



THE IMPACT OF LEADERSHIP STYLES ON ORGANIZATIONAL PERFORMANCE OF MANUFACTURING INDUSTRY IN PAKISTAN

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Abstract

The purpose of this study is to evaluate the impact of leadership styles on organizational performance in Pakistan's manufacturing industry. Specifically, this study investigates the effects of transformational, transactional, and situational leadership styles on organizational performance, examines the connection between these styles and organizational performance, and explores the connection between transactional leadership and organizational performance. The research utilized quantitative data, with a focus on analyzing the relationship between transformational, transactional, and situational leadership styles using SPSS. The statistical tests used in SPSS will be effective in addressing the concerns and questions of employees in Pakistan's manufacturing industry. However, natural disasters in Pakistan have had an attempt of social distancing, the share of employees stating for the daily working. This has resulted in companies operating at half-strength, making it challenging to collect a larger sample size from the target population. The implications of this are varied, as workers in manufacturing companies are typically not highly educated, which may lead to communication barriers that could impact the effectiveness of the responses collected.

Keywords: Leadership Style, Organizational Performance, Natural Calamities, SPSS Tools, Pakistan

1. Introduction

Leadership serves as a pillar and influences the organization and its personnel, affecting organizational success. A leader in any company develops and shapes the professional setting



for employees and units like production. Such leaders serve as a source of motivation for the remaining organizational managers, who must embrace the crisis (Fadillaha et al., 2020). Leaders define workplace practices and procedures and are always sought out for advice. Situational leadership, as introduced by Dwivedi et al. (2020), is a recent leadership style that entails delegating tasks based on the specific situation at hand. Elon Musk, a South African businessman who has pioneered the integration of artificial intelligence, high-speed transportation, and solar power energy, is one example of a leader who utilizes this approach (Cherry, 2019). In contrast, transformational leadership is a form of leadership in which the leader inspires and motivates employees to perform at a high level (Burawat, 2019).

To be innovative, leaders must possess the ability to think and act differently, promote an innovative culture within an organization, motivate employees to bring new ideas, and create the necessary infrastructure to implement them (Dorris, 2018). The use of leadership style on organizational performance is considering the practical styles of leadership from the managers. It is using the proper sampling methods, detailed analysis and evaluation, and questionnaires to determine the significance of each variable. The study will focus on the automotive production industry, which has not been extensively researched. This research seeks to investigate the influence of these factors on organisational well-being by combining factors from previous research on the types of leadership and organisational performance across manufacturing sectors. These include variables such as expenses, product requirements, effectiveness, choice of suppliers, protection, and compliance with inspections using visual methods.

The impact of transformational, transactional, and situational leadership styles on organizational performance is measured in this study. It also examines the connections between these styles and performance and the impact of transactional leadership. Research on the effects of independent variables on organizational performance. It shows the relative importance of each independent variable, can help senior leaders strike the best possible balance between different leadership approaches. The research being conducted is crucial for the following reasons: This study's conclusions on regional car production will guide future professionals, scholars, and theorists.

2. Literature Review

The inclusion of a literature review is an essential element in every research endeavor. The research process is subject to ongoing development, necessitating a customized approach to the literature review that aligns with the study's particular goals and objectives (Hart, 2018). According to Boote & Baile (2005), a thorough and well-organized literature evaluation is essential in establishing a solid foundation for a research study that is both strong and reliable. The significance of completing a comprehensive literature review in academic research cannot be overstated, as it serves as a guiding force for the study direction and provides valuable insights for the methodological framework (Hart, 2018).



2.1 Organizational Performance in Covid-19

The specific role of the working for an organization is consideration of effective tools in the performance during the pandemic time. This includes the effective use of vehicle product operations, sharing duties with most young and healthy staff, and business stabilization. Rebudgeting, supplying, and reopening minor units and production cells; budgeting for raw materials; and worker payments were also included. COVID-19 affects the global manufacturing sector, and stock withdrawals and rapidly changing economic policies are putting pressure on industry performance (Hamid, 2020). COVID-19 travel limitations and health concerns make stock management of business goals difficult.

The performance of the organization for the achievement of goals are inter-related to the factors that have made organizational performance extremely difficult for leaders and managers. Hamid (2020) claims that the COVID-19 pandemic has hurt sectors owing to misinformation. Retail and manufacturing are the most affected industries worldwide because public gatherings are restricted, and they employ a large number of people (Estrada et al., 2020).

