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Impact of Covid-19 on the Leadership Styles

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Abstract

Leadership skills are the abilities that you use to guide co-workers toward successful outcomes with workplace objectives. Whether you are overseeing a company or managing a project, your leadership skills can inspire others to reach their shared goals even in the crises like Covid-19. Some of the most common leadership skills include: Communication. This study measures leadership style and organisation citizenship behaviour during Covid-19. The result shows data reliability on it. All the statistical tests are relevant and significant in judging the same

INTRODUCTION:

As the whole world has suffered from last one year because of COVID-19 and in such cases leaders all around the world had to take up this challenge to run their organizations in smooth and efficient manner. All the leaders across the world tried their best to come up with strategies to cope with uncertainties. The most important role was played by the leaders from various fields and into different areas. The onus lies on leaders to run their organizations while the situations hit the business badly. The pandemic has given us a different experience during this time and have shaped us in different manner towards looking at a problem. The leaders have been more empathetic than before while providing emotional and psychological support to their

employees. In such situations where the leaders have to support their employees they also need to adjust and change as per the circumstances. A good leadership and supportive atmosphere can have positive impact on the efficiency of employees. Also, the leaders during pandemic came up with different styles of leadership, they redesigned their business model, strategy and structure of organization as time demanded. Thus, leaders who are able to face such crisis are the ones who will be successful in long term.

REVIEW LITERATURE

Bundy, et al. (2017) in their study said the pandemic reminded us about the role that leaders and leadership will play in dealing with uncertain circumstances. While dealing with such situations the leaders face so many challenges while combatting this and meet their employee expectations.

Bundy et.al, (2017) literature showed that the success of leaders during pandemic depends upon their ability to act timely and influence the important stakeholders of the organization. The leaders need to take their employees in confidence during these turbulent times.

Rast, et al. (2012) in their study said that there is strong need for leadership skills and styles necessary to benefit organizations while dealing with such unexpected circumstances. It is been proven that leaders who do not possess such flexibility fail to run their organizations during hard times.

Haldye, et al. (2011) in their study said to be effective leader, one must try to gather the information from all the sources. The information gathered from various resources can help employees and the organization to control such situations.

Garcia (2006) in his study claimed that while facing such issues in organization it's important to maintain calm and focus on handling the situation rightly. This also leads to better decision making when handled with care and caution.

Covid-19 outbreak has shown how the structure of an organization has changed with introduction of technological advances and growing interconnectedness. However, our knowledge regarding how leaders can successfully tackle the unprecedented challenges that the ongoing crisis has created for businesses and governments worldwide remains scant.

OBJECTIVES OF THE STUDY:

1. To study the impact of COVID-19 on leadership styles.
2. To identify the suitable leadership style during pandemic.

DATA ANALYSIS AND INTERPRETATION

Before conducting any research, we always need to check if the data is reliable or not. Reliability helps us to check how consistently a method measure something. If the same result can be consistently achieved by using the same methods under the same circumstances, the measurement is considered reliable. In this research, the reliability of questionnaire was checked by using **Cronbach alpha**. The reliability was checked for below:

1. **Leadership Style**
2. **OCB** (Organizational citizenship behaviour)

Hypothesis

1. There is no significant relationship between leadership and OCB with respect to gender H_{01}
2. There is no significant relationship between leadership and OCB with respect to age group H_{02}

The reliability of the scales was checked through the Cronbach alpha values. Table 1 and Table 2 presents the Cronbach alpha values for the two scales.

Table1: Reliability Statistics for Leadership Style

Cronbach's Alpha	Number of Items
.864	30

It can be seen in Table 1 for leadership style, the Cronbach alpha is .864 which proves that the data is highly reliable. The number of statements used here is 30.

Table 2: Reliability Statistics for OCB

Cronbach's Alpha	Number of Items
.839	30

It can be seen in Table 2 which signifies OCB, the Cronbach alpha is .839 which proves that the data is highly reliable. The number of statements used here is 30.

DESCRIPTIVE STATISTICS

Table 3: Descriptive Statistics

	Leadership	Organizational citizenship behaviour
N	30	30
Valid	30	30
Missing	0	0
Skewness	-1.290	-.580
Std. Error of Skewness	.564	.564
Kurtosis	1.943	.011

Std. Error of Kurtosis	1.091	1.091
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Table 3 presents the Descriptive Statistics for the data. The Skewness and Kurtosis values suggest that the data can be considered normal. The skewness value has been seen to be -1.290 for Leadership style and -5.80 for OCB which reflects the data is highly skewed. The value of kurtosis for leadership style is 1.943 and for OCB .011 which indicates that the distribution of data is too peaked.

CORRELATION

Table 4: Correlations

		Leadership	Organizational citizenship behaviour
LSHIP	Pearson Correlation	1	.470
	Sig. (2-tailed)		.066
	N	16	16
OCB	Pearson Correlation	.470	1
	Sig. (2-tailed)	.066	
	N	30	30

It can be seen from Table 4, the significance value for leadership style is 1 and for OCB it is .47 which signifies that there is no correlation between leadership style and OCB.

ANALYSIS OF VARIANCE (ANOVA)

The analysis has been done for both gender and age groups.

Analysis of Variance across demographic variables has been presented in Table 5 and Table 6;

		Sum of Squares	Df	Mean Square	F	Sig
LSHIP	Between Groups	.477	2	.239	.625	.551(accepted)- H ₀₁
	Within Groups	4.967	13	.382		
	Total	5.444	15			
OCB	Between Groups	.106	2	.053	.215	.809 (accepted)- H ₀₁
	Within Groups	3.189	13	.245		
	Total	3.295	15			

In table 5, it can be seen for leadership style value of $F=0.6$ and $p=0.5$ which signifies that the result is not statistically significant. In case of OCB, the value of $F=0.2$ and $p=0.8$ which signifies the results is not statistically significant.

		Sum of Squares	Df	Mean Square	F	Sig
LSHIP	Between Groups	.269	2	.134	.338	0.719 (accepted) -H ₀₂
	Within Groups	5.176	13	.398		
	Total	5.444	15			
OCB	Between Groups	.240	2	.120	.510	0.612 (accepted)-H ₀₂
	Within Groups	3.055	13	.235		
	Total	3.295	15			

In table 6, it can be seen for leadership style value of $F=0.3$ and $p=0.7$ which signifies that the result is not statistically significant. In case of OCB, the value of $F=0.5$ and $p=0.6$ which signifies the results is not statistically significant.

IMPLICATIONS OF THE STUDY

The study would theoretically contribute to literature in the area of Leadership and provide direction for organizations looking to adopt more suitable leadership style during pandemic.

FINDINGS:

The study found correlation between leadership styles and organisation citizenship behaviour in organisation. The study also checks for data reliability and ANOVA among gender and different age groups. The study is statistically satisfying. But it is observed that the results, in some cases, do not provide statistical significance in it.

CONCLUSION:

From the study it is found that there is low correlation among leadership styles and organisation citizenship behaviour. In this respect, the study is suggested to consider more data to check the same statistical relationship between them. Also, it is suggested to check for other deterministic variables to analyse the same. The impact of COVID-19 on leadership is crucial to analyse. Although it is a short-term scenario, it will be the best if organisational strategies are found to overcome the short run hurdle to encompass long run success in organisation.

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