

Leadership impact in organizational performance

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Abstract

The aim of this paper is to understand the impact of organizational leadership and its performance analyzing the concepts and styles of leadership behaviors within organization, in our study case LOGI-KOS, describing good performance through successful leadership impact and its values.

Throughout the study, different leadership theories are mentioned. There are two methods which are used to gather information, qualitative and quantitative method. Eye to eye interviews have been organized with the CEO of the organization which is part of our study case and surveys are filled by employees. Empiric study is made possible through surveys in which took part over 28 out of 36 employees. As of the information which was gathered, it indicates that in our case study the leadership behaviors had huge impact within the performance of the organization, which is one of the key factors for success.

Keywords: leadership, performance, business organizations, behavior.

Study questions

Through this case study, our focus is to give an answer to the questions below:

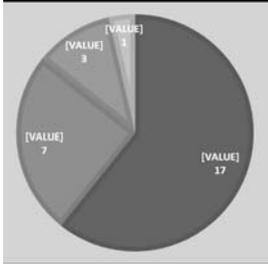
- (i) What is the role of leadership within the organization in the 21st Century?
- (ii) Which are the most adequate types of leadership in organization?
- (iii) How does the leadership impact in organizing performance?

Empiric founding's and company overview in our case study

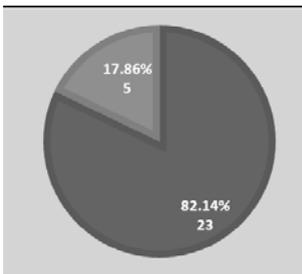
LOGI-KOS Company was established in 2001 as a small enterprise with only one owner and 4 employees, focused in operations only in its main office in Kosovo to move later with fast steps towards a prospective future, expanding its investments and vision in offering logistic services in the country. Services offered were: transportation services, storage, contractor as a third party including all the costs for the qualified staff, other assets etc. Moto of this company is offering qualitative services and creating a stable basement in the market which can be achieved only by offering qualitative services. LOGI-KOS Company offers services in two shifts with full time, of which both function with 8 hours daily work. Total employees are 36 of which 28 are in the logistic department and the others in administration.

Analyzing study questions and information included

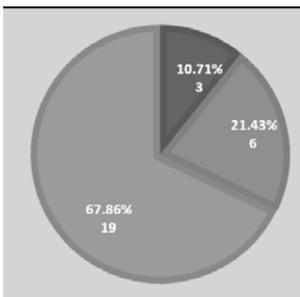
In this chapter results are presented together with analyses of the results gathered through the surveys. Results will be shown in Graphics and will be explained and supported by the textual part to further give conclusions and recommendations as part of the case study.



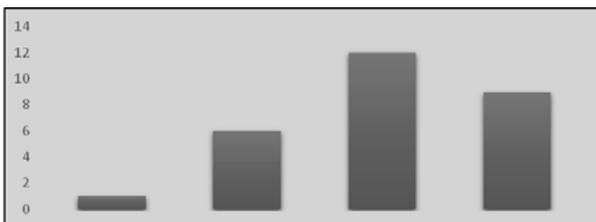
From the general number of 28 respondents as shown in the Graphic 1, 60.71% or 17 of them were between 18-25 years old, 25.00% or 7 of them were 25-35, 10.71% or 3 of them were 35-45 years old while only 1 or 3.57% was between 45-55. There was non-respondent older than 55 years old.



The total number of respondents who took part in our surveys were 28, whom by gender were as follows: 23 males (82.14%) and 5 females (17.86%). Gender structure of respondents is shown in Graphic 2.

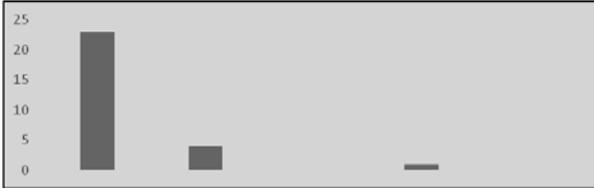


Educational level of the respondents are as follows: Master's degree had only 3 of them (10.71%), Bachelor's degree 6 of them (21.43%) while other 19 (67.86%) had completed only secondary school.

