

PROJECT REPORT
ON
EXPLORING THE EFFECT OF LEADER SUPPORT ON EMPLOYEE
CONFIDENCE AND EMPLOYEE PERFORMANCE

Submitted By

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DECLARATION

I, **KRISHNA K P**, M.Com student of MES Asmabi college, hereby declare that the report on “**EXPLORING THE EFFECT OF LEADER SUPPORT ON EMPLOYEE CONFIDENCE AND EMPLOYEE PERFORMANCE**” in partial fulfillment of the requirement for the award of the degree of Master of

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CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

The business sector globally is experiencing intense competition, prompting organizations to recognize the significance of their human resources as a competitive edge. Employees play a crucial role in creating this advantage through their performance. Therefore, organizations prioritize strategies to maximize employee performance, aligning with managerial objectives to achieve corporate goals efficiently. It's imperative for organizations to emphasize factors that boost employee performance, as it directly impacts overall organizational success. Recognizing this, organizations focus on enhancing employee performance, understanding that without it, organizational goals remain unattainable. Leader support stands out as a primary factor in enhancing employee performance.

In the realm of organizational growth, it's crucial to grasp how leadership support,

employee performance, and their consequences intersect, especially in rapidly changing places like India. Given India's status as a developing nation, its economic progress heavily hinges on its workforce, underscoring the importance of studying what boosts employee performance.

Leader backing significantly influences employee performance in organizations. When leader shows support by providing resources, guidance, and recognition, employees feel valued and motivated boosting job satisfaction and performance. This connection is crucial, especially in Kerala, known for its highly educated and skilled workforce. Effective leadership support unleashes the workforce's potential, fostering productivity and innovation. Additionally, the employee's confidence influences the relationship between leader support and performance, adding complexity, which is particularly relevant in Kerala, where adaptability and resilience are prevalent traits.

Kerala's distinctive blend of social and economic factors, with a strong focus on education and welfare, offers an ideal setting to explore how leader support influences employee performance, confidence, and organizational growth. By tapping into its human resources for economic and social advancement, findings from such studies can provide valuable insights for policymakers, business leaders, and HR professionals.

Additionally, in Kerala, organizations aim to stay competitive and adjust to evolving market conditions. It's crucial for leaders to foster a supportive workplace atmosphere. Through investing in initiatives that support leaders, organizations can nurture trust, empowerment, and resilience, paving the way for long-term success.

In summary, investigating how leader support influences employee performance and employee confidence is crucial for the future progress of companies in India, especially in areas like Kerala with ample human resources. By grasping and utilizing these mechanisms, organizations can cultivate a supportive environment that promotes excellence, fueling sustainable development and prosperity amidst India's changing economic scenario. Thus, the study aims to analyze how leader support impacts employee performance and employee confidence and how

employee confidence influence employee performance.

1.2 STATEMENT OF THE PROBLEM

In today's fiercely competitive business landscape, where organizations aspire for excellence and long-term sustainable growth, the significance of effective leadership and its impact on employee performance and employee confidence cannot be overstated. The interaction between leader support, employee performance and confidence is a crucial area of investigation, directly shaping organizational productivity, innovation and triumph. This study addresses the lack of studies that investigate how leader support affects both employee performance and confidence simultaneously. While many studies have delved into the impact of leader support on employee performance, the connection between leader support and employee confidence has not been thoroughly explored. The aim of this study is to fill the gap by examining how leader support impacts both employee confidence and performance. Given the current competitive nature of organizations, comprehending these dynamics is crucial, as companies increasingly prioritize employee performance as an indicator of organizations success. Thus this study seeks to clarify the relationship between leader support, employee performance, and confidence, providing valuable insights for enhancing organizational effectiveness and employee satisfaction.

1.3 SIGNIFICANCE OF THE STUDY

Studying how leader support impacts employee performance and employee confidence, holds great importance in modern workplaces. It illuminates the dynamics of workplace relationships and productivity. Understanding how leader support affects performance allows organizations to develop targeted interventions to improve leadership practices and organizational effectiveness. Additionally, exploring the role of employee confidence in improving employee performance

enhances our understanding of psychological processes. Employee confidence drives motivation, resilience, and engagement, crucial for sustained high performance. Understanding how leader support influences confidence can inform leadership development programs and organizational policies aimed at creating supportive work environments conducive to employee growth and success. Ultimately, this research offers opportunities to improve both individual and organizational outcomes, advancing workplace practices and optimizing human capital in today's competitive business environment.

1.4 SCOPE OF THE STUDY

The study's scope encompasses an examination of how leader support influences employee performance and employee confidence. The study will be held among 100 employees of Manappuram Finance Limited especially in Thrissur district. The study will analyse the key variables such as leader support, employee confidence and employee performance. However, it acknowledges the existence of additional variables affecting employee confidence and performance which may restrict the applicability of findings.

1.5 OBJECTIVES OF THE STUDY

1. To examine the effect of leader support on employee performance and employee confidence.
2. To analyze the influence of employee confidence on employee performance.
3. To examine the influence of gender, work experience on employee confidence and employee performance.

1.6 RESEARCH QUESTIONS

1. How does leader support influence employee performance?
2. To what extent does employee confidence influence the relationship between

leader support and employee performance?

3. What is the relationship between employee confidence and employee performance?

1.7 HYPOTHESIS

- H1: Leader support has a significant effect on employee confidence.
- H2: Leader Support has a significant influence on employee performance.
- H3: Employee confidence has a significant influence on employee performance.
- H4: The gender and work experience have bearing on the employee performance.
- H5: There is significant difference in employee confidence as per employee's experience.

1.8 RESEARCH METHODOLOGY

1.8.1 Type of Data Used

Both primary and secondary data are used for the study.

1.8.1.1 Primary data

Primary data for the study was collected through a structured questionnaire from employees of Manappuram Finance Limited in Thrissur district.

1.8.1.2 Secondary data

Secondary data was collected from published sources such as books, journals, websites, etc.

1.8.2 Tools for Data Collection

Questionnaires are used for the data collection. It was distributed among employees of Manappuram Finance Limited through online google form.

1.8.3 Sampling Technique

Descriptive form of study is used.

1.8.4 Sampling Method

The purposive sampling method is used for the study.

1.8.5 Sample Size

The sample size is 100

1.8.6 Tools for Data Analysis

The results were analyzed using Excel and SPSS software. Percentage analysis, Regression, two way ANOVA, one way ANOVA were also used.