Defining organizational goals requires considerable mental capacity to consider every facet of the firm. Goal planning is the key to corporate success, yet organizational research has neglected it (Hawkes et al., 2021). Goal-setting research generally focuses on health care (Nilsson, 2019; Hawkes et al., 2021; Ogbewi, 2018). Because of the COVID-19 pandemic, organizational goal formulation is necessary. The rapid spread of COVID-19 caused consumers, investors, and the general public to spend cautiously owing to future uncertainty, causing an economic catastrophe (El-Erian, 2020). Business closures due to government shutdowns to slow the spread of the virus have impacted businesses for many years (Ozili & Arun, 2020).

Owing to uncertainty, COVID-19 reduces people's desire to stockpile goods and reduces production capacity (Lee et al., 2020). The trustworthy judgments of COVID-19 have impacted the performance of manufacturing companies. The disruption of the manufacturing industry is the main obstacle (Guilfoyle, 2020). Instantaneous industry closures have devastated Malaysia's manufacturing sector. Manufacturing companies that followed a suitable leadership style and made responsible decisions before the pandemic, which promoted innovation and transformation, felt safer during the pandemic than those that did not transform over time and are now having serious operational issues.

The manufacturing industry must seriously alter its organizational and industrial performance to adapt to these difficult circumstances. Manufacturing leaders must address production targets, manufacturing capacities and demands, excess workforce contributions, and other concerns to create a more sustainable company model (ILO 2020). Liquidating enterprises in several nations are experiencing worsening economic crises (Khan & Khan, 2020). Another study found that COVID-19 and its measures did not directly affect economic activity (Ozili & Arun, 2020). However, global investment sector experts have formed funds to help manufacturing companies survive crises (Tashanova et al. 2020).



2.2 Conceptual framework

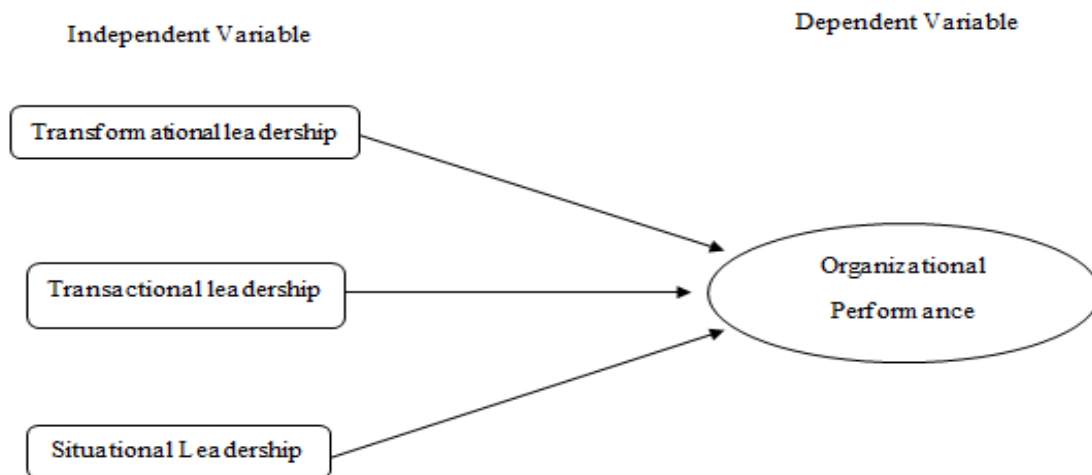


Figure 1: Conceptual framework

Source: Author's Development from (Tashanova et al. 2020)

2.2.1 Transformational leadership

Recent research has focused on the idea that transformative leaders can increase their supporter involvement by transforming them. According to Filimonau et al. (2020), transformational leaders boost followers' self-esteem by treating them as individuals and valuing their work. Transition leaders increase their confidence and self-efficacy by making positive (encouraging) appeals (Khan & Khan, 2020). Based on the idea that transformative leaders can increase worker engagement with their supporters by transforming them, several scholars believe that transformative leaders boost followers' self-esteem by treating them as individuals and elevating their work (Hawkes et al., 2021). Transition leaders boost followers' morale and self-efficacy by creating positive (encouraging) appeals and communicating goals.

Owing to the COVID-19 outbreak, employees had to work on temporary contracts. A recent study has shown that investing in CSR and resilience can mitigate the detrimental effects of the COVID-19 pandemic on employee commitment (Filimonau et al., 2020). COVID-19 worsens mental health and slows global labor demand (Azman, 2020). Worldwide business standards and employment law have also been quickly impacted by the COVID-19 pandemic (Hope 2020). Additionally, COVID-19 has had a beneficial impact. Based to a recent research paper, COVID-19 paved the way for positive workplace practises such as collaborating from residence and maintaining capacity, which allows staff to get away for more time with the close group of people (Dewi & Adiarsi, 2020). The leadership styles and organizational commitment of Malaysian manufacturing executives have been studied (Lo et al., 2009). Transformational leaders focus on long-term organizational goals and success, self-management, ego control, risk-taking, paradigm shifts, new ideas, inspiration, adaptability, and organizational consciousness.



