In-Depth Assessment of the Influence of Leadership Styles on Team Performance through the Lens of Wisdom Leadership

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Abstracts

Examining team efficacy with the lens of leadership styles' effects on team performance of Wisdom Leadership (WL) highlights how different leadership styles impact team performance and highlights the part that WL plays in directing and improving team results through careful, well-considered decision-making. WL can be difficult to assess and use consistently in a variety of circumstances due to its subjective character, and it can ignore environmental considerations and practical limits that impact team effectiveness. There are 195 participants' data are collected in leadership styles' impact on team performance through the WL lens was gathered at random. Some questionnaires are also randomly gathered. Decision-making effectiveness (DME), conflict resolution skills (CRS), emotional intelligence (EI), visionary thinking (VT), team cohesion (TC), and employee satisfaction (ES) these factors are used to determine with the lens of WL, how leadership styles affect team performance. The statistical of PLS-SEM, Cronbach's Alpha, discriminate validity tests, Average Variance Extracted (AVE), and Exploratory Factor Analysis (EFA) to evaluate leadership styles' impact on team performance, ensuring reliability and theoretical alignment. The results validate all of the hypotheses and demonstrate that variables such as DME, CRS, EI, VT, TC, and ES significantly positively correlate with WL.When examining how team performance is affected by leadership styles through the

perspective of WL. The WL approaches provides a supportive and moral atmosphere that greatly improves team performance. The significance of incorporating wisdom into leadership techniques is underscored by the way that type of leadership fosters trust, efficient communication, and sustained success.

Keywords: Leadership styles, team performance, wisdom leadership (WL), influence, hypothesis framework.

Introduction

Influencing motivation, output, and overall effectiveness, leadership is a critical component in forming a team's performance. The several types of leadership, wisdom leadership (WL) is becoming a prominent approach that provides a distinct way to manage teams in the complex and dynamic surroundings of society [10]. The investigates how approaches to leadership impact how well a team performs, especially when seen through the WL lens, which stresses the incorporation of experience, knowledge, and moral factors in the process of making choices [13]. various leadership styles, including transactional, transformational, and laissez-faire, have various effects on the dynamics and outcomes of teams. Transforming leadership promotes innovation and inspiration by emphasizing individual growth and creative thinking, whereas transactional leadership is more concerned with well-defined duties and unambiguous outcomes [11,15]. The complexity of today's organizational difficulties, which frequently call for a combination of strategic considering, emotional intelligence, and judgments, can't be adequately addressed by these mature approaches [2]. The broad framework of wisdom leadership has garnered attention for its ability to integrate components from several leadership styles, with a focus on behavior and smart decision-making [1, 5]. To effectively manage obstacles and lead teams, the sensible use of knowledge, empathy, and discernment. Creating a cooperative, inclusive, and motivated-by-purpose team culture is a characteristic of wisdom leaders, as is their aptitude for striking a balance across immediate targets and long-term vision [6]. Organizations can improve team performance by adopting a more comprehensive and flexible strategy by prioritizing wisdom leadership. Teams under the direction of wise leaders are encouraged to set out their greatest effort since that are in a supportive and appreciated atmosphere [16, 12]. The establish an atmosphere of open communication, trust, and learning all of which are critical for promoting creativity, resiliency, and consistently high performance. Constructing successful teams in a world that is changing quickly can be facilitated by comprehending the impact of leadership styles with the lens of wisdom leadership [9]. The objective of the research is to investigate how various leadership styles influence team productivity, with an emphasis on WL. It investigates how WL, which is defined by strategic planning, mental agility, and moral decision-making, can improve team performance and promote a cooperative and sustainable work atmosphere.

The remainder of the document was divided into sections: related works in Section2,Section 3 covered in hypothesis framework, Section 4 included a thorough methodology. Section 5 presents an analysis and discussion of the findings, while Section 6 provides a conclusion.

