EMPIRICAL INVESTIGATION OF LEADERSHIP STYLE ON
ENHANCING TEAM BUILDING SKILLS

Prof. Dr. Muhammad Ehsan Malik
Dean Faculty of Economics and Management Sciences
Director, Institute of Business Administration
Director General, University of the Punjab Gujranwala Campus, Pakistan.

Yasin Munir
PhD Scholar, Faculty of Management and Human Resource Development, Universiti Teknologi
Malaysia

Zoya Zainab, Seemab Hussain, Sidra Munawar, Asma Bashir
Department of Business Administration, University of the Punjab, Gujranwala Campus, Pakistan

ABSTRACT
Leadership style plays a vulnerable role in fostering creativity as well as productivity within a
team environment as; it encourages innovation and co-ordination among employees. The
objective of this study is to analyze the impact of leadership style on enhancing team building
skills. Questionnaires are filled by 230 respondents in which 5-point Likert Scale is used. Punjab
University Gujranwala Campus & Civil Hospital is targeted for data collection by using stratified
random sampling technique. Respondents consisted of 49% male and 51% female. This study
provides an approach to the creation of ethical environment, management behavior and optimum
utilization of organizational resources. Practical implications and limitations have also been
discussed in the research. Result of this research shows significant and positive association
among the factors studied.
Key words: Leadership, Ethical environment, Innovation, Co-ordination, Organizational resource
I. INTRODUCTION

Organizations throughout the world are deeply focused in developing such leadership which plays an important role in building high performing teams. There are only few people who have skills of creating an effective team. The following two approaches of leadership are considered as most desired in building a team to get desired output, Participative leadership and Transformational leadership. Participative leadership style promotes creativity as well as productivity within a team environment. Transformational Leadership, which is designed to make drastic changes to a management team.

Whatever the rank is, team building skills are necessary at every stage of organization. A person can achieve more by working in team as compared to the achievements acquired by working individually. Creative and Productive environments are generated in such organizations who promote team work. In order to enhance team building skills, leader should state clear goals, representing the objectives of the organization. While giving directions and procedures to the team, no ambiguity should be there. Leader should adopt such approach which injects commitment in the team to work in the best way they can. It depends on leader how effectively he assembles the team so that they work effectively for the accomplishment of their goals.

Such projects in which work has to be performed in groups, many challenges are faced by the leaders in creating coordination among employees so that they work together not only on projects but on non-working events as well. Managing team collaboration, workforce diversity, training, ethical environment, autocratic leadership style by engaging in motivational activities and providing clear directions to the team are current organizational issues. People of an organization, who are working in teams on a particular project face problem if they are not strongly collaborated with each other. Workforce diversity creates problem for a leader in the creation of flexible working environment. If a leader chooses an autocratic approach, it would put a pressure on team and decrease their efficiency. Innovative environment cannot exist in such organization and because of having unclear vision and mission, employees cannot produce good output. Problem arises due to the fact that leaders fail to cultivate strong ethical environment thus decreasing motivation, resulting in decrease in the turnover of the organization. Leaders are facing many challenges in Pakistan due to the complications in an organizational structure. They
have to build strong strategies because of changing demands of customers and advancement in information technology. Getting an edge in the market, increasing and maintaining profitability and ethical standards, injecting commitment and establishing smooth working environment are great challenges faced by the leaders. Leader is responsible for the outcomes of an organization. For this purpose, he has to make maximum utilization of organizational resources for the accomplishment of the organizational goals. The objective of this study is to analyze the impact of leadership style on enhancing team building skills.

II. LITERATURE REVIEW

According to Covin (1997), the organizations formed as a result of merge, have to face difficulty in the form of dissatisfaction of employees. The manager should play a role in increasing their satisfaction level by giving them free hand to participate in decision makings and also by clearly stating the rules of the organization. According to Haakonsson (2008), if the leadership style is not according to the organizational culture then it affects the performance of the employees. It has been found that whether the leader should adopt such style which suits best in the organization or he should change himself according to the environment of the organization.

By testing Situation Leadership Theory (SLT), it has been found by Chen (2005) that this theory supports the concept that the leader’s impact on its subordinates increases with high goals of the leader. Kurland (2010) describes the impact of a principle’s leadership style in enhancing the learning environment of a school. Harris (2001) has conducted research to provide link between top management behavior and market orientation. The management behavior is important to find out the possible hurdles for the market orientation developments including lack of inter functional integration, weak management skills and lack of executives’ knowledge.

According to Yeo (2006), leader plays an important role in the work place. Leaders provide such environment to the employees, where they can learn and share knowledge easily. Barner (2006) concludes that team-building failures occur when facilitators operate from team patterns that are out of fashion. According to Holtzman (2011), it has been found that the organizational output will increase through diversity of labor, quality, efficiency and innovation as well. According to Oertig (2006), challenges of leadership include managing virtual aspects of communication and developing trust. Secondly, manage the work of employees. According to
Denton (2006), some important points were suggested to achieve the targets of the organizations and for open communications.

According to Gadot (2007), it was found that there is somehow a positive effect of organizational politics on inter relationship among leaders in an organization, leading towards better decision making. Healthy leadership leads towards better performance of the working employees.

