



Personal beliefs impact the leadership styles

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Abstract

Purpose: The current study examines the relationship between leadership styles and personal belief of leaders. There is lack of researches conducted to study the personal belief construct in relation to the leadership styles of leaders in various organisations, to examine the role of belief system in understanding the relative role of it in organisations performance enhancement it is necessary to study the relationship existing among them.

Sample: The Research is conducted in the service sector organisation; for the purpose of research the Life insurance Corporation the semi Government Corporation is taken. The sample size for the study is 70 employees, selected randomly, out of which 62 valid responses were taken for study. The study is conducted in the Tricity branches and the divisional office of insurance companies in Chandigarh, one among the top most prominent Union territories of India.

Variables: The key variables under study are personal belief and leadership styles. The four dimensions of leadership style are taken into consideration (Autocratic, Democratic, paternalistic, Laissez-faire Leadership styles) to examine the impact of personal beliefs on leadership styles.

Methodology: The data is being analyzed by using the SPSS technique to test the relationship and impact among the variables by using correlation, linear regression, T-Test, Independent T-Test and using ANOVA.

Findings: The study revealed that the leadership styles; Autocratic, Democratic, paternalistic, Laissez-faire Leadership styles are positively impacted by the personal belief of leaders except for paternal leadership style. The T-test and Independent T-Test and ANOVA will show that the personal belief of leaders is not differentiating on the basis of age, sex, income and marital status.

Keywords: personal belief, autocratic leadership, democratic leadership, paternalistic leadership, laissez-faire leadership

Introduction

The term belief refers to the trusteeship of one's own thoughts to be true and meaningful. Beliefs are actually the values which we clarify within ourselves if we have clear about our values than they become part of our normal routine. Values are an important determinant in framing the belief of an individual once framed can't be altered. It is also believed that emotional intelligence plays a vital part in fixing up our values, we must deliberately focusing on nurturing them and one must be needed to be master in handling their own emotions. If you know about your emotions and know how it affects and how much it affects your life you would be able to determine what values and beliefs you must need to carry with yourself in your career and personal life's goal accomplishment. What we perceive true we carry them with us, just like that in our life what we believe to be true we get attracted by them and experience the same to be matched with the existing belief system. Expansion of mind is the outcome of our expanded belief a narrow mind will always attract the negative belief, which ruins the person's life.

What we create with our thoughts are what we believe in real life and this would not be applicable to a layman but also to a leader or manager of an organisation. The key to change the organisations future is in the hands of managers and their leaders, that's why it is needed to understand the belief system and its relationship with the leadership styles. If we talk about the belief system we must not forget about the belief of a particular person towards some situation or some person. It is also known as a support system to our thoughts, now if we take an example of money that what is the value of

money for different persons like the person who are working from 8-9 hours take money as their compensation for the task performed, for the student who gets the pocket money from their parents and depends upon them must take it as a monthly pocket allowances, like as if the parents give their child something on his achievement then it will be treated as a reward. These three conditions are different and have some different aspects associated with it.

The family is known to be a best driver of formulating someone's belief towards something it is the family which will nurture the of belief system of the personality of an individual as a boy child grow we tell him not to cry we always remind him that he is a boy and boys never cry this is what? It is the belief system which prevails from since ages that the boys never cry just because it suits a girl to cry not to a boy. What system this belief reflects about the society why people can't tell the boys not to make a girl cry instead of reminding them not to cry. Because this is belief system is prevailing in our society. As we grow we develop a strong belief toward something which will later become part of the personality a person. The behavior of a person reflects its personality and personality build the leaders for the society. We find leaders everywhere who will have the capabilities make others follow them.

Can we ever think of what makes the leaders have great numbers of followers? It will always see that "the great the leaders have great followers". Leaders who carry the belief in the occurrence of some event can actually able to bring the change they act as a change agent. As we study we will see that there are various kinds of leaders who have a different

belief system. Elements of belief system include value, language, substantive belief and orientation.

Leadership styles and personal belief

Autocratic leader and belief

These kinds of leaders are never friendly towards their subordinates and just believe in doing their own work and how the work is done from others. These types of leaders have the personality which includes dominance over other people these kinds of leaders generally want others to follow them strictly as per instructions. The belief in giving orders and are very less concerned with others problem. These leaders might have this type of attitude due to their own personal belief may they feel it could be better to be strict as they themselves must be controlled by this method. For examples in the schools, the teachers give homework to students and next day punish the ones who do not complete their homework now this will frame the belief that the punishment is the right way to let the work done and this will reflect also in their leadership styles.