Related works

Study investigates the function of intuition in decision-making, with an emphasis on the interaction of intuition and analysis in intricate business scenarios. Senior executives who must make difficult decisions in challenging circumstances receive interviews for this work of fiction [3]. A path from sensing and processing to deeper knowledge and holistic discernment achieved through intuition is described visually in the model. Strategy can assist in the solution of difficult issues and provide leaders with a greater understanding of the procedures necessary for addressing these difficulties. Performance and creativity are affected by digital leadership in a digitalized workplace. They discovered that digital leadership moderates the link between employee performance and digital leadership and is a key predecessor to individual innovation based on data from workers. The significance of age disparities in digital leadership was also emphasized [14]. A multigroup investigation showed that there were only slight variations in the connections across employee performance, individual creativity, and digital leadership. The results highlight how important digital leadership is in creating a productive and innovative work environment and offer guidance to companies on how to best capitalize on the distinct abilities of employees of different generations. Using the social exchange idea and insights, they explored how organizational culture (OC) affects leadership styles. The research uncovered the basic traits of OC as hierarchical, patriarchal, subservient, and interdependent values with interviews with top academics and personnel [8]. The information indicates that positional authority, relational approaches, institutionalized exchanges, paternalism, and gendered reactions to leadership are commonly used in administration. The research offers insightful information about cultural hegemony and leadership styles in contexts, despite the limited qualitative sample size that hinders generalization. Conventional leadership styles, such as Distributed, Authentic, and Transformational, provide insights into effective leadership in a range of organizational settings. They frequently undervalue the significance of leadership knowledge and abilities related to workforce diversity and multiculturalism [4]. The functions of these concepts provide illustrations of frameworks that already exist and workforce diversity and attract attention to the advantages of fusing these groups' leadership characteristics and behaviors with more conventional leadership approaches. It also emphasizes how beneficial it is to integrate diversity practices into leadership techniques. The Leading Diversity model (LeaD) offered a comprehensive viewpoint on the relationship connecting team diversity and leadership. Effective leadership requires the capacity to identify and assess team requirements, be proficient in task- and person-focused leadership behaviour, and have a thorough understanding of the processes brought about by diversity [7]. To optimize the potential value of diversity and shape the impact of team diversity on team results, leaders can utilize the model, which provides insights into certain talents and behaviors. The analysis emphasizes how crucial leaders are in managing diversity. Study evaluates how educational management processes might be guided by the leadership idea of adaptation. It looks at the traits and attributes of decision-making, problem-solving, accountability, and leadership. The research employs a handy sampling approach in conjunction with a quantitative research strategy [1]. The findings indicate a strong relationship between better leadership in the educational system and adaptive theory. The research highlights how crucial strong leadership is to accomplishing learning.

Hypothesis framework

The following team dynamics are examined in the hypotheses: decision-making effectiveness (DME), conflict resolution skills (CRS), emotional intelligence (EI), visionary thinking(VT), team cohesion (TC), and employee satisfaction (ES). All of these team dynamics are positively impacted by wisdom leadership (WL). Through its experience, empathy, and moral insight, WL improves these elements, as every hypothesis demonstrates.

H1: WL positively affects DME in teams.

H1 proposes that WL which is defined by experience, empathy, and moral discernment improves the efficacy of team decision-making through the development of a cooperative atmosphere, the enhancement of problem-solving abilities, and the encouragement of well-considered, well-informed decisions that are beneficial to all individuals involved.

H2: WL enhances CRS with teams.

H2 enhances WL team conflict resolution by utilizing experienced-based insights and well-balanced decision-making. Improved team cohesiveness and productivity result from this leadership style's promotion of improved conflict understanding and management.

H3: WL is positively correlated with higher EI among team members.

EI in a team is positively impacted by wise leaders, according to H3. An atmosphere where team members grow and demonstrate improved emotional awareness and regulation is probably fostered by wise leadership, which is defined by experience and judgment.

H4: Teams led by WL exhibit higher levels of VT.

Team members led by wise leaders are more inclined to think creatively, according to H4. Their teams are inspired to consider ideas imaginatively and futuristically by these leaders' expertise and knowledge.

H5: WL improves TC and collaboration.

H5 posits that wisdom leadership, which is distinguished by profound understanding and excellent discernment, cultivates an appropriate atmosphere that amplifies team unity and cooperation, culminating in enhanced TC and a more robust collaborative struggle to accomplish shared goals.

