Keywords
Leadership Styles; Employee`s Performance; Covid-19 Crisis;

JEL Classification
M10

Abstract
Employees, managers, and organizations struggled during Covid-19 outbreak. Many changes occurred during this crisis and as a manager to maintain the organizational performance became more crucial under challenging circumstances. Leadership style of managers effect employee's performance and motivation during this thought times. Motivation relates to performance, once employee's performance raise then organizational performance positively will be affected. For this reason, this study aimed to provide a better comprehension of the concept of employee performance, leadership styles during Covid-19 outbreak. We have done this by clarifying impacts of leadership styles of managers on employee performance in the organizations during Covid-19 pandemic based on previous studies in the literature.
Leadership styles have a significant impact on employee’s performance since they both play a significant role in whether the person performs well or not (Bangun, Ratnasari, Hakim, 2019). Current study seeks to examine the impacts of leadership styles on employee’s performance during covid 19 crisis and in order to accomplish the aim of this study we benefitted from previous studies in the literature.

LEADERSHIP

Leadership is defined as a person's ability to guide and direct others (Northouse, 2014). Leadership as an individual's capacity to influence, motivate, and empower others to contribute to organization's effectiveness and success (House, 2004). Leader is a person or people who chooses, gathers, develops, and influences one or more supporters with a variety of gifts, talents, and abilities and concentrates them on the organization's mission and objectives, uplifting them willingly and enthusiastically to expend spiritual, emotional, and physical energy to achieve those goals (Kotter, 1999).

Leadership is the process of generating strong influence over subordinates so that they are driven to exceed expectations and maintain group cooperation for long-term development (Yukl, 1994), leadership is a purposeful process of providing inspiration for the leader to maximize the employee's potential for growth and development (Fry, 2003). Similarly, leadership is essential for achieving goals in business, politics, education, and social groups. Several perspectives on leadership have been articulated, but most leadership theorists believe that the characteristics, approach, and contingency theories lead the leadership literature (House & Aditya, 1997).

LEADERSHIP STYLES

Leadership is only a phrase that is frequently used in literature, it is often defined by adjectives such as outstanding leadership, influential leadership, effective leadership so on. A wide spectrum of leadership styles has been demonstrated in social science field such as authoritarian style leadership, which is derived from transactional leadership style, the democratic or participative leadership style, which is derived from transformational leadership style, and the laissez-faire style are the most used and discussed leadership styles in literature (Gastil, 1994). There is another leadership style in the literature that is servant leadership that can help employees to feel motivated, engaged, and empowered during crisis and though times (Doraiswamy, 2012).

INTRODUCTION

On December 31, 2019, the World Health Organization (WHO) reported cases of pneumonia with no known reason in Wuhan, China. A new coronavirus, known as "2019-nCoV,” was supposedly discovered by Chinese authorities on January 7, 2020. Coronaviruses (CoV) are a large group of viruses that can cause a wide range of illnesses, from common colds to more serious problems. Once more, the new disease represents a new coronavirus because it has never been identified in people. Later, the new virus was given the name "COVID-19” virus. Nearly every country in the world has been affected by the corona virus. It is quite alarming how quickly the virus has spread. The World Health Organization (WHO) reports that there are around 215 impacted countries due to this epidemic (World Health Organisation, 2020).

However, in order to minimize the impact of the COVID-19 outbreak, several changes have been made in organizations such as staff routines and activities as well as administrative leadership styles (Mathende & Karim, 2022). Many businesses cut workers’ wages during the COVID 19 pandemic or even fire workers to preserve stability and financial equilibrium of organizations (Almeida & Santos, 2020). Employee’s performance is poor, unemployment is high, and workers are confronted with numerous new obstacles in the current uncertain atmosphere and in order to effectively manage crises, managers and staff must work closely together. Performance of organizations is always significantly impacted by these relationships that is between managers and employees (Yücel, 2021). Employees want protection from the epidemic as well as safety and security. Additionally, employees have social demands, including a desire to feel appreciated by their employer as their tasks are increasingly under these circumstances and it is moral assistance from superiors and colleagues during the Covid-19 pandemic condition (Atikah & Riwayati, 2021).

