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Question: How do different leadership styles affect productivity?

The purpose of this paper is to explore the relationship between leadership style and core self-evaluation trait with job satisfaction, and job performance. In this paper, we will examine Goleman (2000) and Judge and Bono (2001) papers to gain a better understanding of how these factors are connected. The importance of leadership style, self-evaluation, and job satisfaction and performance is especially important in today's competitive business world. Effective leaders who can motivate and inspire their team members can drive performance and create a positive work environment. On the other hand, ineffective leadership can result in low morale, high turnover, and poor organizational performance.

Goleman (2000) argues that effective leaders are those who can adapt their leadership style to the needs of their employees and the situation. He identifies six different leadership styles: coercive, authoritative, affiliative, democratic, pacesetter, and coaching. According to Goleman, the most effective leaders are the ones that can use a combination of these styles as needed, rather than relying on a single approach. The right leadership style depends on the situation, the task at hand, and the team members' needs and preferences.

Judge and Bono (2001) conducted a meta-analysis of the relationship between core self-evaluation traits (self-esteem, generalized self-efficacy, locus of control, and emotional stability) and job satisfaction and job performance. They found that employees with higher levels of these traits report that they have higher levels of job satisfaction and better job performance. Core self-evaluation traits relate to an individual's belief about themselves, their abilities, and their control over their environment. Individuals with high core self-evaluation tend to be more positive in life, they are more confident, and take more initiative. Such individuals will be better at handling job-related stress and challenges, leading to higher job satisfaction and better job performance.

Based on the research of Goleman and Judge and Bono, we can conclude that effective leadership involves more than just using a single leadership style. Leaders who can adapt the way they deal with certain situations and the needs of their employees are more likely to be successful. The most effective leaders are those who can switch between different leadership styles as required. Also, employees with a higher level of self-evaluation trait are more likely to be satisfied with their job and perform better than others. Organizations can create a more positive work environment and have better performance overall by identifying employees with high core self-evaluation traits and working on their development.

The research conducted by Goleman (2000) and Judge and Bono (2001) provides important insight into the relationship between leadership style, self-evaluation traits, and job satisfaction/performance. Effective leadership involves the ability to adapt to different situations and team members' needs.

Leaders must be able to switch between different leadership styles (great if they can master at least 4 of the 6 mentioned in this paper) as required to increase performance and create a positive work environment. Also, employees with high self-evaluation trait tend to be more satisfied with their job and also perform better. Organizations can be more productive and create a more satisfying work environment by developing leaders who can use a variety of leadership styles and by encouraging the development of core self-evaluation traits in employees. By recognizing the importance of these factors, organizations can align their mission statement and goals with strategies to improve employee satisfaction and performance.

References:

Goleman, D. (2000). Leadership that gets results. *Harvard business review*, 78(2), 78-90.

Judge, T. A., & Bono, J. E. (2001). Relationship of core self-evaluations traits--self-esteem, generalized self-efficacy, locus of control, and emotional stability

The goal of this paper was to grab both sides and try to find a common ground where I can validate the points the authors express in their papers. I hope I did manage to do that, but at the same time I know I still need to work on my language skills. Many times, while reading the papers I found myself using google to "decode the message" and improve my own vocabulary. Thank you!