Paternalistic leaders and belief

These kinds of leaders must have a parental approach toward their subordinates because they have achieved a higher level of maturity in their behavior and they reflected it in their leadership styles also. Under his paternalistic behavior subordinates are also become loyal and totally become committed toward their leaders. In this type of approach, the followers truly have believed in their leaders and believe that what they could do must be to them. It is mostly seen in the families that the elder child is more responsible than the younger ones and always take care of their younger siblings even when parents are not their now this show the belief system of a person which will form after his understanding of his own responsibility so these persons are becoming paternalistic types of leaders in future.

Democratic leaders and belief

The Democratic leaders are the one who believes in equality and takes their subordinates also as a member in decision making. These types of leaders want work to be done by taking decisions of all and treat them as a part of decision making. These leaders have the strong believe in others worth also and treat them as important as they are these leaders are the one who are best supporters of their friends and maybe they are the team leaders at the school time who lead their friends group where they treat all equal because it happens only in friendship where all friends are equally important this can reflect that the personality of individual is reflected by their behavior with others.

Laissez-faire style and belief

Laissez-faire style is seen in the organizations which have a high number of responsible persons. The leaders under this type are just opposite to Autocratic and given the freedom to their subordinates to perform their task as they wish the leaders are just concerned with the task and just help only if the subordinates require these types of leaders are the results of highly supportive and trusting parents. The child who is given authority in childhood to do the task themselves as they wish are become these types of leaders and strongly believe in their own will and also treated the others same and believe in giving others responsibility.

Review of literature

According to (Bhagavad Gita) what we believe about our self is what happens to us. The man is only made by his belief. It is believed that the person who believes in themselves will always be able to achieve what they wish to achieve in their lives. Believing in own self is what is needed to get success in life. The successful people always have clarity of thoughts in mind, according to various researches it is found that success comes with clarity of beliefs and values. If we believe that our beliefs and values are true we feel more confident and remain effective at work. For a happier life it is necessary to have a more clear idea about your own beliefs. Once the doubt comes in mind regarding your own thought then it must be clarified first, otherwise it will affect the performance level of the person itself.

Beliefs are regarded as assumptions which a person makes about himself and about others. Beliefs are highly related to the thinking of a person, how a person thinks about things really are, and what is his/her believing pattern. According to (Jamie smart) beliefs are 'feed-forward' models that need filtration, it is basically filtered data which is used by them in ambiguous and uncertain situations for believing something to be true it must be filtered well, in advance. Buddha given the quote that "We are what we think" means thinking to reflect what we are, the person is not judged by their clothes only, but also by the way they behave or think. Ernest homes quote "change your thinking, change your life" which is believed to be true, as people who change their thinking according to the time will always be able to handle the changing situations.

The belief system of the individual is also connected to the empathy of leader with their subordinates as the leader who is empathic toward their subordinates will understand them with an open heart and perceive their situation to better understand their situation. According to Tarrant or, Gazeley and cotton (2009) empathy for out-group members is an in-group norm or influenced by norms in the group. Empathy for others including out-group members is one of the good quality of a leader. It let the people of the group feel good about themselves and for others also (Alexander zinger berg, haggi kupermintz.sept. 2016) [7]. Responsible leaders are regarded as a link between leaders and stakeholders it means exceeding legal requirement and compliance guidelines. Leaders are the change agents and serve as a link. Leaders must think about the social and broader environment (Christian voegtlin Nov.2016) [8]. More ethical leaders are the honesty and integrity is seen as a component of a transformation leader. Their willingness to report problem will make them a transforming agent (Akanubha dadhichi and kanika bhal).

Anonymity moderated the effects of leadership on group efficacy and satisfaction with the task; transactional leadership was associated with higher group efficacy and satisfaction with the task in the identified condition only (Surinder S. Kahaia,*, John J. Sosikb, 1, Bruce J. Avolioc). There are three issues that a gender/power lens highlights about new models of leadership. A gender-neutral concept. This explores the phenomenon, arguing that the concepts are not gendered, power, or sex-neutral but instead are rooted in a set of social interactions in which by doing gender, doing power, and doing leadership are linked (Joyce K. Fletcher 2004).

