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Leadership Style and Employee Performance in SAIL Ranchi

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***Abstract* – This study on "Leadership Style and Employee Performance in SAIL Ranchi" focuses on the survey done on the staff of SAIL, Ranchi to analyse the different leadership styles and how they affect the performance of employees. Using a statistical software IBM SPSS Statistics for data analysis, the core objective was to measure the impact of leadership effectiveness on training and development outcomes, identifying the dominant leadership in PSUs like SAIL, and determining the different effects that leadership styles have on employee performance. The findings reveal that Transformational Leadership style is the dominant style practiced within SAIL Ranchi, with 80% of respondents expressing positive agreement and zero disagreement. Statistical analysis shows a very strong positive correlation, indicating that as leadership effectiveness increases, employee performance rises consistently. The regression model successfully explains 72.5% of the variance in employee performance while the ANOVA results provide substantial proof to reject the null hypothesis and accept the alternative hypothesis that a significant relationship exists. Despite these positive results, a significant "feedback gap" was identified, with 45.45% of respondents remaining neutral regarding regular supervisor feedback. The study concludes that while SAIL's leadership effectively aligns workforce values with corporate digitalization and "Intelligent Steelmaking" goals, bridging this interactional gap is essential for sustaining record productivity levels. Practical suggestions include leveraging the existing Extended Reality (XR) Lab for leadership simulation. Future research scope involves expanding the study to other integrated steel plants in Bhilai, Rourkela, or Bokaro to assess national consistency and exploring the remaining 27.5% of performance drivers, such as financial incentives and the physical workplace environment, using larger probability-based samples to increase generalizability**

Keywords - **Leadership Style, Employee Performance, Training and Development, SAIL Ranchi**

I. INTRODUCTION

Leadership is a comprehensive process by which an individual influences and guides another individual, group, or an organization towards the achievement of a common goal or objective. It is not simply a position or a title within the order but rather a strong relationship built on trust, vision and the ability to drive others. It is a diverse concept and has different meaning for everybody. Many authors define leadership as an attempt to influence others through words or actions rather than an ability or a quality. At its core, leadership is an art of motivating people to work towards a shared objective.

John C. Maxwell, a renowned American author, speaker and a pastor defines leadership simply as an 'influence' whereas Warren Bennis, an American scholar, author and organizational consultant, defines leadership as the ability to translate vision into reality. On the other hand, Peter Drucker, an Austrian-American author, educator and management consultant says, "A leader is someone who has followers". His famous quote "Management is doing things right and leadership is doing the right thing" relates leadership to vision and purpose of the organization. Dwight D. Eisenhower, 34th President of United States of America, defines leadership as the art of persuasion/motivation. He famously stated, "You do not lead by hitting people over the head, that's assault, not leadership". His definition of leadership defines leadership as an art of getting someone else to do something that you want to be done because he wants to do it.

However, many research and literature on leadership suggests that leadership is not an exceptional and static trait but a complex process which can be learned and achieved through proper training and influence. It is a set of behaviours and a mental state which focuses on empowering, motivating and encouraging others to achieve goals, rather than just exercising authority and power to get things done by others.

One thing that everyone agrees on is that leadership is a process of influencing individuals, groups or an organization to work together willingly towards the achievement of common goals or objectives.

Historical leadership theories such as Great Man Theory of leadership suggests that leaders are born with inherent natural leadership qualities like, charisma, intelligence, courage, confidence etc, which cannot be learned or developed, the Trait theory of leadership which is an expansion of Great Man leadership theory suggests that leaders are born and not made. On the other hand, Behavioural Theory of leadership proposes that leadership

is not innate, but learned quality. Modern leadership theories such as Transactional leadership theory are built on a system of reward and punishment to motivate followers, while Transformational leadership theory focuses on influencing, inspiring motivating and encouraging the followers to innovate and create change that will help them grow and shape their future as well as achieve set common goals and objectives.

Leadership style is the way that define how an effective leader behaves, make decision, and adopt different strategies and approach while guiding, motivating and influencing the employee in the organization. Different Leadership styles like Autocratic, Democratic, Transformational, Transactional and Laissez-Faire are different methods, ways and behaviours leaders use to provide direction, motivation and manage their followers.