1.8.7 Measures Used

Variables	Measurement	Source
Leader Support	5 point Likert Scale	Ahesarne et al. 2006; Zhang and Bartol, 2010; Pazetto et.al 2023, International Journal of Productivity and Performance Management
Employee Performance		Dede, Nsirim, 2023, International Journal of Research Publication and Reviews
Employee Confidence		Author Creation

1.9 LIMITATIONS OF THE STUDY

- Selected sample is limited to 100. Hence the findings cannot be generalised.
 - Respondents may be biased so the collected data may not be reliable. ●
- Employee performance is supposed to change from time to time.

1.10 CHAPTERISATION

Chapter 1 : Introduction

Chapter 2 : Review of Literature

Chapter 3 : Theoretical Framework

Chapter 4 : Data Analysis and Interpretation

Chapter 5 : Findings, Suggestions and Conclusion

CHAPTER 2

REVIEW OF LITERATURE

Employee performance has continuously gained huge attention since a few decades ago and is frequently highlighted in society (Ohuru Faith, 2020). Many research found that employee performance is influenced by leader support and confidence of employees. According to (Kurniawan, et.al, 2019) performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets, or targets and criteria that have been determined in advance and mutually agreed upon. Smith et.al (2023) found that leader support significantly predicted employee performance in a sample of 500 employees. However, the mechanism through which this relationship operates remained unclear. Building on Smith et.al (2023), Johnson (2024) proposed that employee motivation could mediate the relationship between leader support and employee performance. This suggests that when employees perceive support from their leaders, it boosts their confidence levels, leading to improved performance. Lee and Park (2022) conducted a longitudinal study and confirmed that leader support positively influenced employee satisfaction,

which subsequently enhanced employee performance over time. Contrary to previous findings, Gupta and Sharma (2024) argued that while leader support is essential for employee well-being, its direct impact on performance might be limited. They proposed that other factors, such as organizational culture and job autonomy, should also be considered. Going beyond traditional measures of employee performance, Wang et.al (2023) introduced a novel approach incorporating employee creativity and innovation. They found that leader support not only influenced traditional performance metrics but also fostered a culture of creativity and innovation within the organisation. Expanding on Wang et.al's (2023) findings, Zhang and Wu (2024) proposed a model of transformational leadership that emphasises the role of leader support in empowering employees to take risks and explore new ideas, ultimately enhancing organisational performance. A study by Prange and Pinho (2017) mentioned that, since human resources are an important factor in any organization, organizational productivity and efficiency depend on the performance of its employees. Omar et.al (2022) presented the factors influencing employee performance and it shows that time pressure, a lack of motivation, and a heavy workload all have an impact on employee performance. Purwantiningsih et.al (2022) identified that work ability, motivation and leadership has a role in shaping performance of employees. Sinabela (2022) States that leaders have an obligation to achieve organizational goals and pay attention to the needs of their employees, therefore effective leadership is needed for organizational effectiveness (Sinambela, 2022). The nature and characteristics of leadership, according to Sinambela and Ernawati (2021) found evidence that effective leadership is a leader must have language skills, self-confidence, initiative, encouragement of achievement and ambition. Leadership is really what matters. Ghifary et.al (2020) concluded that leadership has a significant effect on employee performance. The study further revealed that employee confidence can mediate the influence of leadership on the performance of employees, which means that leadership can improve employee performance if employees feel confident working in the organisation. Hakim et.al (2023) investigated the effect of self confidence on

employee performance and the results in this study are according to the theory proposed by Satria dkk (2018) which states that self-confidence has a significant influence on performance, "the main driving factor in carrying out tasks is the need for which the issue of self-confidence is also an important factor. Dede, Nsirim(2023) found that employee confidence greatly impacted on organisational effectiveness by improving employee performance. Haider N et.al (2015) found that different leadership styles have a significant influence on employee performance. Paaais and Pattiruhu (2020) concluded that leader support and employee confidence is crucial for employees, so that the work that has been charged can be carried out, as it should be per the company's operational standards. It was evidenced in Khin Marlar Win's (2016) study that the behaviour of a leader has an impact on employee retention and performance.

Based on empirical research conducted (Alonderiene & Majauskaite, 2016) shows the positive and significant impact of leadership style on job satisfaction that can improve employee performance, while Dahkoul Zuheir Muhammed(2018) explored the determinants of employee performance. Employee satisfaction, management standards and training are the significant factors influencing the employee performance while having a direct impact on employee engagement that ultimately results in enhancing employee performance. The results obtained from empirical testing of data indicate that the variables of study have significant positive relationships among each other (Dahkoul,2018). Rosimeire Luiza Batista and Aurea Fatima Oliveira (2012) found that the main predictor of employee confidence is the perception of organizational support which explained the highest percentage of variance in the criterion variables. Brigitha Ria Tumilaar(2015) examined the effect of employee relations on employee performance. From this it was concluded that good employee relations motivates employees for better performance and contributes to the overall success of the organization. Another study conducted by Ridwan et.al (2018) found that leadership style has a significant effect on employee performance when mediated by high employee motivation so that the implications of this study are to improve leadership style in carrying out tasks and

responsibilities in work such as fair, contribute positively and improve leadership training so that in making decisions more easily while, Nihal Jeena et.al (2018) revealed that there is a positive and strong relationship between the transformational leadership behaviour and performance of employees. A schematic literature review conducted by Moch Saffrudin and Mursalim Nohong(2023) came to the conclusion that a good leadership style influences employee performance— while only one claimed there was little to no effect. It is concluded that there is no one best leadership approach and that as long as you follow the reality of the situation and prioritize employee welfare, everything will work out well. Hagos Brhane and Shimels Zewdie(2018) states that the success or failure of any organization is determined by its employees as they are more valuable assets who combine the other resources such as finance, technology, information and production system which enables to achieve the organisation's competitive advantage. They found that good employee relations motivates employees for better performance and contributes to the overall success of the organization. Dewi Susita(2019) found that work discipline has a positive and significant effect on job satisfaction, which can further improve employee performance. The independence of employees in performing has not been able to show their ability according to their duties and responsibilities, which is caused by the lack of employee confidence. Ohuru Faith (2020) investigated the association of self confidence and employee job performance. The findings indicated that there is a very strong relationship between self-confidence and employee performance and it was recommended that, Self-confidence is the spirit of boldness needed in order to successfully undertake a task. Hence the prior research showed that leader support has a significant influence on employee performance and employee confidence.