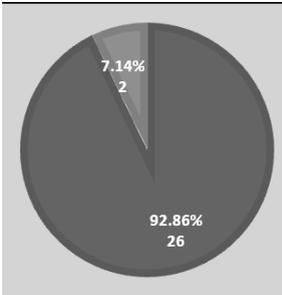


Out of 28 participants involved in our case study from LOGI-KOS Company, 9 of them (32.14%) were employed for more than 5 years, followed by 12 others (42.86%) who were employed for more than 3 years. 6 or 21.43%

were employed for more than 2 years while only 1 or 3.57% was employed for less than a year. Importance of this phenomena is in the aspect of staff rotation within organization keeping in mind the fact that the higher the rotation is, the less employees want to stay there.

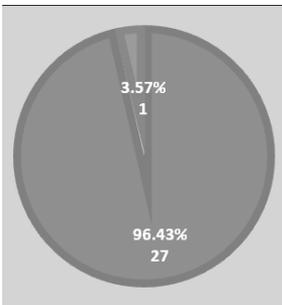


Information gathered for the leadership styles and how its practiced by employees or at least how they believed should be practiced in organization, as part of our case study, from 5 of

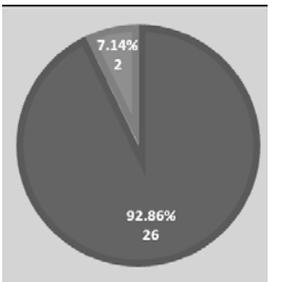


the styles, the information's are distributed to 3 of them which had higher domination in the democratic style with 23 employees out of 28 or in percentage 82.14%, second is Laissez Faire style with 4 employees or 14.29% to be followed by the Situational style with only one employee or 3.57% as shown in the Figure 5.

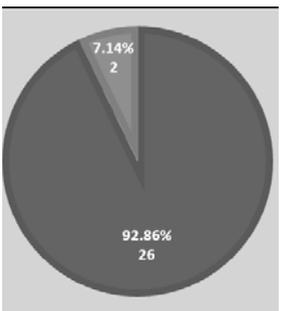
26 out of 28 participants who took part in our survey said that they are satisfied with their work place while 2 of them had an average opinion. This fact is important considering the importance of employee's satisfaction within organization and percentage of satisfactory 92.86% tells us that majority of them for the interests of the organization and its advancement.



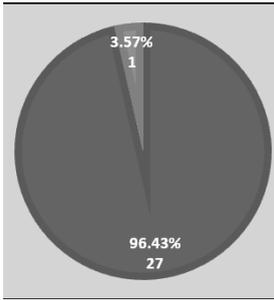
Another important argument are the results gathered through the question if the employees plan soon to change the job or the employer and the results were of a satisfactory level with 27 or 96.43% who answered NO while only 1 or 3.57% was answered I DON'T KNOW.



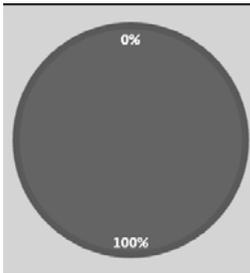
Out of 28 respondents, 26 or 92.86% answered that they do the work they signed for in organization while 2 of them or 7.14% answered negatively.



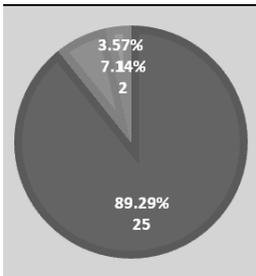
26 or 92.86% of respondents said that they were involved in the company's progress and that they can freely express what they feel, while 2 or 7.14% said that they were involved only in specific cases.



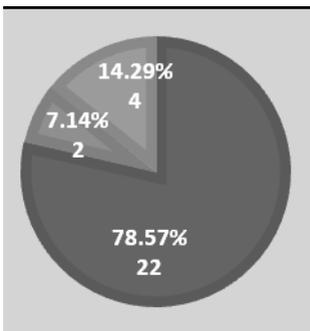
Out of 28 of respondents, 27 or 96.43% said that they are satisfied with the participation in decision making and only 1 said that he is partly involved in the process of decision making. Information regarding this argument as shown in Graphic 10. The more employees are part of decision making in the Company the more motivated they are for their job, therefore they will be eager to achieve whatever target they are asked for.