The qualities of a good leader are vision, dedication, rationality, positive accountability, global knowledge, and strong persuasive skills (Yücel, 2021). According to several studies, leadership's impact may change based on the contexts of companies, environments, cultures, and conditions (Yom & Gibbs, 2021). Leadership refers to taking charge while under pressure from the uncertainties brought on by unpredictable crisis (Fors Brandebo, 2020). Because of the present COVID-19 pandemic, leadership may even be more crucial because employees who are compelled to work virtually may not know how to behave and need help to adjust to their new working environment (Carnevale & Hatak, 2020).
AUTOCRATIC LEADERSHIP STYLE

Autocratic leadership is also known as "dictatorship" leadership. Because it is the centre of authority and autocratic leaders feel their judgements and opinions are definitive (Burke, Stagl, Klein, Goodwin, Salas, Halpin, 2006). Autocratic leaders want their employees to obey their commands and to hold power of decision-making process (Obiwuru, Okwu, Akpa, Nwankwere, 2011). The manager does not consult with personnel and does not enable them to provide feedback; instead, they are expected to accept commands and instructions without being given any reasons. This is because a motivational atmosphere is created by organized set of rewards and penalties (Cherry, 2018). Autocratic leadership has been heavily criticized in recent years, and some studies have shown that firms with many autocratic leaders have more turnover and absenteeism than other organizations (Cherry, 2018). Typically, autocratic leaders make decisions based on their ideas and judgements, and they barely accept followers’ opinion, (Cherry, 2018). These leaders expect their subordinates to carry out their orders (Al Khajeh, 2018). In emergency circumstances, if the leader is smart, fair, and has a good grasp of the followers, autocratic leadership may be effective (Armstrong, 2012). Nonetheless, it is crucial when the firm is confronted with a crisis or an urgent situation that need an instant reaction (Bhargavi & Yaseen, 2016).

PARTICIPATIVE LEADERSHIP STYLE

The participative leadership style, also known as democratic leadership style, that invites workers to participate to decision making process and focused on taking into account subordinates' opinions and thoughts before making a final decision (Burlea Schiopoiu & Rainey, 2013). This leadership style works well in developing organizations when people are grown enough to have some control and freedom to act, but still require guidance and orientation from their leaders (Mihai, 2015). Before planning, the participatory leader speaks with subordinates and considers their suggestions. Participative leader sets hard goals for his or her employees and expects them to achieve them and leader is adaptable and will change his or her leadership style depending on the scenario (Harris & Muijs, 2002).

TRANSACTIONAL LEADERSHIP STYLE

"The leader's power to reinforce employees for their effective fulfilment of the bargain" is referred to as a transactional leadership style (Bass, 1997, p.133). Transactional leader has two major characteristics, one is that a boss can give employees a conditional reward. The possibility of receiving the same level of reward for fulfilling goals is clearly understood by subordinates. Wage raises, promotions are all examples of this rewards (Ojokuku, Odetayo, Sajuyigbe, 2012). Management by exception is the other. Positively, the leader concentrates on updating the specifications and regulations that are no longer on track (Bass, Avolio, Jung, Berson, 2003). Transactional leadership has a beneficial influence on organizational performance. The transactional leadership style contributes to the creation and maintenance of setting in which organizational and human talents are maximized, since employees are constantly able to gain both concrete and intangible benefits. This leadership style aids creation of a performance-enhancing atmosphere and articulates a compelling vision that improves overall organizational performance (Longe, 2014).