CHAPTER 3

THEORETICAL FRAMEWORK

3.1 LEADERSHIP

A leader is the one in the charge, the person who convinces other people to follow. A great leader inspires confidence in other people and moves them to action. Different authors defined leadership in different ways. Yukl (2010) defined that leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives. Rowe and Guerrero (2011) stated that leadership is about the ability to influence your subordinates and your peers in a work or organizational context. Without influence, it is impossible to be a leader. Of course, having influence means that there is a greater need on the part of leaders to exercise their influence ethically. According to Dubrin (2007), the leader has the ability to inspire confidence and support among the people who are needed to achieve organizational goals. Porter et al., (2006) described that leaders get things done through people. Bill George, former CEO of Medtronic Company said that the role of leaders is not to get other people to follow them, but to empower others to lead (described in 'Era of Management book' , 2013).

3.1.1 TRAITS OF A GOOD LEADER

To effectively lead and influence a group or organization, a leader must possess specific qualities and skills. Some of the essential traits for effective leadership include:

- **Physical Features**

The character of a person plays a crucial role in leadership success. Physical attributes such as height, weight, vitality, health, and appearance contribute to one's personality. A leader who is physically fit tends to draw others and inspire confidence.

- **Knowledge**

A leader needs to be well-informed and skilled, understanding all aspects, principles, methods, and functions within their domain. Intelligent and knowledgeable leaders command respect from their team and can effectively guide and sway others in the workplace.

- **Integrity**

Each leader must uphold a strong sense of integrity and honesty, as their conduct shapes how they are perceived by their followers. Maintaining high moral standards is essential to serve as a role model.

- **Vision**

An effective leader needs to possess vision, seeing the overarching direction of the organization or team, understanding its potential, and discerning the necessary steps to achieve those goals.

- **Initiative**

A leader should proactively seize opportunities and demonstrate creativity by generating novel ideas and approaches to tasks. Leadership initiative entails the capacity to act and decide autonomously, without external prompting.

- **Communication Skills**

Effective communication is pivotal in influencing others, making it imperative for a leader to excel in conveying ideas, emotions, and decisions persuasively. Additionally, they should adeptly guide and inspire subordinates. To be truly effective, a leader must excel not only in speaking but also in listening attentively.

- **Motivation Skills**

A leader must excel at motivating others, influencing their behaviours and intentions through encouragement. It's essential for a good leader to grasp people's

needs and inspire them by addressing those needs.

- **Self-Confidence**

An effective leader should exude confidence, as self-assurance is vital in motivating and uplifting the spirits of followers. A confident leader can instill confidence in others as well. Self-assurance within a leader is crucial as it instills confidence and drive in team members.

- **Decisiveness**

A capable leader should make decisions based on the prevailing circumstances, assessing available alternatives and timing them appropriately. Once decisions are made, they should remain stable to uphold consistency and stability.

- **Social Skills**

An effective leader should foster a friendly and sociable relationship with their followers, acknowledging their challenges and providing support whenever possible. They should have the skill to earn the trust and loyalty of their subordinates.

3.1.2 STYLES OF LEADERSHIP

Leadership styles denote the manner in which leaders interact with their followers to inspire, motivate, and guide them. Following are some important leadership styles.

- **Democratic Leadership**

In a democratic leadership approach, decisions are made by the leader after gathering input from team members. This style emphasizes collaboration and consultation, allowing each team member to contribute to project direction. While the leader ultimately bears the responsibility for decisions, this style fosters creativity and engagement among team members, often resulting in high job

satisfaction and productivity levels.

- **Autocratic Leadership**

Autocratic leadership stands in stark contrast to democratic leadership. Here, the leader unilaterally makes all decisions without seeking input or suggestions from the team. The leader wields complete authority and bears full responsibility, with no employee consultation prior to decision-making. Following the decision, everyone is expected to endorse the leader's choice, often amidst a backdrop of fear within the team towards the leader.

- **Laissez-faire Leadership**

Laissez-faire leadership is characterized by a hands-off or passive approach, where leaders furnish team members with tools, information, and resources for their tasks. This style involves leaders stepping back, allowing team members to work independently, plan, organize, make decisions, solve problems, and complete projects without direct supervision.

- **Transformational Leadership**

Transformational leadership revolves around revolutionising businesses or groups by motivating team members to continually raise their standards and accomplish what they previously deemed unattainable. Transformational leaders set high expectations for their team and consistently challenge them until their work, lives, and businesses undergo a significant transformation or improvement.

- **Transactional Leadership**

Transactional leadership operates on a short-term basis and can be likened to a reciprocal exchange. When team members accept a job, they agree to follow their leader, creating a transaction akin to payment for services rendered. Employees are rewarded for the specific work they complete, such as meeting targets to receive promised bonuses. This dynamic is particularly evident in sales and marketing roles.

- **Bureaucratic Leadership**

Bureaucratic leadership adheres strictly to established protocols and regulations, leaving no room for deviation. Work procedures are defined by rigid rules, and bureaucratic leaders ensure team members adhere to these guidelines with precision. Bureaucratic leadership is commonly linked with established, long standing organizations, where adherence to traditional methods has historically led to success. Consequently, introducing novel strategies within these entities often faces staunch opposition, particularly if they diverge from established norms. Innovation is perceived as impractical or hazardous, leading to reluctance in embracing new ideas.

- **Servant Leadership**

Servant leadership prioritises serving the team before assuming leadership roles. A servant leader focuses on meeting the needs of their team members ahead of their own. This approach also embodies leading through personal example. Servant leaders actively seek opportunities to nurture, uplift, and motivate those under their guidance to achieve optimal outcomes.

- **Charismatic Leadership**

Charismatic leadership is characterised by a leader's adept use of communication, persuasion, and charm to sway others. Such leaders, due to their ability to forge profound connections, are particularly valuable in organisations experiencing crises or challenges in progressing forward.

3.1.3 THEORIES OF LEADERSHIP

- **Great Man Theories**

Have you encountered the notion of someone being "born to lead"? This perspective suggests that exceptional leaders possess innate traits like charisma, confidence, intelligence, and social adeptness that naturally predispose them to leadership roles. The "great man" theories posit that leadership ability is intrinsic—

that extraordinary leaders are born with it, rather than it being developed over time. The label "Great Man" originated from an era where leadership was predominantly associated with men, particularly in military contexts. These theories imply that acquiring strong leadership skills is innate rather than learned; it's perceived as a trait one either possesses inherently or lacks, representing a nature-focused explanation of leadership over nurture.

- **Traits Theory**

Like Great Man theories, trait theories suggest that individuals inherit specific qualities and characteristics that predispose them to leadership roles. Trait theories typically pinpoint particular personality traits or behavioural attributes common among leaders. For instance, qualities such as extroversion, self confidence, and courage are often associated with effective leadership.