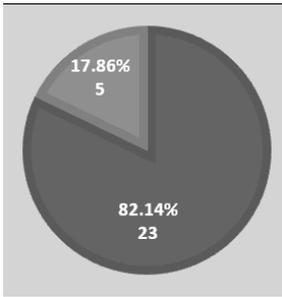
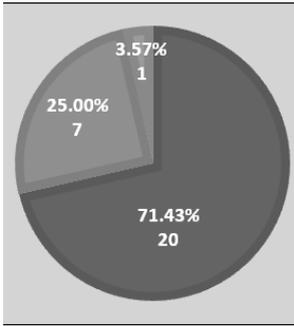
As shown in the Graphic 11, all the respondents answered positively regarding motivation in achieving targets, letting us know that in this Company is practiced the adequate form for motivating employees.



Strong teams are supported by leaders who give clear directives and they possess influencing capacities to the teams towards achieving the targets with responsibility. To understand how the leadership has impact in Organization in general, its important to understand how the leadership is seen from the employees in creating and keeping the team spirit within the organization. At LOGI-KOS organization, from 28 of the respondents, 25 of them or 89.29% believe that they always get the right support to keep the team united, 2 of them or 7.14% one in specific cases while 2 or 3.57% express their satisfaction regarding this, as shown below.



From 28 of the respondents, in the question of our case study that asks them if they were stimulated for creative ideas or even positive influencers in their work place, 22 of them or 78.57% answered positively, 2 or 7.14% in particular cases while 4 or 14.29% said they never were.



Regarding the question if they were satisfied with the rewards they get for their performance in the company where they work, out of 28 of respondents, 20 or 71.43% said they were satisfied, 7 or 25% were little satisfied while 1 or 3.57 answered he is not satisfied at all, as shown in Graphic 14.

From the results we took from this survey, we get a clear over look that the organization which was involved in our case study uses modern instruments to stimulate and award employees, therefore the majority of the employees tend to work further for that company, while assessing the leadership strategy within the organization.

23 or 82.14% are satisfied with the support of the leadership towards achieving success and 5 or 17.86% said that they had support only in particular cases.

Conclusions and recommendations

From 28 of the respondents who took part in our survey, majority of them belong to young generates where 17 of them are between 18-25 years old while regarding the gender of the employees, results show that 23 of the respondents are male while other 5 female. As for the education level, mainly Higher School structure dominates with 19 employees, followed by 6 who had Bachelor's Degree and 3 Master Degree.

As stated above, except the interview with the CEO of the company, even the staff asset the leadership style which is used within the organization where they work. Regarding the satisfaction of their work place, results show us that 26 of them declared that they are very satisfied and happy that are part of the organization, which is another argument for the success of the company because it is linked directly with the will of the employees to further give contributions to the company for the next few years. As shown in the Graphics above, 27 of the employees believe that they will not change their Chief for the next years.

Asked if they do what they really signed for, the answer was positive with the majority, while also when asked if they are involved in the progress of the organization, results show that 92.86% answered positively. Regarding they involvement in decision making, 27 of them answered they were part of the process while their motivation was 100%.

To better understand how the leadership influence within the company, its important to understand how it is perceived by employees the role of leadership and teamwork spirit. At LOGI-KOS from 28 of respondents, 25 of them or 89.29% believe that they always get support in teams, 2 or 7.14% said only in specific cases while only 2 or 3.57

were not satisfied. Whether they were stimulated, 22 of them said that they were not only contributors with creative ideas but also had good impact in work place. Majority of the employees were satisfied with the awards they get for their performance and also majority declared that they are satisfied with the support they get from the leadership of the organization.

This study case, confirms that the role of leadership in organization has an essential role, no matter operation field of the organization. It also examined the growth of the organization towards success and the way how the targets are achieved by employees with the support of CEO leadership. The study case also explains different leadership behaviors and their impact in organization. The answers within this study case are in disposition to be used for other papers to further elaborate the leadership role in organizations.

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