Saeeda Shah, University of Leicester tells in her paper about the Muslim society and their belief system with regards to women’s education. The paper deliberates how ideology and ethnic background interact to formulate ‘educational leadership’ in Muslim societies, and explores the implications of these constructions for women in educational leadership in a Muslim society. The paper highlights the impact of cultural and belief systems on notions and practices in the field of educational leadership. It is further analysed by the researchers of a belief system that belief is framed due to regular experience. The experience is the stimulus to frame stagnant belief, but only experience alone doesn’t do it all, it will only work through reasoning. The reason behind something to be true is the main agent which an individual experience along his/her lifetime. There is a positive relationship exist among beliefs system, individual experience and reason behind that belief along with the context in which the experience occurs. The situations behind that belief need to be understood first if we conclude the true implications of that particular belief; it is necessary that before accepting any belief its validity must be checked. The belief once framed is not easy to be altered, it’s mandatory to analyse the reasons and the situations in which they are experienced.

Conceptual Model

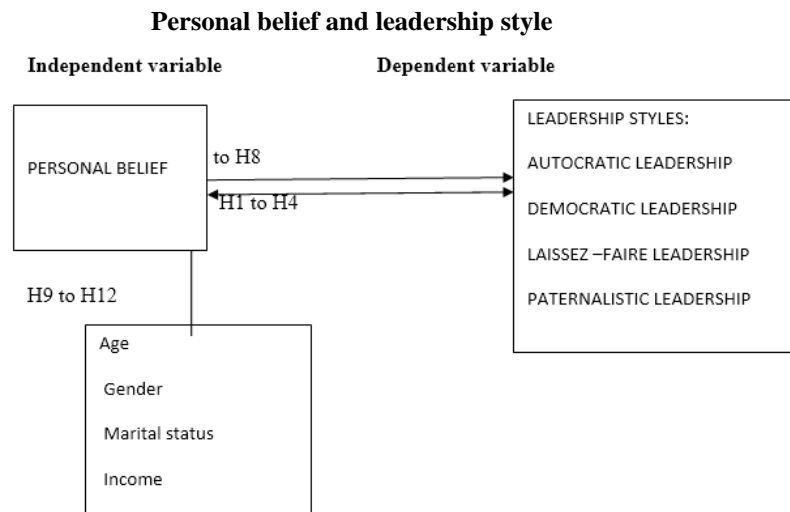


Fig 1

Research Design

The data collected through primary sources by direct questionnaire filling by the employees. The total sample of 124 employees is collected out of which 62 administrative officers and managers are considered for valid research. The sample will be collected by using random sampling techniques every second respondent will be chosen. The data is collected by using questionnaire method. The structured questionnaire is used for the purpose; the total numbers of 26 questions were asked which were based on the four dimensions of leadership style and belief system of leaders. Data is collected from various branches of life insurance Corporation in Chandigarh and Tricity branches.

Tools: The data is analyzed by using SPSS using correlation to find the relationship among the belief system and leadership styles of the leaders. The linear regression is used to study the significance and impact of personal belief to the leadership styles of leaders. The other tests are used to study

Need for study

There is a lack of research in the area of personal belief and leadership style and the service sector is one of an important sector in which there is direct contact between the customers and employees. In this research, the insurance sector is analyzed, as it is an important sector of the economy and highly involve in daily customer dealing for this study I have taken the Life Insurance Corporation which is semi-government organisation and evenly expanded insurance business all over India and building trust on the people. There is a need emerged for better understanding the behavior of managers or top officers and behavior of leaders, as they are regularly engaged in dealing with the customers. It is known to all that insurance business needs a high level of trust among insurer and insured and this trust only comes if the employees are able to fully disclose the policies and satisfy to the customer only than they able to grab the business for their organisation.

Research Objectives

1. To examine the impact of belief system on the leadership styles of leaders in insurance sector.
2. To study the relationship between the belief system and leadership styles of leaders in insurance sector.

the impact of age, gender, income status and marital status like T-Test, Independent T-test, and ANOVA is applied to know the significance of the relationship between variables. In this paper leadership styles are our dependent variable and personal belief of leaders are independent variable and Age, Gender, Income, and marital status are other variables.