2.2.2 Transactional Leadership

According to the study, the transactional leader values hierarchy, order, and structure. This style of Leadership is useful for managing organizations and individuals who cannot handle dynamic work and need potent regulations and frameworks (Bussin et al., 2019). Transactional leaders dislike change, dynamism, and innovation because they resist changes in their work styles. Another study found the organization's current structure and system is not changing with the requirement of time. This type of leader has a strong sense of leadership, authority, and responsibility in their company (Harrison, 2017).

Transformational and transactional leadership are two leadership styles often compared. The key difference between them is that transformational leaders inspire and motivate employees to improve their performance, whereas transactional leaders rely on rewards and punishment to control their subordinates. In transactional leadership, employees are expected to follow highly structured rules and regulations, whereas transformational leaders focus on long-term goals and encourage creativity and innovation. The COVID-19 pandemic has highlighted the importance of understanding the impact of leadership styles on organizational goals during times of crises. Previous studies have established the relevance of this research area, and research on COVID-19 is crucial, as it affects nearly every aspect of human life. For instance, Afshari and Gibson (2016) found that transactional leadership is more suitable for manufacturing industries, where the job nature is highly structured and employees are highly skilled. Transactional leaders are primarily focused on short-term goals and organizational success; favor policies and procedures; follow rules and regulations; prioritize efficiency; are inflexible and strict; and discourage change, innovation, and new ideas.

2.2.3 Situational Leadership

Situational leadership ensures that participants make decisions and take the greatest responsibility (Cherry, 2019). The leader should not participate; however, Northouse (2019) encourages followers to undertake this task. In addition, the head of the group avoided overbearing social support is indicating the there is an absence of leadership, and is in contrast to the Italian State's reaction, which Glazer (2020) described as inadequate consistency. High mortality is the result of inactivity and indecision. According to the HRD scholars, the world is hostile. Research on global cataclysms, such as the COVID-19 pandemic, has examined the risks, emergencies, and dangerous conditions of hierarchical and authoritative practices from several perspectives (Kleinberg et al., 2020). The physical and mental well-being of workers is affected by a variety of factors, including work settings, the total number of hours of excellent workmanship, the level of commitment, the mix of a spectacle and dedicated employees, the effects of stressful circumstances on indicative operation, and the number of employees able in order to finish the operate according to their own standards (Kraus et al., 2020; Tortorella & Fogliatto, 2017). Few studies have looked at how situational leadership boosts quality, commitment, motivation, trust, and production in manufacturing.

3. Methodology



Due to limitations in terms of time and financial resources, the researcher made the decision to employ a singular approach for data gathering, specifically utilizing a structured questionnaire. The selection of study design is a complex element of decision-making in research, frequently interconnected with other research choices, such as the utilisation of mixed techniques (Sahay, 2016; Curkan & Curkan, 2019). The questionnaire was developed by employing existing and tested scales for each variable. Nevertheless, due to the extensive nature of the scale comprising 53 items, this investigation concentrates on a limited subset of 10 items, each representing a distinct facet of goal setting within an organisation. This selection is made at the researcher's discretion, adhering to the principle of incorporating items from an established scale that aligns with the research framework (Budhwar & Mellahi, 2018).

The sampling technique employed in this study is convenience sampling, wherein a sample is chosen in a random manner, and the inclusion of every individual from the population is not ensured (McComnes, 2020). The selection of this strategy was motivated by limitations in both time and resources. The online administration of the questionnaire will be conducted by managerial employees of Pak Suzuki Motor Company Ltd. The data collected will undergo statistical analysis using SPSS software. This analysis will focus on correlation and regression techniques to investigate potential relationships between transactional, transformational, and situational leadership styles and organisational goal setting.

4. Analysis

The research considered utilizes a survey to examine the factors that influence the situational, transactional, and transformational leadership styles in relation to organizational performance for managers who play a crucial covering of all aspects of the industrial segment that impact Pak Suzuki Motor Company Ltd. and includes regression, correlation, and predictive analytics to address the questions, opinions, and issues of Pak Suzuki Motor Company Ltd. under the three leadership styles.

4.1 Demographic Features of the Participants

The statistical analysis of the participants' demographic characteristics included lifespans ranging from 18 to 57 years and above. The success rate of young as well as older individuals was found to be important, with 30.8% and 32.7% showing a well-rounded and successful answer to the questions. there are 30.8% of participants aged 40-60 have responded, while 5.8% of older participants had little impact on the issue of the participant involved.

