



# A Study on the Impact of Leadership Styles on Organizational Performance: A Case Study in Binzhou Polytechnic

Tong Tong<sup>1,2</sup>, Abdul Rashid Abdullah<sup>1,3</sup>, Yunxia Ma<sup>1,2</sup>

<sup>1</sup> City University Malaysia (City U), 46100 Petaling Jaya, Selangor Darul Ehsan, Malaysia

<sup>2</sup> Binzhou Polytechnic, Binzhou, Shandong, China

<sup>3</sup> School of Entrepreneurship, Universiti Keusahawanan Koperasi Malaysia, Malaysia

DOI: 10.32629/memf.v5i3.2388

**Abstract:** Leadership style plays a vital role in the progress of all organisations and this study aims to investigate the impact of leadership style on organisational performance. The research design included the collection and analysis of numerical data to reveal the relationship between leader traits, behaviours and organisational performance. Common leadership philosophies were assessed through a cross-sectional survey of employees and stakeholders in Shandong Vocational and Technical College. Descriptive statistics and correlation analyses were used to examine the relationship between different leadership philosophies and organisational performance indicators and to identify potential weaknesses in leadership approaches. These analyses covered individual employees, teams or departments, and the whole organisational level to gain a comprehensive understanding of the impact of leadership management on organisational performance, to provide accurate insights into the relationship between leadership styles and organisational performance, and to deepen the empirical understanding of the dynamics of leadership at Shandong University of Technology. The findings will guide the development of effective leadership philosophy recommendations for continuous organisational improvement and development. To understand the current state of dialogue and research on how leadership management affects organisational performance.

**Keywords:** leadership behaviour, leadership style; organizational performance; leadership in education

## 1. Introduction

The purpose of this study was to investigate the impact of leadership styles on organisational performance in the management of vocational colleges in China, particularly in terms of impact on student achievement, financial stability, and student retention. Understanding how leadership style affects organisational performance is essential for effective leadership working in the promotion of vocational education. Data collected from the study participants in relation to the distributed questionnaire with questions derived from the study objectives. The study had a total of 397 participants who agreed to participate in the study by answering the questions in the questionnaire. By analysing the data collected from the research participants in relation to the questions in the research questionnaire, final conclusions about the key issues of the study were drawn, recommendations were made and possible future research was envisaged.

## 2. The necessity and significance of a study on the impact of leadership styles on organizational performance of vocational

### 2.1 Era background and practical needs

Specific leadership styles are those that are usually broadly categorised by existing research, such as transformational, transactional or laissez-faire. However, it is clear that more research is needed to understand the prevalence and effectiveness of certain leadership styles or their variants in the unique context of Shandong vocational schools. We still do not know how to understand these different types of leadership and how they affect company performance. Although there has been a great deal of research on leadership and organisational success in education around the world, there has been little research on vocational schools in Shandong. Current research tends to take a more general approach, which means that the unique issues and dynamics of the field are often overlooked. There is therefore a strong need to examine the impact of leadership styles on organisational performance in vocational colleges.

### 2.2 The significance of the study

This study focuses on the relationship between leadership styles and organisational success in vocational schools in

Shandong Province, which could fill a research gap in this area. Different leadership styles are associated with organisational success indicators such as student achievement, teacher job satisfaction and financial stability. This empirical study can not only enrich leadership theories, but also provide practical guidance for vocational schools in Shandong Province. Decision makers can formulate policies and rules based on the findings to promote effective leadership practices and improve the quality of vocational education. In addition, the study focuses on the impact of leadership styles on teachers' morale and satisfaction, which can help improve teachers' working environment and professional development programmes. This study provides a useful tool for the development of vocational education in Shandong Province, with positive impacts on both teachers and students.

### **3. The exploration of the impact of leadership style on organisational performance**

#### **3.1 Major Leadership Styles**

Leadership is a core competency that covers multiple dimensions such as leadership style and leadership behavior. Leadership is especially critical in Shandong Vocational and Technical College because it can shape the college's cultural atmosphere and directly affect faculty members' job satisfaction and motivation. Effective leadership styles, such as transformational leadership or servant leadership, can stimulate the potential of faculty and staff, promote teamwork, and then promote the sustainable development of the college. At the same time, positive leadership behaviors such as listening, feedback, and motivation can enhance staff's sense of belonging and motivation. Transformational leadership occurs when leaders increase or diversify their employees' motivations. Leaders who inspire their teams to put others before themselves are called transformational leaders [1].

Transformational leadership theory refers to leaders. use this theory when an organization needs to be revitalized. This theory is applied to organizations that need to be revitalized, are undergoing significant change, or need a new direction. This theory is used when an organization needs to be revitalized, is undergoing significant change, or needs a new direction, and is especially important in today's fast-paced technology industries, where innovation and flexibility can make or break an organization. Examples of Transformational Leaders Examples of transformational leaders include Jeff Bezos, Steve Jobs, and Bill Gates.

Transactional leadership is most effective in mature organizations that already have clear structures and goals in place to keep them on track and reinforce the status quo. Transactional leadership is most applicable in mature organizations that already have clear structures and goals in place to keep the organization on track and solidify the status quo. Examples of transactional leaders include managers, who tend to focus on supervision, Examples of transactional leaders include managers who tend to focus on oversight, processes, and follower performance.