TRANSFORMATIONAL LEADERSHIP STYLE

Transformational leaders as managers who progress and drive their followers by predicting and expressing compelling visions, shared objectives, and mutual interests, as well as modelling the desired behaviour (Vincent-Höper, Muser, Janneck, 2012). The theory is about leadership that changes individuals and organizations and lifts them to greater levels of motivation and morality. Transformational leadership considers vision, culture, values, development, and teamwork (Fairholm, 2001). Transformative leaders help to create transformational leadership cultures (Bass, 1998). Transformational cultures have a sense of family and shared emotions among individuals. Employees in transformational cultures are more likely to go beyond their immediate demands and strive to comprehend and accomplish the organisation ‘s objectives. Transactional leadership culture, is more concerned with the contractual connections that exist between the business and its workers refer to boost confidence of its subordinates' capabilities to achieve collective goals and to provides a sense that they are performing significant work (Bass & Avolio, 1992).
Laissez-faire leadership is characterized by avoidance and inaction (Avolio, 2010). Laissez-faire leadership as a non-responsive and avoidant type of leadership in situations when active involvement by the superior is needed (Skogstad, Hetland, Glasø, Einarsen, 2014). Under such type of leadership, employees have the complete freedom to make decisions by providing them with all the necessary tools and resources. Subsequently, it becomes a good learning opportunity for developing and knowing about organisational tools (Eagly, Johannesen-Schmidt, Van Engen, 2003). Most significant benefit of laissez-faire leadership is that giving employees more freedom may lead to improve job satisfaction and performance (Avolio, 2010).

Some academics chose to take more optimistic stance toward the laissez-faire system, characterizing it as encouraging of autonomy, flexible in how work is done, and incredibly efficient as freedom is given to employees to exhibit their expertise in their subjects or performance of their roles (Chaudhry & Javed, 2012).

SERVANT LEADERSHIP STYLE

According to a general definition of servant leadership, it is the intention of leaders to build trusting relationships with followers and subordinates in order to inspire, direct, offer hope, and create a caring environment (Spears & Greenleaf, 2002). Servant leadership, a contemporary style of leadership in corporations, can improve the performance of the organization’s members through educating employees’ attitudes and work attitudes in organizations, servant leadership prioritizes the needs of subordinates and encourages teamwork and self-esteem (Washington, 2007). Ehrhart (2004) suggested that ethical behaviour and concern for subordinates are the two main pillars of servant leadership. An ethical servant leader inspires and encourages their team members to develop and achieve success on both a personal and professional level.

EMPLOYEE JOB PERFORMANCE

Performance of the employee is “the total estimated value to the organization of the discrete behavioral episodes that an employee performs in over a standard period of time” (Kell & Motowidlo, 2012). Employees’ performance (work performance) is the capacity of an individual to carry out tasks that advance the technological foundation of the company (Santos, ReisNeto, Verwaal, 2018). Employee performance refers to the actions taken by staff members in carrying out the business of the company. Employee’s performance is always influenced by a person's unique skills, capabilities, and attributes as well as by how satisfied they are with their jobs and how much compensation they receive (Shmailan, 2016). Important component that directly affects a company's performance is the performance of employees. It means that employee’s performance is an achievement stage as a work accomplishment by an individual from the organization. Organizational support, managerial effectiveness, and individual employee’s performance all have significant impact on work performance in organization (Simanjuntak, 2011).

If a company wishes to evaluate the performance levels of each employee, appropriate planning and a performance administrator are required and in order to enhance employee’s performance, many firms now offer feedback and implement performance evaluation, promotion, and merit pay methods (Atatsi, Stoffers, Kil, 2019). Performance management covers how supervisors rate subordinates, how workers rate their supervisors and colleagues, and how workers rate themselves. The ultimate purpose of performance management is to increase work quality as effectively as feasible. Setting the present position of employee work allows managers to make changes or recommend new strategies to better understand and accomplish the intended goals for the organization (Para-González, Jiménez-Jiménez, Martínez-Lorente, 2018).