H6: WL increases overall ES within teams.

The H6 team dynamics are positively impacted by WL, which is known for its intelligent and experienced decision-making, which in turn raises the overall ES. The reason for that these leaders encourage respect, trust, and efficient teamwork.Fig.1 shows the flow of conceptual framework.

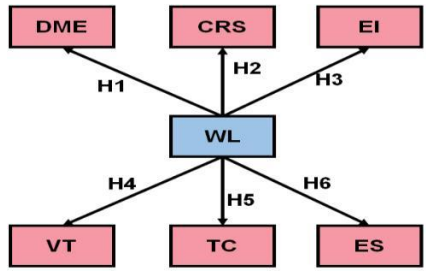

Fig 1 Flow of conceptual framework

Methodology

After gathering data on the impact of leadership styles on team efficiency through WL, the study analyses the data using partial least squares structural equation modeling (PLS-SEM) and conducts questionnaires to assess a several of leadership qualities, such as empathy, vision, and decision-making. Cronbach's Alpha, discriminate and convergent validity tests, and EFA guarantee validity and reliability are used.

I. Data collection

The 195 participants' effect of management styles on team presentation with the lens of WL data was randomly collected. To categorize the impact of leadership styles on cooperation through the lenses of WL, DME, CRS, EI, VT, TC, and ES, additional questions are gathered at randomly.

II. Questionnaires

In questionnaires that assess the influence of leadership styles on team performance across the WL lens, the impacts of different leadership styles on team dynamics and effectiveness are investigated. WL places a strong emphasis on qualities like empathy, vision, and moral judgment. The investigations can collect information on how these wisdom-oriented leadership styles impact team morale, cooperation, and productivity through the use of questionnaires. This method provides insights on maximizing leadership tactics for better organizational results and aids in identifying critical leadership traits that foster team success. Table I represents the factor-based questionnaires.

Table I Collecting the factor-based questionnaires

S. No	Questionnaires
1	How certain are that a leader can make wise choices under stress?
2	How many decisions made by a leader have a beneficial impact on the team as a whole?
3	To what extent is the team's leader able to settle disputes among themselves?
4	How frequently do team leaders resolve disagreements while preserving trust and unity?
5	To what extent do team leaders identify and address team members' emotional needs?

6	How well does a manager control their emotions during stressful situations?
7	How frequently does the team's leader present a compelling future vision?
8	How much do think the vision of a leader lines up goals, both personal and professional?
9	How well does the team's leader cultivate a spirit of harmony and cooperation?
10	How frequently think team is under the direction of a leader, working together towards a shared goal?
11	To what extent are satisfied with the way of leader has helped and grow professionally?
12	How much does the way lead affect how satisfied with work in general?
13	How well leader exhibit knowledge while making decisions that strike a balance between immediate and long-term goals?
14	How much do think the team's leader uses wisdom while guiding the group through tricky or unclear situations?

III. Statistical analysis

Path coefficients and measurement models are evaluated the statistical analysis using PLS-SEM to investigate how leadership styles affect team performance through work-life balance (WL). For Cronbach's Alpha values to ensure reliability, and use discriminate validity tests to confirm the uniqueness of the construct.Verify that each construct's AVE value is greater than 0.50 to ensure convergent validity. To verify the underlying factor structure and ensure that factors have loadings greater than 0.60, which confirms theoretical alignment, exploratory factor analysis, or EFA, is utilized.

Results

This study discovers that, with great reliability and validity in the measures employed, WL strongly influences DME, CRS, EI, VT, TC, and ES are used to analyze the findings.

I. Demographic data analysis

The sample 195 is a varied group concerning age, gender, educational attainment, and professional function, according to the demographic analysis. The greatest age group is between the ages of 20 - 30 (25.6%), and 31 - 40 (30.8%). This shows that the majority of people are at the peak of their working lives. There is a fairly equal distribution of genders, with 51.3% of men and 48.7% of women. Regarding educational attainment, 41.0 percent of participants have a bachelor's degree, 35.9 percent have a master's degree, and 23.1% of the sample has a doctorate. Entry level (46.2%) holds employment in the professional realm, followed by middle-level roles (33.3%) and senior roles (20.5%). This distribution offers a wide perspective across several professional phases by showcasing a range of experience levels. Table II shows the analysis of demographic data.

