreneurial, professional and leadership

- motivations.
- [13] Lian Shao, Sheila Webber (2016) A cross-cultural test of the 'five-factor model of personality and transformational leadership'.
- [14] Longwei Tian, Yuan Li, Peter Ping Li, Ali Ahmad Bodla (2015) Leader-member skill distance, team cooperation, and team performance: A cross-culture study in a context of sport teams.
- [15] Loredana Ivana (2012) Sex role identity, nonverbal sensitivity and potential leadership style *Procedia*.
- [16] María Isabel Rivera Vargas (2015) Determinant Factors for Small Business to Achieve Innovation, High Performance and Competitiveness: Organizational Learning and Leadership Style.
- [17] Marina Galante, Rose Marie Ward (2017) Female student leaders: An examination of transformational leadership, athletics, and self-esteem.
- [18] Michelle C. Bligh, Jeffrey C. Kohles, Rajnandini Pillai (2011) Romancing leadership: Past, present, and future.
- [19] Monika Rolková, Viera Farkašová (2015) The Features of Participative Management Style. *Procedia Economics and Finance*.
- [20] Moshe Banai, William D. Reisel (2007) The influence of supportive leadership and job characteristics on work alienation: A six-country investigation.
- [21] Muhammad Asrar-ul-Haq, K. Peter Kuchinke (2016) Impact of leadership styles on employees' attitude towards their leader and performance: Empirical evidence from Pakistani banks.
- [22] Myriam Chiniara, Kathleen Bentein (2016) Linking servant leadership to individual performance: Differentiating the mediating role of autonomy, competence and relatedness need satisfaction Exploring antecedents and outcomes of shared leadership in a creative context: A mixed-methods approach.
- [23] Newton, Cameron J. and Maierhofer, Naomi I. (2005) Supportive Leadership and Well-being: The Role of Team Value Congruence.
- [24] Payal Nangia Sharma, Matthew J. Pearsall (2016) Leading Under Adversity: Interactive Effects of Acute Stressors and Upper-Level Supportive Leadership Climate on Lower-Level Supportive Leadership Climate.
- [25] Radostina K. Purvanova, Joyce E. Bono (2009) Transformational leadership in context: Face-to-face and virtual teams.
- [26] Radu Răducana, Ramona Răducana (2014) Communication Styles of Leadership Tools *Procedia*.
- [27] Satyam Mukherjee (2016) Leadership network and team performance in interactive contests.
- [28] Soyoung Yu, YuKyung Ko (2016) Communication competency as a mediator in the self-leadership to job performance relationship.
- [29] Stein Amundsen, Øyvind L. Martinsen (2014) Self-other agreement in empowering leadership: Relationships with leader effectiveness and subordinates' job satisfaction and turnover intention.
- [30] Thi Thu Nguyen, Lokman Mia, Lanita Winata, Vincent K. Chong (2017) Effect of transformational-leadership style and management control system on managerial performance.
- [31] Zlem Gözükaraa, Omer Faruk Üimüeka (2015) World Conference on Technology, Innovation and Entrepreneurship.