Different leadership styles tend to reflect different leadership behaviours and the development of leadership behaviours tends to focus on practice and experience. Leaders need to hone their leadership skills through constant practice and challenge, and receive feedback and coaching to continually improve and enhance their performance. In addition, leaders need to be able to be self-reflective and self-improving, continually reviewing their behaviour and decision-making, identifying their weaknesses and seeking ways to improve. Therefore, this also has important implications for organisational performance in Shandong Vocational and Technical College.

#### **3.2 Organizational Performance Indicators**

Organizational performance indicators play a critical role in assessing the health and progress of educational institutions. Among these indicators, student retention, academic achievement, and economic stability are critical. Student retention, as measured by the rate at which student complete courses or programs, reflects the quality of the educational experience and the school's ability to attract and support students. Academic achievement, as assessed by grades, test scores, and graduation rates, demonstrates the effectiveness of the school's teaching methods and student learning outcomes. Financial stability, on the other hand, ensures the long-term viability of the institution and its ability to provide sustainable, high-quality education. By monitoring these performance indicators, educational organizations can identify areas of strength and areas for improvement, ultimately leading to better outcomes for students and the schools themselves. Campuses are becoming more diverse, reflecting a significant increase in student enrollment, but this has not translated into equitable outcomes for all students. While much attention has been paid to student retention and success, especially those from nontraditional backgrounds, the dominant theoretical model is based on a limited conception of cultural capital, which places undue responsibility on the students themselves.

Student achievement is a critical metric of educational organisations' performance, reflecting the quality of education and the effectiveness of teaching methods. High student achievement not only ensures the satisfaction of stakeholders but also acts as a catalyst for the organisation's reputation and growth. In today's rapidly evolving business landscape, financial sustainability has become a paramount concern for organisations seeking to secure their long-term viability.

The ability to maintain financial stability not only buffers an organisation against external shocks but also enables it to invest in innovation and deliver consistent, high-quality services. The quest for financial sustainability, however, is not a straightforward one. Historical research on the financial performance of organisations has typically focused on the cost implications of accounting information systems, often neglecting the broader impact on financial sustainability. Therefore, to achieve financial sustainability, organisations must have a clear understanding of their financial position, including assets, liabilities and cash flows. This requires effective financial management practices for informed decision-making and strategic planning. In addition, strong governance structures and transparent reporting mechanisms are essential for building trust with stakeholders and maintaining a good reputation.

### 3.3 The influence on the influence of leadership style on organisational performance

There is no such thing as a "best practice" for measuring performance because every organization operates in a unique environment, which directly influences their mission statement and priorities. In other words, a performance measurement methodology that works for one organization may not be suitable for another [2]. Furthermore, we cannot make a complete list of all possible performance measures. This is because measuring performance is not just about knowing whether an activity has been successfully completed or not, but more importantly, whether such measurement contributes to decision making [3].

Leadership style is intricately linked to organisational performance and organisational culture, with the latter shaping the former and vice versa. A positive organisational culture, characterised by trust, respect and collaboration, creates a high-performing environment where employees are engaged, innovative and productive. Conversely, a negative culture leads to low morale, decreased productivity and ultimately poor organisational performance. Therefore, it is important for leaders in Shandong Vocational and Technical College to develop a leadership style that is in line with the organisation's values and healthy cultural goals, as this will directly impact the overall performance and success of the organisation. In the organisational management of Shandong Vocational and Technical College, leadership style has a profound impact on its organisational performance.

## 4. Conclusion

This study examines the impact of leadership styles at Shandong Vocational and Technical College on the organisational performance of the school including academic performance, student retention, and financial stability. The findings of the study indicate that leadership style is an important factor in influencing organisational performance. It is very effective in motivating followers, creating a positive learning environment and facilitating the achievement of organisational goals. Despite the positive impact of leadership, there is still room for improvement. Vocational colleges should explore different leadership models and theories to determine the most appropriate approach and provide leadership training and development programmes for leaders to improve their influence and decision-making skills, enabling better organisational performance to develop not only in Shandong Vocational and Technical College, but also in vocational education in China.

## Conflicts of interest

The author declares no conflicts of interest regarding the publication of this paper.

## References

---

- [1] Brown, M., Brown, R. S., & Nandedkar, A. (2019). Transformational leadership theory and exploring the perceptions of diversity management in higher education. *Journal of Higher Education Theory & Practice*, 19(7).
- [2] Lee, K., Romzi, P., Hanaysha, J., Alzoubi, H., & Alshurideh, M. (2022). Investigating the impact of benefits and challenges of IOT adoption on supply chain performance and organizational performance: An empirical study in Malaysia. *Uncertain Supply Chain Management*, 10(2), 537-550.
- [3] Owino, C. A., Oluoch, M., & Kimemia, F. (2019). Influence of performance management systems on employee productivity in county referral hospitals of Kiambu County. *International Journal of Academic Research Business and Social Sciences*, 9(3), 1320-1336.

## Author Bio

Tong Tong (1992.07) is a PhD student at City University of Malaysia and a lecturer at Binzhou Polytechnic. Shandong Province Humanities and Social Sciences Project: "Research on the Matchability of Management Positions in Vocational Colleges and Universities Based on Gender Characteristics" (No. 2023JCXK001)

Abdul Rashid Abdullah, School of Entrepreneurship, Universiti Keusahawanan Koperasi, Malaysia.