Age Group

	Frequenc y	Percent	Valid Percent	Cumulative Percent
18-24	32	30.8	30.8	30.8
25-40	34	32.7	32.7	63.5
41-56	32	30.8	30.8	94.2
57and above	6	5.8	5.8	100.0
Total	104	100.0	100.0	



The study examines the impact of gender on the workforce, as men make up 62.5% of the manufacturing sector, which is perceived as a challenging and demanding job. Women, on the other hand, comprise 37.5% of the workforce, leading to a gendered perspective on the role of women in the industry. To ensure a balanced view, the study prioritizes the participation of both genders in the research process.

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	65	62.5	62.5	62.5
Valid Female	39	37.5	37.5	100.0
Total	104	100.0	100.0	

The importance of education is highlighted by the fact that a significant percentage of respondents have undergraduate (27%), master's (38.5%), and postgraduate (33.7%) degrees. This demonstrates not only their high level of education but also their understanding of the current pandemic needs the use of effective means of leadership, particularly in the context of the challenges faced by Bufori manufacturing.

Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma	1	1.0	1.0	1.0
Under-Graduation Degree	28	26.9	26.9	27.9
Valid Master Degree	40	38.5	38.5	66.3
Post-Graduation Degree	35	33.7	33.7	100.0
Total	104	100.0	100.0	

8.7% of respondents with more than 10 years of experience believe that work experience is a crucial instrument for addressing organisational issues and manufacturing during a pandemic. The experience of 1-5 years implies that a considerable knowledge of research questions may be handled with this level of experience, followed by 44.2% of respondents with 6-10 years of experience. Last but not least, the 27.9% of responders with less than a year of experience demonstrate that they can also help meet future environment needs and identify leadership gaps.



Work experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than one year	29	27.9	27.9	27.9
1-5	20	19.2	19.2	47.1
6-10	46	44.2	44.2	91.3
More than 10	9	8.7	8.7	100.0
Total	104	100.0	100.0	

The studies on leadership styles and the effects of pandemics on organizational performance will determine if each test is applicable. In this context, the normality test indicates whether the data set is correctly modeled according to variable distribution and leading factors. The data distribution is assessed to determine if it is normal or unsuitable for rejecting the null hypothesis. The presented information and test significance value of 0.000, which is less than 0.05, rejects the null hypothesis. The normalcy test compares groups without a normal data distribution. This means that there are no assumptions made about sample characteristics or parameters that may affect data specificity, and it is independent of distribution.

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
OG	.140	104	.000	.914	104	.000
TF	.141	104	.000	.891	104	.000
TS	.131	104	.000	.924	104	.000
SL	.167	104	.000	.910	104	.000

a. Lilliefors Significance Correction

4.2 Cronbach Alpha Reliability Test

The results of the reliability tests for the variables show that organizational performance has a value of 0.943, followed by transformational leadership with 0.938 and transactional leadership with 0.929. Situational leadership proves to have a test result of 0.922 resulting in overall reliability of 0.959.

VARIABLES	NUMBER OF ITEMS	CRONBACH'S ALPHA
Organizational Goals	10	0.811
Transformational leadership	6	0.834
Transactional leadership	6	0.893
Situational leadership	6	0.821
Overall Reliability	33	0.891



4.3 Analysis of Correlation Test

SPSS's correlation test measures positive and negative relationships between variables to discover if they are related. The aim of this test is to assess the correlation between the variables and establish whether it is significant. The analysis of the linear relationship between variables is followed by the determination of the correlation coefficient, which can vary from -1 to +1. The correlation coefficient, *r*, indicates the strength of the association between variables. Higher *r* values indicate a stronger relationship, improving research effectiveness. The strength and direction of the relationship between variables provides a summary of the entire research and its connection.

Correlations

		Organization al Goal	Transformati onal Leadership	
Spearman's rho	Organizational Goal	Correlation Coefficient	1.000	.757**
		Sig. (2-tailed)	.	.000
		N	100	100
	Transformational Leadership	Correlation Coefficient	.757**	1.000
		Sig. (2-tailed)	.000	.
		N	100	100
	Transactional Leadership	Correlation Coefficient	.727**	.868**
		Sig. (2-tailed)	.000	.000
		N	100	100
	Situational Leadership	Correlation Coefficient	.547**	.712**
		Sig. (2-tailed)	.000	.000
		N	100	100

The following is a revised version of the original text with improved language quality and clarity:

The table of correlation indicates that all the items and questions listed in this table are interacting at values ranging from +1 to -1, which suggests that each variable has a strong positive relationship with the others. Specifically, the correlation between organizational performance and leadership qualities is significant at the $p \leq .01$ level, indicating that leadership is crucial for achieving organizational goals. The value of .757 for organizational



goal indicates a positive correlation with leadership styles, with a value of .727 for transformational leadership that is strongly correlated with organizational goals. This suggests that there is no negative relationship between leadership styles and organizational performance, and that leadership styles can positively impact overall performance.