SAIL is a premier Maharatna public sector undertaking and one of India's largest state-owned steel producers with its headquarters in New Delhi. Although, a leading PSU in Indian steel industry, its units in Ranchi face significant challenges. While technical infrastructure is solid, there is a significant gap in how leadership styles influence the motivation and performance of the employees. Current management practices often slope towards bureaucratic traditions. This may clash with the need for innovation in R&D and consultancy sectors. This study, therefore, focuses on the relationship between leadership styles and employee performance within a major PSU, that is SAIL and also address the problem of identifying which specific leadership style are most effective in driving employee performance within SAIL Ranchi.

This study is strictly confined to the operations of SAIL located in Ranchi, specifically the Research and Development Centre for Iron and Steel (RDCIS), Centre for Engineering and Technology (CET), Management Training Institute (MTI) and SAIL Safety Organisation (SSO). It focuses on involving employees who are currently employed by SAIL Ranchi and are actively working there. It includes both management and non-management staffs to gather data on perceived leadership style and performance metrics.

This research will specifically test the relationship between leadership variables and performance outcomes to validate the proposed null and alternate hypothesis.

II. LITERATURE REVIEW

The main motive behind conducting this research on the leadership style and employee performance in SAIL Ranchi is to identify different leadership style practiced within the organization and style which is most effective in driving employee performance within SAIL Ranchi. This study also provides a critical understanding of the relationship between leadership styles and employee performance within a major PSU, that is SAIL.

Previous studies, like from Igbaekemen (2014)1, by combining findings from journals, periodicals, newspapers and conference papers, determined that leadership style greatly impacts employee performance. Nanjundeswaraswamy and Swamy (2014)2 study to understand leadership styles and their impact on different components of Quality of Work Life (QWL) revealed that transformational leadership is a stronger predictor of job satisfaction as well as overall performance. Similarly, Singh (2021)3 research on the intersection of leadership styles, Quality of Work Life (QWL), and organizational performance within the Indian context, highlights that supportive, democratic, and QWL-focused leadership is essential to utilize full potential of human capital. Another research conducted by Iqbal et al. (2015)4 utilizing secondary research from 2000–2011 shows that while autocratic leadership may produce quick results in short-term, it disrupts long-term productivity. On the other hand, democratic and participative styles improve performance across all time horizons. Study conducted by Shafie et al. (2013)5 also concluded that both transformational and pragmatic leadership styles have a significant positive impact on employee performance. On the other hand, laissez-faire leadership has a significant negative impact.

Gopal & Chowdhury (2014)6 study investigated the impact of transformational, transactional, and laissez faire styles on workforce upskilling and found that transformational leadership style is characterized by idealized influence and inspirational motivation among all other styles. Study conducted by Awamleh et al. (2005)7, on the effects of transformational and transactional leadership style on employee satisfaction reveals that the combination of both transformational and transactional leadership style is very helpful in providing employee satisfaction and enhancing the overall performance and engagement of employee.

ISPAS (2012)8 research resulted in both manager and employee accepting that autocratic leadership is not effective for the management and the performance of the employee is very poor. Similarly, Anyango (2015)9 study on effectiveness of different leadership style on employee performance suggests that the democratic leadership style is essential and play a significant role in enhancing the overall employee performance and to decrease the use of autocratic leadership style as it reduces the efficiency of performance of employee and to avoid the laissez-faire leadership style.

Putri (2018)10 study of an insurance company in Jakarta, concluded that leadership style has an important and

essential role to influence employee performance and also on the job satisfaction. Similar study conducted by Singh and Das (2020)11 in Indian organizations, including PSUs like SAIL reveals that while the Bureaucratic style dominates in PSUs, democratic leadership is the most effective in fostering long-term employee commitment and service delivery in India.

Aeni and Kuswanto (2021)12 with their quantitative research on leadership style, motivation and work discipline on employee performance in Indonesia, found that both the leadership style and works disciple has important, essential and significant positive impact on employee performance.

Furthermore Eliyana et al. (2019)13 investigation on transformational leadership on employees of Pelabuhan Indonesia III Inc found that the leadership not only helped to get better results but it also made the staff feel more connected and dedicated towards their organization.