A leader can influence his followers through their actions or personalities, depending on their chosen leadership style. Style is defined as attitude, behaviour, excellent movements, power, and the capacity to do good. When a leader seeks to affect the performance of her/his employees, then leader frequently uses her/his leadership style, which is behaviour and strategy that contain a mixture of philosophy, skills, traits, and attitudes (Para-González et al., 2018). If the leadership is efficient, then the management will also be efficient, and if the productivity is efficient, then the management will also be efficient. Leadership styles guide a worker from generalist to specialist, from bricklayer to architect, from analyst to integrator, from problem solver to agenda setter, from warrior to diplomat, and ultimately from better to best in their position. Since any organization aspires to hold the strongest position in the market, the greatest way to do so is through employee’s performance, which is undoubtedly influenced by good leadership techniques (Islam, Rahman, Siddiqui, 2020).
HOW EMPLOYEE PERFORMANCE AFFECTED BY LEADERSHIP DURING COVID-19

The business community is affected by the widespread Covid 19 epidemic. Many businesses are compelled to downsize their workforces to increase productivity and drive down costs (Purwanto & Nurhasanah, 2022). Every country in the world has been affected by the COVID-19 epidemic. The pre-existing relationships between employers, labour, and working systems have changed. The COVID-19 pandemic brought adjustments in the workplace that had an impact on employees' demands for evaluation and eventual compensation. During COVID-19, many businesses make an attempt to reorganize their pay system to meet employees' genuine needs (Aldoghah, Elrayah, Debla, 2021). The COVID-19 pandemic has recently come to light as an effective symbol for a complex business climate and is now being used as an assessment tool to evaluate a leader's capacity to guide an organization through difficult times (Nangia & Mohsin, 2020). Managers now have a better understanding of what happens to firms with ineffective adaptive leadership that react slowly to crises because of the coronavirus epidemic (Mathende & Karim, 2022).

Flexible actions were taken to solve the challenges of the COVID-19 scenario such as implementation of larger-scale IT systems by numerous organizations and the shift to remote working. These changes have also caused to anxiety, stress, fear, and other negative emotions, as well as unanticipated shocks that have had a lasting impact. Additionally, employee's engagement and organizational trust have decreased. In the current uncertain environment, employees face several new challenges, lowered employee’s productivity, growing unemployment rates, and other issues. Performance is one of the crucial factors that determines a company's effectiveness, hence this transformation is problematic for organizations (Saputro, Bairizki, Hidayat, Tinggi, 2021). Due to the Covid-19 epidemic's effects on employee's performance, organizations have been required to adapt current situation (Muttaqin, Taqi, Ariffin, 2020). Crisis management requires effective communication and strong ties between employers and employees. These ties always have a big impact on how well an organization performs. Discipline, vision, objectivity, responsibility, and strong persuasion abilities are all qualities that a leader should have (Yücel, 2021) and to overcome COVID-19, leadership is crucial. A strong leader must be able to adapt and handle complex challenges (Maulik, Thornicroft, Saxena, 2020).

There are several studies that shows how leadership style during pandemic. Managers in Croatian businesses have modified their leadership styles considerably in reaction to the COVID-19 outbreak. Managers in larger enterprises are more likely to utilize directive leadership style in Croatia (Fabac, Kokot, Bubalo, 2022). Another example is managers in large companies and organizations chose charismatic leadership style during Covid-19 pandemic to improve organizational performance in Erbil, Iraq (Abdullah & Anwar, 2021).

Nearly everyone on world is obliged to function in a setting that is substantially different from what they are accustomed to because of the COVID-19 outbreak. Interventions including social isolation, travel restrictions, virtual or remote work, and skeletal teams have prevented the maintenance of previous processes, which has a negative impact on how people carry out their performance (Tortorella, Narayananmurthy, Godinho Filho Portioli Staudacher, MacCawley, 2021). When workers are quite frightened, their performance deteriorates. The performance of both employees and organizations is typically negatively impacted by stress factors, which reduces work performance and raises employee turnover. This has turned into a significant issue for many firms all over the world during pandemic. Therefore, it is vital to understand the consequences of such challenges as well as the influence of the fundamental work components, procedures, and laws that can reduce them (Al-Nawafah, Nigresh, Al-Amaera, 2020). There are still some tasks that cannot be completed to their fullest potential such as a lack of home office space, erratic internet connections, a breakdown in communication and coordination with other entities, an undesirable home atmosphere, or any of these factors can prevent some jobs from being accomplished to their best potential. Employees become aware of significant changes, such as adjustments in the routine of working hours that are frequently established by organizations; they now need to adjust their own individual working hours to make them more effective (Izzah, Samsudin, Supriyano, 2020). Training and incentives are usually used to improve staff performance, but in the present circumstances, such approaches are insufficient to reinforcing success.