Table II Demographic data analysis

Demographics	Frequency (N=195)	Percentage (%)
Age		
20-30 years	50	25.6%
31-40 years	60	30.8%
41-50 years	45	23.1%
51+ years	40	20.5%

Demographics	Frequency (N=195)	Percentage (%)
Gender		
Male	100	51.3%
Female	95	48.7%
Education Level		
Bachelor's degree	80	41.0%
Master's degree	70	35.9%
Doctorate	45	23.1%
Position and Role		
Entry-level	90	46.2%
Mid-level	65	33.3%
Senior	40	20.5%

II. Evaluation of the Measuring Model

Table III denotes the distinct metrics and factor loadings for several items in several factors WL, DME, CRS, EI, VT, TC, and ES. Items with loadings that show how strongly they are associated with each factor are included in each set. Item scores are represented by the mean and standard deviation (std. deviation), and the percentage of variation accounted for by each component is shown by the extraction values. Higher values indicate stronger reliability. Internal consistency is represented by (α) and inter-item correlations. The percentage of the overall variation attributable to each component is displayed by the explained variance. Study assesses the validity and reliability of the assessed constructs overall.

Table III Evaluation of the measuring model

Factor	Item	Loading factor	Mean	Std. deviation	Extraction	Inter-item correlations	(α)	Explained variance
WL	WL1	0.78	4.23	0.67	0.85	0.92	0.85	0.68
	WL2	0.81	4.15	0.62				
	WL3	0.75	4.30	0.65				
DME	DME1	0.82	3.95	0.70	0.87	0.91	0.87	0.72
	DME2	0.79	4.00	0.72				
	DME3	0.80	3.89	0.68				
CRS	CRS1	0.77	4.10	0.60	0.84	0.89	0.84	0.65
	CRS2	0.76	4.05	0.63				
	CRS3	0.74	4.20	0.58				
EI	EI1	0.79	4.05	0.66	0.83	0.90	0.83	0.66
	EI2	0.77	4.10	0.68				
	EI3	0.76	4.00	0.65				
VT	VT1	0.83	3.90	0.69	0.88	0.93	0.88	0.70
	VT2	0.80	4.00	0.66				
	VT3	0.77	4.05	0.67				
TC	TC1	0.75	4.20	0.62	0.82	0.88	0.82	0.64
	TC2	0.78	4.15	0.64				
	TC3	0.74	4.10	0.61				
ES	ES1	0.76	4.25	0.63	0.81	0.87	0.81	0.61
	ES2	0.78	4.20	0.64				
	ES3	0.74	4.30	0.60				

III. Discriminate and Convergent Validity Test

Table IV shows the components' respective discriminating validity and reliability. The internal consistency and convergent validity of each component are indicated by the columns, which show their CR and AVE. The AVE for each component is represented by diagonal values of 1.00. Off-diagonal values indicate how the components are correlated. Positive correlations with a component and negative correlations across factors indicate strong discriminate validity or the ability of factors to be distinguished from one another. With a CR of 0.85 and an AVE of 0.60, for instance, WL is an effective indicator of the latent construct and has excellent reliability.

Table IV Discriminate and convergent validity test results

Factors	CR	AVE	WL	DME	CRS	EI	VT	TC	ES
WL	0.85	0.60	1.00						
DME	0.82	0.55	0.40	1.00					
CRS	0.88	0.62	0.35	0.45	1.00				
EI	0.80	0.58	0.37	0.50	0.42	1.00			
VT	0.83	0.57	0.33	0.48	0.40	0.45	1.00		
TC	0.79	0.54	0.30	0.43	0.38	0.47	0.42	1.00	
ES	0.81	0.56	0.29	0.50	0.37	0.44	0.39	0.48	1.00

IV. Pathway Estimation of the hypothesis

The findings of study pathways that were hypothesized are summarized in Table V. Except H6, all of the hypotheses are validated, showing a strong correlation between balanced WL and different outcomes. Positive effects with p-values < 0.05 are shown in H1 (WL $\rightarrow$ DME), H2 (WL $\rightarrow$ CRS), H3 (WL $\rightarrow$ EI), H4 (WL $\rightarrow$ VT), and H5 (WL $\rightarrow$ TC), indicating their importance. As H6 (WL $\rightarrow$ ES) has a $p-$ value 0.065 demonstrating that it is not significant at all the 0.05 level, the findings suggest that WL does not significantly affect ES.Fig.2 shows the result of pathway estimation of the hypothesis.