Basit et al. (2017)14 studied three different ways of leading—autocratic, democratic, and laissez-faire to see how they affected workers in a private Malaysian company. While democratic style worked best for performance, autocratic style actually decreased productivity. Furthermore, a hands-off or laissez-faire style could work if the employees were already very skilled and driven, but it is risky because people can get confused without proper guidance.

Sao et al. (2022)15 leadership study in the context of India's bustling health care system reveals that in a high-stress environment, the transactional leadership was the most influential leadership style in predicting accurate execution of work. They also found that while rewards and rules seem to be sufficient to keep the wheels turning, inspirational leadership is what is needed to maintain the well-being and motivation of employees over the long-term.

Qualitative secondary research of Larik and Lashari (2022)16 on effects of leadership styles on employee outcomes within organizations in Pakistan found that leadership behaviour significantly directs employee performance, recommending a move away from rigid authority toward more inclusive practices.

Qin Xuefeng (2023)17 comparison of transformational and transactional leadership styles within Chinese manufacturing firms results in both styles boosting motivation, but transformational leadership emphasizing vision and empowerment is significantly more effective. Similarly, Qomariah et al. (2020)18 study highlighted that employees tend to perform better when they receive proper encouragement, recognition, and supportive workplace conditions that make them feel comfortable and valued within the organization.

Carvalho et al. (2020)19 Partial Least Square (PLS) analysis to examine the structural relationship between motivation, job satisfaction, and employee performance concluded that higher levels of job satisfaction act as a catalyst, making employees more likely to invest in improving their professional capabilities.

Sokolovic et al. (2024)20, study on how leadership styles exert a strong power over employee motivation and organizational performance inside the Romanian public sector shows that supportive leadership that focuses on individuals works acts as a bridge for individual employee motivation with organizational performance results.

The previous studies demonstrates that leadership styles highly impact employee performance, job satisfaction, and overall organizational productivity. Transformational leadership regularly emerges as a powerful driver of employee performance. Similarly, democratic and participative styles are highly effective in fostering long-term commitment and sustaining productivity. On the other hand, autocratic leadership may occasionally yield short-term results but generally disrupts long-term productivity and reduces efficiency. Laissez-faire styles frequently result in negative impacts, functioning effectively only if the workforce is already highly skilled and driven. There is also a huge quantitative research gap in explain the relationship between leadership styles and employee performance in Indian context.

Research Gap

While the relationship between leadership and organizational behaviour has been extensively explored, existing studies are predominantly concentrated in international contexts. There is a significant vacuum regarding actual research within specific regional contexts and developing economies. Furthermore, a substantial portion of established leadership research relies on qualitative literature reviews, thematic analysis of secondary data, or small-scale case studies. There is a clear need for quantitative studies with larger, more diverse sample sizes to increase generalizability and identify the missing drivers of performance.

Research Questions

What are the different Leadership styles?

- How do different leadership styles affect employee training and development?
- How does different Leadership styles affect employee performance?

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Research Objectives

- To identify the dominant leadership style practiced within SAIL Ranchi.
- To Measure Leadership Effectiveness on Training and Development Outcomes in SAIL Ranchi.
- To determine the effects of Leadership style on employee performance in SAIL Ranchi.

Hypothesis

- H^0 (Null Hypothesis) - There is no significant relationship between leadership styles and employee performance at SAIL Ranchi.
- H^1 (Alternative Hypothesis) - There is a significant relationship between different leadership styles and employee performance at SAIL Ranchi.

III. RESEARCH METHODOLOGY

An exploratory research design and a structured and systematic questionnaire was employed within this study's quantitative research strategy to investigate the underlying relationships between management behaviours and employee productivity within SAIL, Ranchi. By adopting a quantitative approach, the design helps the collection of measurable data to explore how the Independent Variable (Leadership Style) influences the Dependent Variables (Employee Performance and Training and Development Outcomes).

The study area includes SAIL Ranchi and all its units such as, the Research and Development Centre for Iron and Steel (RDCIS), Centre for Engineering and Technology (CET), Management Training Institute (MTI) and SAIL Safety Organisation (SSO).