- **Contingency Theory**

Contingency theories of leadership concentrate on specific environmental factors that could dictate the most suitable leadership style for a given situation. According to this perspective, no single leadership style is universally optimal across all situations.

- **Situational Theory**

The leadership situational theory, introduced by Herser and Blanchard, asserts that successful leadership is contingent upon context. Leaders should adjust their approach according to the readiness of their followers. This concept implies that diverse situations demand varied leadership strategies, such as directing, coaching, supporting, or delegating, to attain the best outcomes.

- **Behavioural Theory**

Behavioural theories of leadership posit that exceptional leaders are developed through learning and experience, contrasting with the notion of innate leadership abilities in Great Man theories. Stemming from behaviourism, this leadership approach emphasises observable actions rather than innate mental

qualities or internal states. According to this theory, individuals can acquire leadership skills through instruction and observation.

- **Management Theory**

Management theories, also referred to as transactional theories, centre on supervision, organisation, and group effectiveness. These theories ground leadership in a framework of rewards and penalties. They are commonly applied in business settings, where employees receive rewards for success and face reprimands or punishments for failure.

3.1.4 ADVANTAGES OF LEADERSHIP

- **Increases Job Satisfaction**

Effective leadership is essential for motivating teams and boosting their satisfaction levels. When employees are happier at work, their performance improves, and they experience less additional stress or pressure. Utilizing transformational leadership to enhance the contentment of subordinates is highly impactful.

- **Improves Efficiency**

A skilled leader fosters participation and commitment within the workforce, reducing the necessity for unnecessary shortcuts. Leadership supports the team by setting achievable goals, thereby enhancing productivity through clear direction and defined objectives. When management and leadership are balanced effectively, workplace productivity increases and remains sustainable over time.

- **Accelerates Decision Making**

Great leaders possess strong decision-making skills and a profound understanding of their teams. They excel at finding the right balance and grasping the dynamics of their colleagues and collaborators. Leaders adeptly make swift

decisions, swiftly assess risks and opportunities, and remain dedicated to achieving objectives. Mastering effective decision-making is a vital leadership skill that positively impacts the leader's team, organization, clientele, and projects.

- **Elevates Quality Levels**

Effective leadership plays a crucial role in improving quality management. Leaders set objectives and guide their teams towards achieving them. To uphold quality standards, leaders collaborate with their teams to define clear objectives, identify quality issues, address them, and implement preventive measures to avoid recurrence.

- **Fosters Better Teamwork**

Improving teamwork involves task assignment by team leaders, leading to enhanced performance under their guidance. Leaders utilize team-building activities to boost the efficiency and productivity of their teams.

- **Promotes High Level of Group Motivation**

Confident leaders are adept at managing teams and inspiring outstanding performance in others. Team confidence is significantly influenced and boosted by these confident leaders who improve clarity and minimize resistance, thereby increasing speed towards achieving goals. Leaders cultivate an inspiring environment, resulting in enhanced team performance.

- **Enhances Overall Performance**

Leadership strategies involve improving, influencing, and motivating the team to work towards a common goal. Leaders provide avenues for feedback, and their openness to it motivates employees, showing awareness of their needs and prompting improved performance through appropriate actions. To optimize team performance, leaders must align, guide, mentor, develop, and involve the workforce in strategic goals and priorities.

- **Instills Confidence**

Confidence is crucial and can be attained by clearly communicating work expectations to subordinates, defining their roles, and providing effective guidance to help them achieve goals.

3.1.5 DISADVANTAGES OF LEADERSHIP

- **Decisions Made at a Slower Pace**

Leaders either make decisions hastily or, on occasion, they deliberate at length. Their deliberation stems from a thorough examination of facts and evidence.

- **Potential for Decreased Motivation among Workers**

If a team leader neglects to maintain the happiness and positivity of their employees, team morale may suffer. Occasionally, leadership approaches and attitudes can have detrimental effects rather than beneficial ones.

- **Not always Suitable in certain Circumstances**

Certain situations necessitate acquiring additional facts and information to facilitate the decision-making process. Quick decisions may not be suitable or feasible if they lack the necessary data, as they could potentially disrupt the workflow or outcome, especially in instances where there's no clear leadership role or it's not appropriate to rush into a decision.

- **Decision-making Solely Rests with Leaders**

In a workplace setting, team members may become demotivated if leaders monopolize decision-making, as it can inhibit their ability to voice their opinions or make independent decisions without seeking permission.

- **Dependency on Others, Lacking Autonomy**

Leadership within a corporation or project can influence individuals' autonomy. When individuals are expected to unquestioningly follow their leader's directives, their freedom may be constrained.

- **Strain on both Physical and Mental Well-being**

In situations of mental and physical strain, leadership alone may not suffice to resolve issues in any work setting. Such circumstances necessitate input from every individual involved.

- **Responsibility and Answerability**

No matter how routine leadership responsibilities may appear, the leader bears responsibility for the actions and decisions of the group. There's always a risk of leading the group astray and facing accountability for it.

- **Potential Resistance from Team Members**

Occasionally, teams are excluded from the decision-making process, rendering them passive entities unable to act autonomously. Such leadership can be met with resistance from the team, as they perceive it as monotonous and unengaging.

3.2 EMPLOYEE PERFORMANCE

Employee performance refers to the utilization of employees' skills and expertise to enhance a company's profitability. It encompasses meeting deadlines, timely delivery of outcomes, proactive problem-solving, initiating new projects, and consistently achieving excellence. Essentially, performance is crucial as it directly impacts a company's ability to attain its objectives and determine its success or failure. Employee performance is defined as the manner in which employees complete their assigned work and perform required responsibilities (Omar, 2010).

3.2.1 FACTORS AFFECTING EMPLOYEE PERFORMANCE

- **Job Satisfaction**

When employees are content with their work, they tend to be more productive and successful. Elements such as having a supportive supervisor, feeling valued, and finding meaning in their tasks contribute to higher job satisfaction and better performance.

- **Recognition**

Acknowledgment from management is crucial for employee performance as it motivates them to strive for excellence. Recognizing achievements and offering praise boosts employees' morale and inspires them to perform at their best.

- **Workload**

The amount of tasks assigned to employees significantly impacts their performance. Feeling overwhelmed with excessive work or underwhelmed due to a lack of tasks can lead to burnout and decreased productivity over time.

- **Training**

Offering training opportunities enables employees to acquire the skills necessary to excel in their positions. Adequate training builds confidence and equips employees to handle their responsibilities more effectively, resulting in improved organizational performance.