Correlations

		Transactional Leadership	Situational Leadership
Spearman's rho	Organizational Goal		
	Correlation Coefficient	.727	.547**
	Sig. (2-tailed)	.000	.000
	N	100	100
	Transformational Leadership		
	Correlation Coefficient	.868**	.712
	Sig. (2-tailed)	.000	.000
	N	100	100
	Transactional Leadership		
	Correlation Coefficient	1.000**	.807**
	Sig. (2-tailed)	.	.000
	N	100	100
Situational Leadership			
Correlation Coefficient	.807**	1.000**	
Sig. (2-tailed)	.000	.	
N	100	100	

** . Correlation is significant at the 0.01 level (2-tailed).

Transactional leadership, on the other hand, has an average score of .547 (as shown in the table), and situational leadership has a value of .807. A test was conducted to check the correlation between both, and no negative relation was observed. The significance of situational leadership during a crisis ($p \leq .01$) implies that it is important for the pandemic, while transactional leadership has a positive relationship with organizational goals. This suggests that both styles of leadership are strongly connected to organizational performance, and that they are important for achieving a positive relationship. In the influenza pandemic, there was a relationship among both of these factors. All of these principles indicate that there is significant overlap between each of the primary concepts, implying that managers are capable of learning and acquiring the competencies that are required to establish successful partnerships for Suzuki Car Company's manufacturing facilities and structure.



5. Discussion and Findings

The study titled "The Impact of Transformational, Transactional and Situational Leadership on Organisational Performance among Managers during Pandemic" aimed to investigate the organizational performance in the manufacturing sector through a survey and the collection of quantitative data. The focus of this research was to examine the role of the Suzuki car Company and how research is maintained, and the results are calculated using statistical tools. This study found that the Suzuki car Company's organizational performance was positively impacted by the use of situational leadership techniques during the COVID-19 pandemic. This was achieved by managers playing progressive roles in the respective sections and departments of the company. However, the pandemic caused communication restrictions among key stakeholders owing to lockdowns and movement control orders, which limited the movement of manufacturing products.

The results of this study show positive values for each variable. The mean organizational performance value was 3.79, with a standard deviation of 0.981, for a total of 100 participants. The histogram of organizational performance shows that progress is possible with increasing frequency, from 0.0 to 12.5. The same was true for transformational leadership, with a mean value of 3.85, standard deviation of 1.055, and 100 participants. The histogram shows that transformational leadership was progressive during crises. However, the transactional leadership histogram shows the values that support the highest moves of each leadership style, which is effective for organizational performance, as in the case of manufacturing car companies.

The frequency range for the situational leadership histogram, which included 100 participants, was 0.0 to 12.5, with a mean value of 3.59 and a standard deviation of 1.174. The findings show that situational leadership helps Bufori Manufacturing Company achieve its goals. Managers contribute to pandemic crisis management, so all values must be investigated to see how transformational, transactional, and situational leadership affect organizational success.

6. Conclusion

This research examined how COVID-19 affects organizations with different leadership styles. Transformational, transactional, and situational leadership achieved organizational goals. Research methodologies were also effective, although further research is needed to increase efficiency. There are gaps in the research, including the lack of inclusion of all Malaysian manufacturing companies. This study aims to measure the impact of different leadership styles on organizational goals. Future research is needed to understand how managers can adopt leadership styles that suit their organizations during and after the pandemic. This research will help support the analysis of measures for the pandemic and provide options for future research to effectively respond to similar issues.

Globally, the manufacturing industry differs, and the data used to produce the results came from workers in the Pakistani manufacturing industry. Management and leadership can acquire the abilities required to support productive interactions between organizations and



manufacturing. Situational leadership techniques can be beneficial in crisis situations, potentially leading to positive outcomes in manufacturing. Understanding how an organization is affected by the COVID-19 pandemic and its response is crucial. The results are available for the items and the reliability test provides information on organizational goals. The tools and ideas used in previous studies have been tested and found to be effective, including administering the questionnaire in person and collecting data through tools. However, there may be communication and management issues in manufacturing companies owing to low levels of education among labor workers.



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