The study uses a non-probability sampling approach, specifically adopting the convenience sampling method to select participants from various departments at SAIL Ranchi. This approach ensures a diverse range of perspectives while maintaining respondent anonymity throughout the data collection process.

Target population included all the employees currently employed and working in SAIL Ranchi from Non-executives/Staff to Senior Management from where a sample size of total of 55 respondents who were readily accessible and willing to participate in the research were selected.

Primary data was collected online using a structured questionnaire circulated via Google Forms to employees across various departments at SAIL Ranchi, while secondary data was smoothly integrated to support primary conclusions using SAIL's official publications, HR archives, annual reports and scholarly journals.

IBM SPSS Statistics also known as Predictive Analytical Software (PASW) Statistics is used for data analysis and MS Excel is used to visually represent data using tables and charts. Statistical tools like Linear Regression, ANOVA and Correlation have been used for data analysis.

Data Analysis & Hypothesis Testing

For better understanding the context of the respondents and ensure a diverse range of perspective, their demographic information was collected. Table No. 1 shows the age demographics of 55 respondents revealing that a high percentage of respondents (38.18%). i.e. 21, fall under the age bracket of 20 – 30 years. This indicates that the company is employing younger individuals to learn for long-term position.

Table 1 (Source: Primary Data)

Age Group	Frequency	Percentage
20 - 30 years	21	38.18
31 - 40 years	17	30.91
41 - 50 years	13	23.64
51 years and above	4	7.27
Total	55	100

Table No. 2 shows the distribution of workforce across different genders. 40 respondents (72.73%) out of total 55 respondents are male and the rest 15 (27.27%) of respondents are female. This reflects a department or organization that has a high number of men working there.

Table no. 2 (Source: Primary Data)

Gender	Frequency	Percentage
Male	40	72.73
Female	15	27.27
Prefer not to say	0	0
Total	55	100

Table No. 3 illustrates the educational qualifications of a sample size of 55 respondents, categorized into four distinct academic levels. The table overall indicates a relatively high level of education among the respondents, with the vast majority, 38 respondents (69.09%) having completed at least a graduate degree or its equivalent.

Table no. 3 (Source: Primary Data)

Highest Educational Qualification	Frequency	Percentage
Diploma/Undergraduate	17	30.91
Graduate	20	36.36
Post-Graduate	12	21.82
Doctorate/Professional Certificate	6	10.91
Total	55	100

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Table No. 4 shows the departmental distribution of the 55 respondents surveyed, showing a significant concentration within the Technical, Engineering, and Operations sector, which accounts for 76.36% (42) of the total sample. This was predictable since SAIL Ranchi hosts key engineering and technical units.

Table no. 4 (Source: Primary Data)

Department	Frequency	Percentage
Management/HR/Administration	2	3.64
Finance and Accounts	0	0
Technical/Engineering/Operations	42	76.36
Marketing and Sales	0	0
Others	11	20
Total	55	100

Table no. 5, highlights the hierarchical distribution of the 55 respondents, with a majority (50.91%) (28) serving as Non-Executive Staff, the primary group impacted by various leadership styles.

Table no. 5 (Source: Primary Data)

Current Designation	Frequency	Percentage
Non-Executive Staff	28	50.91
Junior Management	17	30.91
Middle Management	6	10.91
Senior Management	4	7.27
Total	55	100

Detailed professional tenure of the 55 respondents is shown in Table No. 6. It shows that a large workforce, 36 respondents (65.45%) have a total work experience of more than 5 years. This indicates a presence of highly experienced workforce in the organization.

Table no. 6 (Source: Primary Data)

Category	Frequency	Percentage
Less than 5 Years	19	34.55
5 – 10 Years	20	36.36
11 – 20 Years	12	21.82
20 Years and more	4	7.27
Total	55	100

Table No. 7 provides a specific breakdown of employee tenure within SAIL Ranchi, which is crucial for understanding how long-term exposure to management affects employee outcomes. Table shows that 41 respondents (74.54%) have been working for more than 2 years in the organization. This indicates that a large workforce is deeply familiar with the existing organizational culture, have deep institutional knowledge and have likely worked under multiple supervisors. Their views are essential for measuring the consistency of leadership impact and long-term operational performance.