- **Technology**

Providing modern technology tools is essential in today's digital era to support employees in performing their tasks efficiently. Maintaining updated equipment, software, and reliable connectivity fosters an environment conducive to productivity, without being hindered by technological limitations.

- **Communication**

Effective communication between managers and employees fosters a collaborative and transparent work environment. Regular two-way communication ensures that expectations are clear, progress is monitored, and feedback is exchanged, leading to increased engagement and improved performance.

- **Culture & Environment**

Organizational culture significantly influences employee performance. A positive culture characterized by mutual respect, enthusiasm, and shared objectives fosters creativity and innovation, ultimately driving better business outcomes.

3.2.3 IMPORTANCE OF EMPLOYEE PERFORMANCE

- **Productivity**

Optimal employee performance directly correlates with heightened productivity. When employees excel, they efficiently and effectively complete tasks, thereby enhancing the organization's overall output.

- **Work Quality**

Enhanced employee performance translates to superior work quality. Consistently high-performing employees are more likely to deliver work that meets or surpasses standards, resulting in increased customer satisfaction and retention.

- **Team Spirit**

Employee performance significantly impacts team morale and cohesion. Witnessing colleagues excel can inspire others to strive for excellence, fostering a positive work environment.

- **Innovation and Creativity**

High-performing employees often contribute innovative ideas and solutions. Their dedication to excellence encourages them to think innovatively, driving creativity within the organization.

- **Cost Efficiency**

Efficient performance management can lead to cost savings. When employees perform well, there is reduced need for rework, corrections, or additional supervision, resulting in saved time and resources.

- **Employee Growth**

Prioritizing employee performance promotes professional development. Offering feedback, recognition, and advancement opportunities motivates employees to continually enhance their skills, benefiting both the individual and the organization.

3.3 EMPLOYEE CONFIDENCE

Self-confidence is the faith or perception of a person that he or she is capable of performing a specific task under any given situation (Bandura & Cervone, 2003). Confidence and performance often work well together. Confident employees not only believe in their own abilities to manage tasks, but they are also more likely to convince managers, co-workers and customers of their abilities as well (Dede, Nsirim, 2023). Confidence empowers employees to learn and create without worrying about failure repercussions. In every workplace, there's a natural apprehension when encountering unfamiliar tasks or dynamics. Confident employees acknowledge their skills realistically, embrace their role in the company's achievements, and tackle obstacles fearlessly.

Burton and Platts (2012) identified the following as some of the benefits of displaying confidence at work:

- **Enhances Job Performance**

Confidence in your abilities boosts productivity and elevates the quality of your work, making you a more attractive candidate for employers.

- **Elevates Workplace Engagement**

Self-assurance encourages active participation in work discussions, leading to increased engagement and potential recognition for your contributions, fostering better workplace relationships.

- **Fosters a Positive Outlook**

Confidence breeds pride in achievements, fostering a positive mindset that not only uplifts your morale but also positively influences those around you.

- **Minimizes Stress**

Focusing on strengths rather than weaknesses cultivates a carefree and optimistic attitude, reducing work-related stress and allowing for a more positive approach to tasks.

- **Enhances Problem-Solving Abilities**

Confidence opens doors to innovative solutions, empowering individuals to tackle various challenges effectively and potentially improving leadership capabilities.

- **Strengthens Leadership Skills**

Demonstrating confidence can lead to the development of key leadership attributes, such as decision-making prowess, potentially resulting in increased responsibilities and career advancement opportunities.

The following are three major benefits organizations derive in having confident employees:

1. Confident Employees are Less Stressed
2. Confident Employees are Higher Performers
3. Confident Employees are Loyal

3.3.1 SOCIAL COGNITIVE THEORY

Bandura's (1997) social cognitive theory serves as a theoretical foundation for understanding the mediating role of employee confidence. The theory posits that individuals acquire and develop confidence through social experiences and interactions, with leaders serving as significant social agents in the workplace. Social Cognitive Theory suggests that people acquire knowledge by observing, imitating, and modelling others. In terms of employee confidence, it indicates that watching capable coworkers, getting positive feedback, and mastering tasks contribute to self-beliefs about effectiveness. These beliefs affect how confident individuals feel about their task performance. Moreover, elements such as social support, encouragement, and workplace culture significantly shape employee confidence. Organisations can boost employee confidence and, consequently, enhance performance and job satisfaction by providing chances for skill growth, creating supportive atmospheres, and giving helpful feedback.

CHAPTER 4

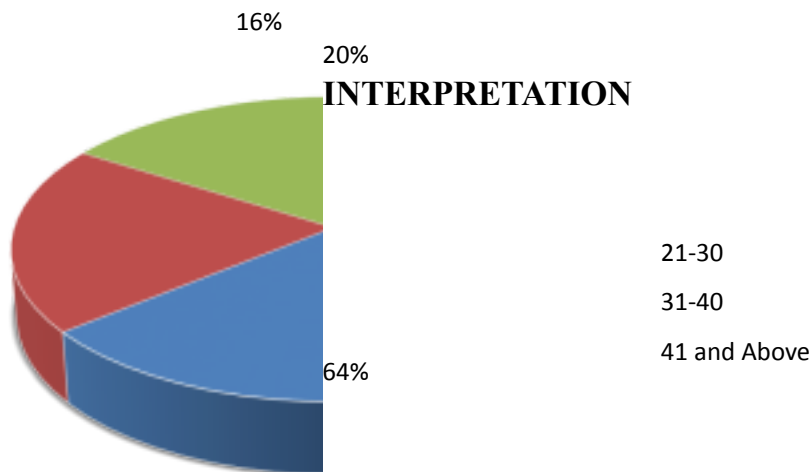
DATA ANALYSIS AND INTERPRETATION

TABLE 4.1
AGE WISE CLASSIFICATION

Age	NO. of Respondents	Percentage
21-30	64	64%
31-40	20	20%
41 & Above	16	16%
Total	100	100%

Source: Primary Data

GRAPH 4.1
AGE WISE CLASSIFICATION



The above table reveals that the number of respondents comes under the category of age between 21 and 30, that is 64%, 20% of the respondents comes under 31-40 age group and 16% of the respondents belonging to the category of 41 years and above. The age group with the highest number of respondents comes under 21 and 30 years old.