Few studies show how the pandemic’s effects impact employees’ overall performance. Fear of covid-19 virus had negative impact on employees within food manufacturing companies in Konya, Turkey and results show that there is strong negative relationship between employees and fear of covid-19 in food manufacturing sector (Erer, 2020). Other study examined relationship between employee performance and work stress caused by covid-19 and result showed that work stress of 213 bank employees had negative effect on task and contextual performance in Rawalpindi and
Islamabad, Pakistan (Saleem, Malik, Qureshi, 2021).

STUDIES ABOUT LINK BETWEEN LEADERSHIP STYLES OF MANAGERS AND EMPLOYEE PERFORMANCE DURING COVID-19 IN THE LITERATURE

In the literature many more research has been conducted based on relationship between employee’s performance and leadership styles during covid 19. Some studies have been reviewed in the literature as below:

The purpose of this study is to learn more about how work ethics, organizational behaviour, leadership style and leadership style affect employee’s performance. A questionnaire was distributed to 105 participants. The findings of this study support the following hypotheses: (1) Work discipline has a fractional influence on employee’s performance; (2) Organizational behaviour has a fractional influence on employee’s performance; (3) Supportive Leadership style has a fractional influence on employee’s performance; and (4) These three variables (work discipline, organizational behaviour, and leadership style) have a concurrently influence on employee’s performance (Bangun, Ratnasari, Yona, 2021).

A recent study looked at how leadership affected workers’ performance in Jordan’s public sector during the Covid 19 crisis. Survey was applied to 392 people within public sector in Jordan. Additionally, findings showed that, servant leadership was the most popular and impactful among the others. This was evidenced by the fact that servant leadership seemed to be more beneficial in performance management from a remote (Al-Nawafah et al., 2020).

The purpose of this research is to determine the degree of work environment, leadership style, and motivation of the workers of PT. Djaya Sinar Propertindo company during The Covid-19 epidemic. 100 people made up the study's total population, however only 80 of them were included in the sample. The outcome demonstrates how motivation, work environment, and leadership style all have a positive significant impact on employee’s performance in the organization (Dahlan & Riyanto, 2021).

This research intends to investigate ideas to enhance employee’s performance during the pandemic. Survey conducted on 114 employees in PT Hanwa company. The findings demonstrated that leadership style and work motivation had a strong positive impact on job satisfaction. Employee’s performance is unaffected by leadership style or work motivation. Briefly, participatory leadership style did not impact on the performance of PT Hanwa Indonesia employees during the Covid 19 pandemic (Atikah & Riwayati, 2021).

This study aims to provide answers to the concerns of what obstacles workers have since they have been working from home and how managers may raise the standard of their employees’ work so that they can function at their best amid the Covid-19 pandemic. This research conducted among the Private Universities in Jakarta. 24 employees have been chosen for the interview. The study demonstrated that leadership style and motivation are two elements that significantly impact how well employees perform at work. As a result, managers that consistently inspire their teams will make them feel safe and comfortable, which will have an impact on how well the team members perform. On the other hand, a manager who only enforces fines and never encourages staff would put them under emotional stress, which will result in decreased performance (Izzah et al., 2020).

The goal of this study was to determine how subordinates’ performance during the Covid19 epidemic was impacted by servant leadership and flexible work schedules. Employees who worked remotely during the pandemic were given questionnaires to complete and to collect the study data. Survey conducted among 100 employees in start-up companies. According to the study's findings, motivation, adaptable work schedules, and servant leadership can all boost job performance of employees. Flexible work schedules and servant leadership can be used to increase performance of employees by using motivation as the mediator factor (Pamungkas, Haryono, DA, 2022).