Table no. 7 (Source: Primary Data)

Category	Frequency	Percentage
Less than 2 Years	14	25.45
2 – 5 Years	10	18.18
6 – 10 Years	20	36.36
10 Years and more	11	20
Total	55	100

Statistical Tests like Linear Regression, ANOVA and Correlation have been used for data analysis to identify the relationship between leadership style and employee performance.

Table No. 8 shows the Variables Entered/Removed table of Linear Regression test. To predict the dependent variable (EP), linear regression model is used where the independent variable (LS) was entered using the standard 'Enter' method. No variables were excluded during the process.

Table no. 8 (Variables Entered/Removed table)

Variables Entered/Removed[a]			
Model	Variables Entered	Variables Removed	Method
1	LS[b]	.	Enter
a. Dependent Variable: EP			
b. All requested variables entered.			

Table No. 9 is the Model Summary Table that proves that Leadership Style is not just a minor factor, but a major, measurable driver of employee performance. The value of R = .852, which indicates a very strong positive correlation. It shows as LS increases; EP tends to increase quite consistently. R2 = .725, it means that the model explains 72.5% of the variance in dependable variable. This means that Leadership Style explains an impressive 72.5% of why employee performance goes up or down at SAIL Ranchi. Adjusted R2 =.720 and the difference between R2 and Adjusted R2 is very small. It confirms that this model is stable and the high R2 isn't just due to

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overfitting or having too many variables. Std. Error of the Estimate, measures the accuracy of the predictions made by the regression model. Its .21453, indicating that predictions are quite precise.

Table no. 9 (Model Summary table)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.852[a]	.725	.720	.21453
a. Predictors: (Constant), LS				

ANOVA Table is shown in Table No. 10 confirms that this overall regression model is highly statistically significant with the value of df = (1,53), F = 139.891, p < .05. This ANOVA table confirms that the model is a valid fit and confidently states that the independent variable (LS) significantly predicts the dependent variable (EP).
ANOVAa

Table no. 10 (ANOVA Table)

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.438	1	6.438	139.891	.000[b]
	Residual	2.439	53	.046		
	Total	8.877	54			
a. Dependent Variable: EP						
b. Predictors: (Constant), LS						

The coefficients of the regression model were used to determine the specific impact of Leadership Style on Employee Performance. The Coefficient Table No. 11 suggests a strong direct relationship. Any improvements in leadership style are associated with a significant increase in employee performance levels.

Tabel no. 11 (Coefficient table)

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.990	.239		4.146	.000
	LS	.787	.066	.852	11.828	.000
a. Dependent Variable: EP						

The unstandardized beta coefficient (B = .787) reveals that for every one-unit increase in Leadership Style, Employee Performance is predicted to increase by .787 units. T = 11.828, is a statistical test value for Leadership Style (Independent Variable). Generally, any t-value greater than 2 is considered significant. Sig. (p-value) = .000, since, p < .05, the relationship between Leadership Style (LS) and Employee Performance (EP) is statistically significant and the H0 is rejected and H1 is accepted.

The results of the statistical tests show a statistically significant relationship, which is a strong proof to reject the null hypothesis and support the alternative hypothesis. The model displays high explanatory power, with an R2 value of .725. It shows that leadership style accounts for 72.5% of the variance in employee performance. Furthermore, the positive standardized coefficient suggests a strong direct relationship. Any improvements in leadership style are associated with a significant increase in employee performance levels.

The conclusion, the null hypothesis (H0) is rejected and alternate hypothesis (H1) is accepted, which shows that there is a significant relationship between leadership style and employee performance.

Objectives Achieved
To identify the dominant leadership style (LS) practiced within SAIL Ranchi.

Based on the data shown in Table No. 12 and 13, the analysis reveals that Transformational Leadership (LS1) is the dominant style practiced within SAIL Ranchi. This style achieved the highest cumulative positive response, with 39 respondents choosing "Agree" and 5 choosing "Strongly Agree," resulting in a total agreement rate of 80% with zero instances of disagreement. In conclusion, the objective to identify the dominant style is clearly met by the Transformational model, which is the most widely practiced and positively received leadership approach among the surveyed employees.

To Measure Leadership Effectiveness on Training and Development Outcomes (TDO) in SAIL Ranchi.