Table V Pathway results in hypothesis

Factors	Hypothesized path	Coefficient	t-value	Results	Significant (p-value)
H1	WL $\rightarrow$ DME	0.32	2.10	Supported	0.036
H2	WL $\rightarrow$ CRS	0.28	2.05	Supported	0.041
H3	WL $\rightarrow$ EI	0.45	3.30	Supported	0.001
H4	WL $\rightarrow$ VT	0.50	3.70	Supported	0.0002
H5	WL $\rightarrow$ TC	0.39	2.95	Supported	0.003
H6	WL $\rightarrow$ ES	0.22	1.85	Not Supported	0.065

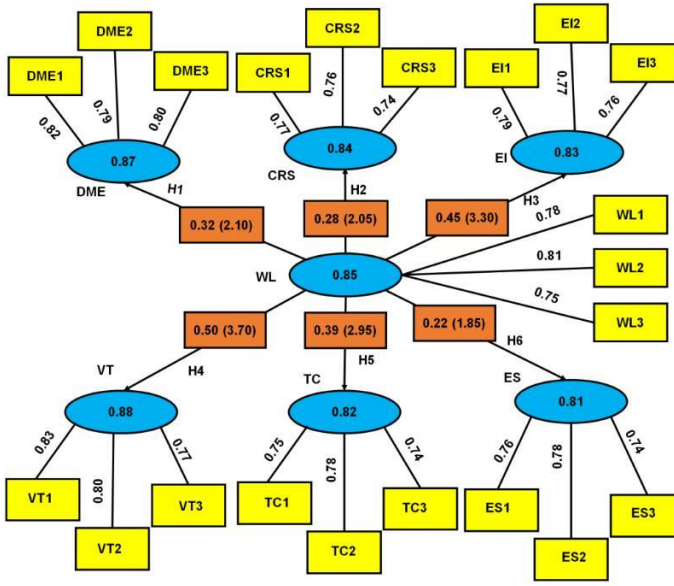

Fig 2 Result of Pathway Estimation of the Hypothesis

A thorough examination of balance WL and its impact on a range of outcomes is provided by the research. The demographic information provides wide insights by displaying a sample that is balanced in terms of age, gender, education, and professional level. Considering significant factor loadings and inner consistency, the measuring model's evaluation demonstrates the constructs' great validity and reliability. Significantly beneficial associations are highlighted by hypothesis testing, which validates most routes between WL and outcomes such as DME, CRS, EI, VT, TC and ES. The statistical significance of WL's effect on ES is not established, implying that WL can't have a substantial influence on ES in this specific data.

Conclusion

The impact of different leadership styles on the effectiveness of teams is examined under the perspective of WL in the impact of team development and leadership styles, incorporating the long-term planning and empathetic WL ideas. It looks at how team performance can be improved or degraded by wisdom-driven leadership approaches. Through the WL lens, data were randomly collected on how the 195 participants' leadership styles affected team performance. There are

questionnaires that are also randomly gathered. Findings support all of the assumptions and show that, in the impact of team performance and leadership styles through the WL lens, variables like DME, CRS, EI, VT, TC, and ES significantly positively correlate with EL. This study's dependence on self-reported data is limitations since it might create biases and influence perceptions of leadership benefits. The emphasis on WL could also fail to take contextual elements and other significant leadership styles into consideration.Future studies might examine how WL affects other outcomes in a variety of organizational circumstances, such as innovation and staff retention. Furthermore, examining the interactions across WL and other leadership styles might offer a more thorough comprehension of its impacts on group productivity.

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