Aim of this research to find out relationship between transformational leadership and employee performance among 311 employees in Palestine banks. The finding suggests that there is a significant correlation between transformational leadership and employee’s performance among those working in the banking industry. Job autonomy also partially influences this association. (Alkadash, Almaamari, Al-Absy, Raju, 2020).

The goal of this study is to clarify, the effect of transformational leadership on performance to keep their current positions. Participants in this study included 478 Turkish healthcare professionals. The findings showed that transformative leaders boost employee’s performance, which lowers employee’s tendency to quit (Yücel, 2021).

The focus of this research was to assess the impact of transformational leadership on the performance of employees in a painting sector in Tangerang. Study conducted among 224 employees. The study's findings indicated that transformative leadership did not have impact on employees' performance (Zaman, Novitasari, Goestjahjanti, Fahlevi, Nadeak, Fahmi, Setiawan, Asbari, 2020).
The goal of this study was to examine how different leadership styles—transactional and transformational— affect worker performance. Research conducted among 165 people working within the industry in Jakarta, Indonesia during covid-19 crisis. The analysis of the data showed that only transformational leadership has a meaningful and substantial impact on the performance of the workforce. Employee’s performance during the epidemic was not considerably impacted by transactional leadership during pandemic (Ramadhanti, Singh Kartar Singh, Kularajasingham, 2021).

The purpose of this research is to examine the impact of laissez-faire leadership on worker performance at the South Sulawesi Province governor's office during the Covid-19 outbreak 140 persons made up the research sample. Because of the leadership responsibilities of the Governor of South Sulawesi Province, leadership style has a beneficial and significant impact on employee’s performance. Since achieving a desired corporate goal required the creation of maximum staff performance, laissez-faire leadership style has an impact on employee’s performance (Olle, Kamase, Azis, 2022).

The purpose of this study is to investigate the impact of transformational leadership on the productivity of employees in beverage manufacturing companies that were operating during the pandemic. This is quantitative research conducted among 369 employees. The findings demonstrate that each transformational leadership factor influence work performance of employees, however not all the same level (Mathende & Karim, 2022).

Even in difficult times, improving staff performance requires a transformational leader. This study used the idea of transformative leadership impact on performance of employee. Survey conducted among 76 employees. According to the research's findings, there is a big connection between leadership and staff performance (Purwanto & Nurhasanah, 2022).

**CONCLUSIONS**

This study provides an overview of impacts of leadership styles of managers on employees performance in organisations during Covid-19 crisis. Leadership of managers negatively and positively impact on performance of employees. Especially, choosing the right leadership style to prevent effects of crisis on employees and organization is crucial.

Covid-19 pandemic affected people, countries, country’s economy, policy, social life. Especially people are the most negatively impacted ones among them. Anxiety, stress, fear of the virus caused panic all around the world. Countries shut down the borders, lock down started due to the spread of Corona virus. Schools, offices, cafes and many more places have been shut down. Especially, that organisations began to work online or virtually. Employees shifted from office to home for purpose of work. Fear of virus and family-home related issues, disadvantages of online work affected on employee’s performance. Once employee’s performance negatively affected, organizations performance will be negatively affected as well and in order to turn disadvantage of Covid-19 outbreak to advantage, organisations developed some strategies such as dismissing employee to reduce the costs of organization and keep the economic balance and changing the administrative leadership styles of managers to motivate employees to improve their performance. Leadership is vital for organisations' progress especially during the crisis. Choosing right leadership style that suits managers and organisation to prevent disadvantages and to reduce the pressure of pandemic. During Covid-19, leaders changed their leadership styles because of many changes during pandemic. Leadership is challenging while working virtually without communication face to face with employees. Communication and coordination is between manager and workers became more sensitive during though times. For this reason, suitable leadership style will be positive impact on motivation of employees and their performance and satisfaction.

In this context, future studies on link between managers’ leadership styles and employees performance in organizations during Covid-19 outbreak must be taken further beyond.

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