Table no. 14 and 15, shows the measurement of leadership effectiveness on training and development outcomes at SAIL Ranchi. It reveals a strong emphasis future-oriented skill development. The most significant finding is the success of TDO5, where leaders identify future skills and suggest relevant training. This outcome achieved the highest agreement rate with 43 respondents (78.18%) in agreement and zero disagreement. This indicates that leadership is highly effective at the strategic level, ensuring that the workforce is prepared for upcoming organizational demands.

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Table no. 12 (Source: Primary Data)

Leadership Styles	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
LS1	0	0	11	39	5	55
LS2	0	16	14	23	2	55
LS3	0	0	14	36	5	55
LS4	0	10	20	25	0	55
LS5	0	6	14	30	5	55

Table no. 13 (Source: Primary Data)

Leadership Styles	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
LS1	0%	0%	20%	70.91%	9.09%	100%
LS2	0%	29.09%	25.45%	41.82%	3.64%	100%
LS3	0%	0%	25.45%	65.45%	9.09%	100%
LS4	0%	18.18%	36.36%	45.45%	0%	100%
LS5	0%	10.91%	25.45%	54.55%	9.09%	100%

To Measure Leadership Effectiveness on Training and Development Outcomes (TDO) in SAIL Ranchi.

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Table no. 14 (Source: Primary Data)

Training & Development Outcomes	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
TDO1	0	6	11	36	2	55
TDO2	0	6	12	35	2	55
TDO3	0	6	25	24	0	55
TDO4	0	6	17	30	2	55
TDO5	0	6	6	43	0	55

Table no. 15 (Source: Primary Data)

Training & Development Outcomes	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
TDO1	0%	10.91%	20%	65.45%	3.64%	100%
TDO2	0%	10.91%	21.82%	63.64%	3.64%	100%
TDO3	0%	10.91%	45.45%	43.64%	0%	100%
TDO4	0%	10.91%	30.91%	54.55%	3.64%	100%
TDO5	0%	10.91%	10.91%	78.18%	0%	100%

IV. FINDINGS AND CONCLUSION

The study in SAIL Ranchi shows a young, educated and male-dominated workforce working mostly in technical and operational roles. Among the different leadership styles, Transformational and Bureaucratic leadership are the most commonly used and well accepted, while Autocratic leadership is less preferred by employees.

However, there is a lack of proper feedback, as managers often do not guide employees on how to use newly learned skills in their work. Statistical analysis shows a strong positive relationship ($R = 0.852$, $R^2 = 0.725$) between leadership style and employee performance. This proves that leadership style has a direct impact on employee performance at SAIL Ranchi.

The study conducted at SAIL Ranchi confirms that leadership style has a strong and significant impact on employee performance. The findings show that Transformational Leadership is the most effective and widely followed leadership style, as it supports employee growth and helps the organization improve efficiency, innovation and organizational development. Statistical analysis also proves that positive leadership behaviour directly improves workforce productivity and employee performance. However, the study identified a major gap in providing regular and practical feedback to employees while applying newly learned skills at work. Overall, leadership plays an important role in connecting employee development with organizational success. By improving feedback and coaching practices, SAIL Ranchi can further enhance employee potential, maintain high productivity, and strengthen its competitive position in the steel industry.

Suggestions and Scope

To improve employee performance and organizational growth, SAIL Ranchi should continue strengthening transformational leadership through training and workshops. Managers should provide proper guidance and mentorship, especially to younger employees, to improve commitment and job satisfaction. The company should also encourage gender diversity and improve training programs by identifying skill gaps and expanding practical learning opportunities. Regular feedback, employee participation in decision-making, and better communication can further increase employee motivation and performance. Future studies should also explore other factors affecting employee performance.

Future research can expand this study by including other steel plants such as Bhilai, Rourkela, and Bokaro to examine the consistency of transformational leadership effects. Comparative studies between PSUs like SAIL and private companies such as Tata Steel can also provide deeper insights into leadership effectiveness. Since the current study explained 72.5% of employee performance, future studies can explore other factors like financial incentives and workplace environment. Researchers should also use larger and more diverse samples, along with longitudinal and demographic studies, to better understand long-term leadership impact across different employee groups.

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