TABLE 4.2
GENDER WISE CLASSIFICATION

Gender	NO. of Respondents	Percentage
Male	49	49%
Female	51	51%
Others	0	0
total	100	100%

Source: Primary Data

CHART 4.2
GENDER WISE CLASSIFICATION

0%

Male

49% 51%
Female Others

INTERPRETATION

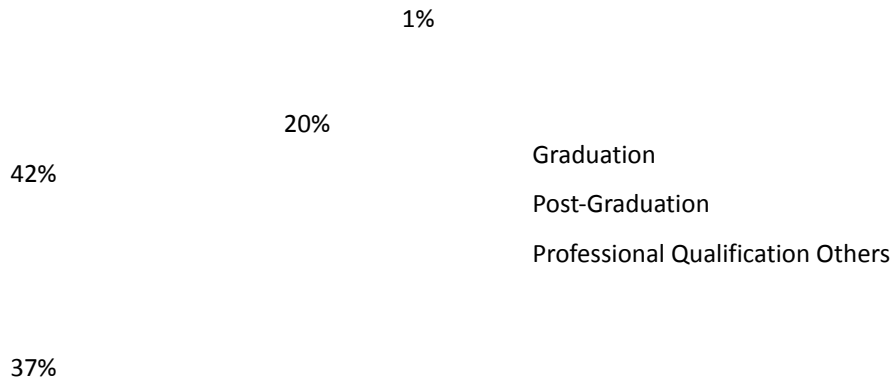
From the above table, 51% of respondents are female and 49% are male. The majority of respondents participated in the study is female employees.

TABLE 4.3
EDUCATIONAL QUALIFICATION

Educational Qualification	NO. of Respondents	Percentage
Graduation	42	42%
Post graduation	37	37%
Professional qualification	20	20%
Others	1	1%
total	100	100%

Source: Primary Data

CHART 4.3
EDUCATIONAL QUALIFICATION



INTERPRETATION

The above table shows that 42% of the respondents are graduates, 37% are post graduates, 20% have professional qualification and 1% of the respondents have other qualifications. Majority of the respondents qualified graduation.

TABLE 4.4

DESIGNATION OF RESPONDENTS

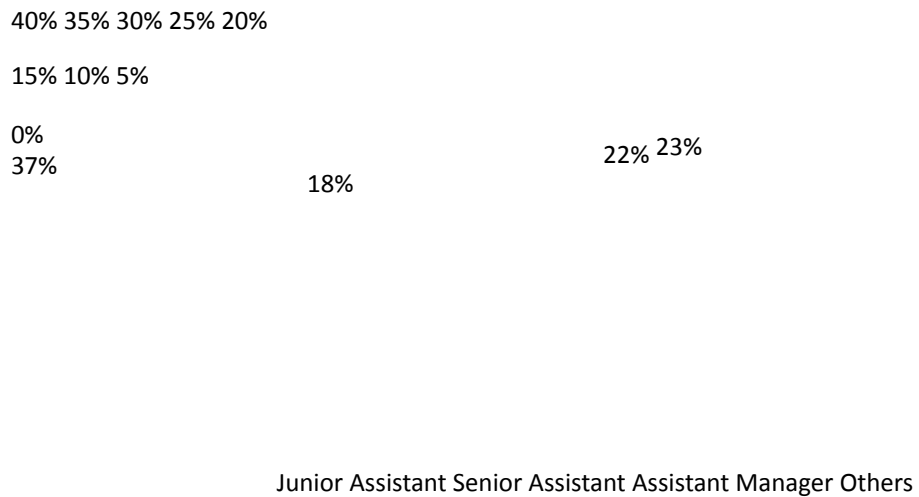
Designation	NO. of Respondents	Percentage
Junior Assistant	37	37%
Senior Assistant	18	18%

Assistant Manager	22	22%
Others	23	23%
Total	100	100%

Source: Primary Data

CHART 4.4

DESIGNATION OF RESPONDENTS



INTERPRETATION

The above table shows that 37% of the respondents are junior assistants, 23% of the respondents have other designation, 22% are assistant managers, and 18% are senior assistants. A maximum of 37% of the respondents are junior assistant.

TABLE 4.5

YEAR OF EXPERIENCE OF RESPONDENTS

Year of Experience	No. of Respondents	Percentage
0-5	66	66%

5-10	14	14%
10-15	15	15%
Above 15	5	5%
Total	100	100%

Source: Primary Data

**CHART 4.5
YEAR OF EXPERIENCE OF RESPONDENTS**

70% 60% 50% 40% 30% 20% 10% 0% 0-5 Years 5-10 Years 10-15 Years Above 15

66%

14% 15%

5%

INTERPRETATION

From the above table, it is shown that 66% of respondents have 0-5 years of

experience, 15% have 10-15 years of experience, 14% have 5-10 years of experience, and 5% have above 15 years of experience. A maximum of 66% of respondents have 0-5 years of experience.

TESTING OF HYPOTHESIS

H1: LEADER SUPPORT HAS SIGNIFICANT EFFECT ON EMPLOYEE CONFIDENCE

TABLE 4.6

MODEL SUMMARY^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
1	.462 ^a	.214	.206	.46796	1.513

a. Predictors: (Constant), leader support

b. Dependent Variable: employee confidence

INTERPRETATION

The model summary indicates that the predictor variable, leader support, accounts for approximately 21.4% of the variation in the dependent variable, employee confidence. With an R-squared value of 0.214, the model demonstrates a moderate association between these two variables. Additionally, the Durbin-Watson statistic, measuring autocorrelation in the residuals, stands at 1.513, suggesting the potential presence of autocorrelation within the residuals.

TABLE 4.7

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.

	1 Regression	5.838		1 5.838	2	.000 ^a
	Residual	21.460	8	9 .219		
	Total	27.299	9	9		

- a. Predictors: (Constant), leader support
- b. Dependent Variable: employee confidence

INTERPRETATION

The ANOVA results reveal a notable correlation between the predictor variable, leader support, and the dependent variable, employee confidence. The substantial F-value (26.660) and its associated p-value ($p < .001$) imply that the regression model accounts for a significant proportion of the variation in employee confidence. Nevertheless, there exists some unexplained variance, indicated by the mean square error (0.219), reflecting residual differences between observed and predicted values. Noteworthy is the finding that leader support emerges as a significant predictor of employee confidence, with a p-value $< .001$, highlighting its critical role in influencing employee confidence levels.