Analysis and interpretation

Correlation significance

The correlation between Autocratic leadership style is significantly related with personal belief of leaders as the $p < 0.05$ so the

H1: Personal belief is significantly related with Autocratic leadership style is Accepted as there is significant relationship between personal belief and autocratic style of leadership (0.305). The $p = 0.016 < 0.050$ Show that there is significant relationship among autocratic leadership style and personal belief. H1: Accepted

Table 1

Pearson correlation	Sig.	Number of items	Variables
.305	0.016	62	Personal belief is related with Autocratic leadership style.

H2: Personal belief is significantly related with democratic leadership styles. The correlation explained is (0.313) there is significant relationship between personal belief and leadership style of leaders. $p=0.013 < 0.050$ show that there is significant relationship among the variables hence H2: Accepted.

Table 2

Pearson correlation	Sig.	Number of items	Variables
.313	.013	62	Personal belief is significantly related with the democratic leadership style.

H3: Personal belief is significantly related with laissez fire leadership style. The correlation explained is (0.280) and the $p < 0.050$. $p=0.028 < 0.050$ shows that there is significant relationship between laissez faire leadership style and personal belief hence H3: Accepted

Table 3

Pearson correlation	Sig.	Number of items	Variables
.280	0.028	62	Personal belief is significantly related with the laissez faire leadership style.

H4: Personal belief is significantly related with paternalistic leadership style. The correlation between Paternal leadership style and personal belief is insignificant because correlation explain only (0.139) and $p > 0.050$, $P=0.280 > 0.050$ which shows that there is insignificant relationship between personal belief and leadership style. Hence H4: Rejected

Table 4

Pearson correlation	Sig.	Number of items	Variables
.139	.280	62	Personal belief is not significantly related with the paternalistic leadership

Impact of personal belief on leadership style

Table 5: Autocratic leadership style and personal belief

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.305 ^a	.093	.078	.46190

The Autocratic leadership style have impact of only 7.8% of personal belief of leaders this show that the model does not good fit model.

Table 6: Democratic leadership style and personal belief

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.313 ^a	.098	.083	.55028

The democratic leadership style has impact of only 8.3% of personal belief of leaders.

Table 7: Laissez-faire leadership style and personal belief

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.280 ^a	.078	.063	.52494

The laissez-faire leadership style has impact of only 6.3% of personal belief of leaders.

Table 8: Paternalistic leadership style and personal belief

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.139 ^a	.019	.003	3.23674

The paternalistic leadership has impact of only 0.3% of personal belief of leaders which is very insignificant.

Impact of other variables

The independent T-test on gender and marital status will show that there is insignificant impact of personal belief on leadership style in relation to gender and their marital status hence H5, H6, H7, H8 rejected because ANOVA will show that there is no significant impact of income and age of leaders on leadership styles.

Conclusion and Findings

According to the analysis it can be seen that there is a significant relationship between The Three Styles of Leadership that is Authoritative, Democratic and Laissez-faire Leadership Styles which have significant relation with personal beliefs of leaders in a Particular Industry Life insurance corporation. It can also be Analyzed that Paternalistic leadership has very insignificant relation with personal belief. The personal belief of Top officers and Administrative officers are insignificantly affected by personal belief as regression shows the insignificance of the model. It is also seen that the Age, Gender, marital status and Income making no differences in the personal belief of leaders so it can be analyzed that personal belief is independent of demographic variables and are not affected by them. It includes the single organisation which is a public sector undertaking the results may be varied from organisation to organisation. The sample taken for the study may be increased and more insurance sector organisations may be considered for further testing, which may increase the reliability of the research implications. There are many other factors which influence the leadership styles of the leaders working in the organization like the perception of leaders, their attitudes and values, including them will enhance the scope of research in understanding the leader’s belief which has not been considered in the present study.

Limitation

The scope of the study is limited to the Tricity only it can be further suggested that for more reliable results can be concluded by expanding the scope beyond Tricity. As the sample size is chosen is very small (62) Further it is suggested that the results will be significant if the sample size will be increased. But it can be possible that the results interpreted are not significantly applicable to all other industries. Further research may be conducted on these three dimensions which are related to personal belief of leaders in a particular company. Further, the other styles of leadership can be tested by using personal belief as a strong base to understand the nature and perception of leaders in the organisations.

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