According to Karsten, Keulen, Kroeze and Peters (2009), it was found that a new transition in organizational type is done only due to the fact that its professionals realize that the concepts which had proven to be highly profitable in the past will be useful in future as well, however, alteration is required. According to James (2006), the findings that were submitted, showed that a positive change is required in public sector.

The organizational members must be kept in confidence and their constant feedback should be taken. Hence public sector reforms lead towards organizational change and a required leadership style is considered for bringing upon change. According to Viitanen and Konu (2009), it has been concluded that the middle level managers in social and health care sectors have different leadership styles according to their particular work history, work domain, gender and number of subordinates they are dealing with. Leadership styles promoted dealings of an organization with organizations of same business domain. However, the organization should limit its activities outside its domain. According to Tabassi and Abu Bakar (2010), the leader is known by his skill of dealing with his subordinates and for his ability of training his juniors for future leadership.

A true leader is an inspiration that motivates workers to work for collective benefits. Leaders empower others at various levels. The teams who are required to work beyond the organizational boundaries should collaborate with each other instead of competing. It is necessary that teams should have the potential to do the assigned task. (McGreevy, 2006) According to the author Susan K.Gerke (2006), both the remote leadership and the co-located leadership require the same good management and leadership skills. But in remote leadership, the leaders are required to focus more on building interpersonal relationship. Most of the time the attempts for the team-building are failed due to the underestimation of complexity of certain team building issues. Writer also suggests six guidelines for readers to manage the complexities occurred in team interventions. (Barner, Corp, Plano & Texas, 2006)

Leadership is involved in managing the jobs, people, languages and issues related to culture. (Oertig & Buergi, 2006). To achieve success the teams must be integrated with organization’s
vision or mission statements. Also a rapid and meaningful feedback about the performance brings success, if intranet is combined with current visualization software which provides feedback as well as helps the team to focus on their jobs. (Richardson & Denton, 2007)

From the above literature review, following hypothesis were derived to analyze the impact of leadership style on team building.

**H1:** Work collaboration is significantly and positively correlated with team building.

**H2:** Ethical environment is significantly and positively correlated with team building.

**H3:** Transformational leadership style is significantly and positively correlated with team building.

**H4:** Autocratic leadership style is significantly correlated with team building.

**H5:** Goal clarity of leadership is significantly and positively correlated with team building.

**H6:** Participative leadership style is significantly correlated with team building.

### III. METHODOLOGY

To Analyze the impact of leadership style on team building, information is collected through questionnaires filled by respondents belonging to different sectors i.e. education & health. These questionnaires are based on 2 sections, Demographic and Subjective, containing 26 items. Questions regarding gender, age, marital status, status and Industrial composition are asked in demographic section, whereas subjective section is based on the questions related to the leadership style and team building. Questionnaires are filled by 100 respondents. 5-point Likert Scale is used for measurement in the questionnaire. 75 students from Punjab University Gujranwala Campus & 25 from Civil Hospital are targeted for data collection by using stratified random sampling technique. Out of 100 respondents 49% were male and 51% were female.
IV. RESULTS AND DISCUSSION

To observe the impact of leadership style on team building, Pearson’s moment correlation was evaluated and linear regression was performed. Descriptive statistics was also calculated to observe respondents’ tendency and Cronbach’s alpha was determined to test the reliability of the analysis.

In Table 1, mean value of Goal Clarity is 3.54, showing positive tendency of the respondents. 3.54 is close to 4 that shows leadership style increases goal clarity of the team while .82 is the standard deviation that shows 82% variation among responses, ranging from strongly disagree to strongly agree of respondents, where alpha is .739 that shows 73.9% reliability of the research conducted regarding goal clarity of the respondents. Table 1 shows that goal clarity of leadership

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>SD</th>
<th>Alpha</th>
<th>GC</th>
<th>TLS</th>
<th>T.Coll</th>
<th>T.Coh.</th>
<th>ALS</th>
<th>PLS</th>
<th>TB</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal Clarity</td>
<td>3.54</td>
<td>.82</td>
<td>.739</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transformational</td>
<td>3.45</td>
<td>.86</td>
<td>.715</td>
<td>.463**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership Team Collaboration</td>
<td>3.70</td>
<td>.71</td>
<td>.722</td>
<td>.588**</td>
<td>.462**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Team Cohesiveness</td>
<td>3.57</td>
<td>.73</td>
<td>.767</td>
<td>.939**</td>
<td>.527**</td>
<td>.674**</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Autocratic Leadership Style</td>
<td>2.33</td>
<td>.95</td>
<td>.862</td>
<td>-.012</td>
<td>.021</td>
<td>.052</td>
<td>-.030</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Participative</td>
<td>3.44</td>
<td>.63</td>
<td>.809</td>
<td>.069</td>
<td>.207*</td>
<td>.184</td>
<td>.086</td>
<td>.328**</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership Style Team Building</td>
<td>3.60</td>
<td>.69</td>
<td>.707</td>
<td>.937**</td>
<td>.532**</td>
<td>.819**</td>
<td>.964**</td>
<td>.002</td>
<td>.121</td>
<td></td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).
is strongly correlated with team building. 3.45 is close to 4 that shows increase in team building due to transformational leadership style, while .86 is the standard deviation which shows 86% variation among responses ranging from strongly disagree to strongly agree of the respondents, whereas, alpha is .715 that shows 71.5% reliability of the research conducted regarding transformational leadership style. Above table shows that transformational leadership style is strongly correlated with team building.