COEFFICIENTS^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			STolerance	IF

	1 (Constant)	2.891	.278		0.385	1.000	.	
	leadersupport	.361	.070	.462	.163	5.000	.1.000	.000

V

1

a. Dependent Variable: employee confidence

INTERPRETATION

The results imply a regression analysis was conducted. Key findings include an intercept at 2.891 and a noteworthy increase of 0.361 units in "employee confidence" for each unit rise in "leader support" ($p < 0.05$). The standardized coefficient for "leader support" is 0.462, signifying a moderate impact. With a T value of 5.163, there's a notable relationship ($p < 0.05$). Collinearity statistics reveal no multi collinearity (both Tolerance and VIF are 1.000). The findings highlight a significant positive link between "leader support" and "employee confidence," persisting even when controlling for other variables. In essence, there's a robust positive correlation between "leader support" and "employee confidence," indicating increased confidence with greater support, supported by the absence of multi collinearity.

COLLINEARITY DIAGNOSTICS^a

<u>Variance Proportions</u>				
M	Eigenvalue	Condition Index	(Constant)	leadersupport
Di	alue	Index	ant)	

odel mension				
1 1	1.986 1.000 .01 .01			
2	.014	11.814	.99	.99

a. Dependent Variable: employee confidence

INTERPRETATION

The collinearity diagnostics table evaluates multicollinearity among independent variables. Important aspects include dimension indicating variables, eigenvalue gauging explained variance, condition index assessing multicollinearity severity, and variance proportions illustrating explained variance. Summary: The model comprises two dimensions, with the first explaining the majority of variance, hinting at possible multicollinearity in the second dimension.

RESIDUALS STATISTICS^a

	Min	Max	Me	Std.
	imum	imum	an	Deviation N
Predicted Value	3.67	4.69	4.3	.083 .24284 100
	84	50		

Residual	- 1.10468	1.25 605	.00 000	.46559	100
Std. Predicted Value	- 2.594	1.59 2	.00 0	1.000	100
Std. Residual	- 2.361	2.68 4	.00 0	.995	100

a. Dependent Variable:: employee confidence

INTERPRETATION

The Residuals Statistics offer insights into the model's prediction errors. The residual is nearly zero, signifying accurate predictions overall. A standard deviation of 0.46559 suggests typical prediction errors hover around this value. Standardized residuals range from -2.361 to 2.684, indicating most fall within two standard deviations from the mean, suggesting a reasonably good fit.

H2: LEADER SUPPORT HAS A SIGNIFICANT INFLUENCE ON EMPLOYEE PERFORMANCE

TABLE 4.8
MODEL SUMMARY^b

				Std.	
M					
	R				
		Adjusted			
			Error of the		
odel R					Durbin
	Square				
		R Square			
			Estimate		
					Watson

1	.303	a.092 .083 .640 1.284
---	------	-----------------------

a. Predictors: (Constant), leader support

b. Dependent Variable: employee performance

INTERPRETATION

The model summary suggests a limited connection between the predictor variable, leader support, and employee performance, evident in the low R-squared value of 0.092. This implies only around 9.2% of the variance in employee performance is attributable to leader support alone. However, the Durbin Watson statistic of 1.284 indicates no notable autocorrelation in the residuals. Thus, although there is a discernible relationship between leader support and employee performance, it appears relatively weak according to these results.

TABLE 4.9

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig
1 Regression	4.056	1	4.056	9.905	.002 ^a
Residual	40.134	98	.410		
Total	44.190	99			

a. Predictors: (Constant), leader support

b. Dependent Variable: employee performance

INTERPRETATION

The ANOVA findings show statistical significance for the regression model incorporating leader support as a predictor ($F(1, 98) = 9.905, p = .002$), indicating substantial variance explanation in employee performance. Nonetheless, the modest effect size, denoted by R-squared (0.092), suggests limited practical significance despite the statistically significant relationship between leader support and employee performance.

COEFFICIENTS^a

Model	<u>Unstandardized Coefficients</u>	<u>Standardized Coefficients</u>	<u>Standard Error</u>	<u>Beta</u>	<u>tig.</u>	<u>STolerance</u>	<u>IF</u>
1 (Constant)	3.229		.381		.481	.800	
leader support	.301		.096	.303	.147	.300	.000

V

1

a. Dependent Variable: employee performance

INTERPRETATION

The coefficients table reveals that with each one-unit rise in leader

support, there is a corresponding 0.301 unit increase in employee performance, with all other variables constant. This association is statistically significant ($t(98) = 3.147, p = .002$), highlighting a beneficial impact of leader support on employee performance. The standardized coefficient (Beta) of 0.303 indicates a modest effect size. Moreover, collinearity statistics indicate no multicollinearity issues, as both tolerance and VIF values are within acceptable ranges. Consequently, the results suggest that while leader support significantly enhances employee performance positively, the effect size remains relatively modest

COLLINEARITY DIAGNOSTICS^a

Model	Dimension	Eigen value	Condition Index	Variance Proportions	
				(Constant)	leader support
1	1	1.986	1.000	.01	.01
	2	.014	11.814	.99	.99

a. Dependent Variable: employee performance

INTERPRETATION

The collinearity diagnostics reveal that there are no problems with multicollinearity between the constant and leader support. The condition index values are comfortably below the 30 threshold, with the highest value at 11.814, indicating no significant multicollinearity issues in the model. Moreover, the variance proportions suggest that both variables independently contribute to explaining employee performance variance, each explaining a small portion. Thus, the results affirm that multicollinearity isn't an issue in this regression model

RESIDUALS STATISTICS^a

	Minimum	Maximum	Mean	Std. Deviation	N

Predicted Value	3.88	4.73	4.41	.202	100
-----------------	------	------	------	------	-----

Residual	-2.486	1.115	.000	.637	100
Std. Predicted Value	-2.594	1.592	.000	1.000	100
Std. Residual	-3.885	1.743	.000	.995	100

a. Dependent Variable: employee performance

INTERPRETATION

The Residuals Statistics offer insights into the model prediction errors. The residual is practically zero, suggesting that, on , the model predicts accurately. The residuals' standard deviation is 0.637, indicating that the typical prediction error is approximately that value. Standardized residuals range from - 3.885 to 1.743, suggesting that most residuals are within four standard deviations of the mean, indicating a reasonably good fit of the model to the data. Thus, the results imply that the model effectively predicts employee performance, with residuals distributed reasonably around the mean.

H3: EMPLOYEE CONFIDENCE HAS A SIGNIFICANT INFLUENCE ON EMPLOYEE PERFORMANCE

TABLE 4.10
MODEL SUMMARY^b

M	R	Adjusted	Std. Error of the	Durbin
---	---	----------	-------------------	--------

Model	R Square	Adjusted R Square	Estimate	Durbin-Watson
1	.615	.378	.372	.530 1.626

a. Predictors: (Constant), employee confidence

b. Dependent Variable: employee performance

INTERPRETATION

The model summary reveals that the predictor variable, employee confidence, shows a moderate positive correlation with employee performance, as indicated by the R square value of 0.378. This implies that approximately 37.8% of the variance in employee performance can be explained by changes in employee confidence. The adjusted R square, at 0.372, adjusts for the number of predictors in the model. With a standard error of the estimate of 0.530, it suggests the typical prediction error. The Durbin-Watson statistic of 1.626 indicates no significant autocorrelation in the residuals. In summary, these results indicate that employee confidence significantly predicts employee performance, with higher confidence levels generally correlating with better performance.