3.7 is close to 4 that shows leadership style increases team collaboration, while .71 is the standard deviation that shows 71% variation among responses ranging from strongly disagree to strongly agree of the respondents, where alpha is .722 that shows 72.2% reliability of the research conducted regarding team collaboration. Above table shows that team collaboration is strongly correlated with team building. 3.57 is close to 4 that shows leadership style increases team cohesiveness while .73 is the standard deviation that shows 73% variation among responses ranging from strongly disagree to strongly agree of the respondents where alpha is .767 that shows 76.7% reliability of the research conducted regarding team cohesiveness. Above table shows that team cohesiveness is strongly correlated with team building.

2.33 is close to 2 that shows respondents were negative in their responses towards autocratic leadership style while .95 is the standard deviation which shows 95% variation among responses ranging from strongly disagree to strongly agree of respondents, where alpha is .862 that shows 86.2% reliability of the research conducted regarding autocratic leadership style. Above table shows that autocratic leadership style is strongly correlated with team building. 3.44 is close to 3 which shows respondents were moderate in their responses towards participative leadership style while .63 is the standard deviation which shows 63% variation among responses ranging from strongly disagree to strongly agree of respondents, where alpha is .809 that shows 80.9% reliability of the research conducted regarding participative leadership style. Above table shows participative leadership style is strongly correlated with team building.

According to Pearson’s moment correlation, the average value of 3.60 shows that the leadership style has strong impact on team building and is strongly correlated with it. To check the relationship of leadership style and team building, linear regression is adapted and to examine the normality of data and nature of correlation, Durbin-Watson is tested as well.
Table 2  

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Durbin-Watson</th>
</tr>
</thead>
</table>

a. Predictors: (Constant), Leadership Style  
b. Dependent Variable: Team Building  

R = .458 shows 45.8% variation in leadership style and team building. R square is the coefficient of determination showing 21% total variation with linear relationship of leadership style and team building. Durbin-Watson test is used to check whether the correlation is positive, negative or zero.

Table 3  

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>9.862</td>
<td>1</td>
<td>9.862</td>
<td>26.004</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>37.167</td>
<td>98</td>
<td>.379</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>47.029</td>
<td>99</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Leadership Style  
b. Dependent Variable: Team Building  

Table of ANOVA determines the significance level. As the value of “P” is less than .05, so it is approved that leadership style has strong impact on team building.
Table 4  Coefficients\(^a\)

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td>Tolerance</td>
</tr>
<tr>
<td>(Constant)</td>
<td>1.751</td>
<td>.369</td>
<td>4.751</td>
<td>.000</td>
<td>1.000</td>
</tr>
<tr>
<td>Leadership</td>
<td>.537</td>
<td>.105</td>
<td>.458</td>
<td>5.099</td>
<td>1.000</td>
</tr>
</tbody>
</table>

\(^a\) Dependent Variable: Team Building

\(A = 1.751\), is the average of team building when leadership style is 0, whereas, .537 is beta's value which determines that one unit increase in leadership style increases .537 units of team building.

**Team Building = 1.751 + .537 (Leadership style)**

Above equation shows that 1% change in leadership style enhances team building by 53.7%. If value of tolerance is more than 5 and of VIF is more than 10, it shows the existence of collinearity in data. Tolerance value in Table 4 is 1 which shows non-existence of collinearity in data.

\textbf{V. PRACTICAL IMPLICATIONS}

The purpose of this research is to provide a roadmap to managers regarding how their leaders are going to build and retain a coordinated grouping among subordinates striving for organizational goals. Study results show that 1% change in leadership style enhances team building by 53.7%. So, managers should take measures for managing workforce diversity, creating ethical environment to provide directions within the team and for persistent training activities. The policy makers of organization must therefore hire competent employees who are efficient in interpersonal skills, co-operative and co-coordinating so that they can work together as a team.
Rational distribution of rights and responsibilities among all team members and awarding them will also help to keep team together. Participative and transformational leadership style is recommended for achieving the desired results of this cause.

VI. LIMITATIONS AND FUTURE DIRECTIONS

This study is co-relational and cross-sectional in nature. This study is very broad in context of generalizability. Every organization has different criteria of building strong cooperation among its teams through better leadership approach, in order to achieve collective organizational interests. A suggestion is that future research should be conducted in form of longitudinal and more statistical tools and methods should be applied for more concrete analysis. Shortage of time is a major limitation of this study. So, a more thorough research of these factors would be recommended. Generally, workforce diversity is an area limitation to this study as well. It is directed efforts must also be made to achieve a larger sample size for attaining a broader perspective. Future research should also focus on transformational leadership so that more comprehensive results can be obtained.
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