TABLE 4.11

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	16.711	1	16.711	59.596	.000 ^a
Residual	27.479	98	.280		

a. Dependent Variable: employee performance

INTERPRETATION

The table of coefficients indicates that as employee confidence increases by one unit, there is a corresponding increase of 0.782 units in employee performance, with all other factors held constant. This association is statistically significant ($t(98) = 7.720$, $p < .001$), demonstrating that employee confidence positively influences employee performance. The standardized coefficient (Beta) of 0.615 suggests a moderate effect size. Moreover, collinearity statistics reveal no concerns with multicollinearity, as both tolerance and VIF values are 1.000. Thus, the results confirm that employee confidence is a robust and independent predictor of employee performance.

COLLINEARITY DIAGNOSTICS^a

Model	MDimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	employeeconfidence
	1	1.993	1.000	.00	.00
	2	.007	16.552	1.00	1.00

a. Dependent Variable: employee performance

INTERPRETATION

The collinearity diagnostics reveal no concerns regarding multicollinearity between the constant and employee confidence, with all condition

index values well below the threshold of 30, the highest being 16.552..

RESIDUALS STATISTICS^a

	Min imum	Max imum	Me an	Std. Deviation	N
Predicted Value	3.39	4.95	4.4 1	.411	1 00
Residual	- 2.690	1.35 3	.00 0	.527	1 00
Std. Predicted Value	- 2.492	1.31 7	.00 0	1.000	1 00
Std. Residual	- 5.081	2.55 5	.00 0	.995	1 00

INTERPRETATION

Residuals Statistics offer insights into model prediction errors. The mean residual is near zero, indicating accurate predictions on . The standard deviation of the residuals is 0.527, implying a typical prediction error around that value. Standardized residuals range from -5.081 to 2.555, suggesting most residuals fall within five standard deviations from the mean, indicating a reasonably good fit of the model to the data. Consequently, the findings suggest the model effectively predicts employee performance, with residuals reasonably distributed around the mean.

H4: THE GENDER AND WORK EXPERIENCE HAVE BEARING ON THE EMPLOYEE PERFORMANCE

BETWEEN-SUBJECTS FACTORS

	Value Label N	
gender <u>1</u> 2	male 49	
	female	51
experience <u>1</u>	0-5years	66

<u>2</u> <u>3</u> 4	5-10years	14
	10-15years	15
	above15years	5

TABLE 4.12
DESCRIPTIVE STATISTICS

Dependent Variable:: employee performance

gend		Std.		
er experience Mean		Deviation N		
male	<u>0-5years</u>	4.1310 .52719 29		
	<u>5-10years</u>	4.8200	.38239	10
	<u>10-15years</u>	4.9429	.09759	7
	<u>above15years</u>	4.8000	.20000	3
	Total	4.4286	.57009	49
	fema	<u>0-5years</u>	4.1838	.60988
<u>5-10years</u>		4.2000	.63246	4
<u>10-15years</u>		4.4750	.53385	8
<u>above15years</u>		4.5000	.70711	2
Total		4.2431	.59641	51
Tota		<u>0-5years</u>	4.1606	.57134
	<u>5-10years</u>	4.6429	.52728	14
	<u>10-15years</u>	4.6933	.45272	15
	<u>above15years</u>	4.6800	.41473	5
	Total	4.3340	.58814	100

INTERPRETATION

The descriptive statistics offer insights into the performance of employees across various gender and experience categories. On average, employee performance scores 4.334, with a standard deviation of 0.588, based on a total of 100 participants. When examining performance by gender, male employees tend to have a slightly higher mean performance score (4.428) compared to female employees (4.243). Concerning experience levels, there is a clear trend of increasing performance with more years of experience. For instance, among males, those with 10-15 years of experience exhibit the highest mean performance score (4.942), while females with 10-15 years also show higher performance (4.475) compared to other experience groups.

In summary, these findings suggest potential differences in employee performance based on both gender and experience levels. It's crucial to consider these factors when analyzing performance metrics and devising strategies for organizational improvement.

TESTS OF BETWEEN-SUBJECTS EFFECTS

Dependent Variable: employee performance

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	7.924 ^a	1	7.924	3.957	.048
Intercept	859.255	1	859.255	303.03	.000

Gender	1.178	1	1.178	4.1 19	.04 5
Experience	4.903	3	1.634	5.7 12	.00 1
Gender * Experience	1.689	3	.563	1.9 68	.12 4
Error	26.320	92	.286		
Total	1912.60 0	10 0			
Corrected Total	34.244	99			

a. R Squared = .231 (Adjusted R Squared = .173)

INTERPRETATION

The Tests of Between-Subjects Effects reveal how gender, experience, and their interaction influence employee performance. The overall model is statistically significant ($p = .001$), indicating that gender, experience, and their interaction explain a significant portion of performance variance. Both gender and experience have significant independent effects on performance, while their interaction does not significantly influence performance beyond their individual effects. Overall, the model explains approximately 23.1% of performance variance, emphasizing the importance of considering gender and experience levels when managing employee performance.

**H5: THERE IS SIGNIFICANT DIFFERENCE EMPLOYEE
CONFIDENCE AS PER EMPLOYEES EXPERIENCE**

TABLE 4.13

DESCRIPTIVES

employee
confidence

						95% Confidence Interval Mean		
		Nea n	St d. Deviati on	td. Error	S owe r Boun d	LU pper Bound	Mi nimum	Ma ximum
0- 5years	6	4	.5		4	4.	3.0	5.0
	6	.2146	2278	06435	.0861	3432	0	0

5- 10years	4	1 .369 0	4.5 85 36	1564 4	. .031 1	44. 70 70	3.3 3	5.0 0
10- 15years	5	1 .522	4.4 02	1039 8	. .299	44. 74	3.8 3	5.0 0

		2	70		2	52		
above 15years		5. .73 33	4.3 83 70	1715 9	. .256 9	45. 20 98	4.1 7	5.0 0
Total	00	1 .308 3	4.5 25 11	0525 1	. .204 1	44. 41 25	3.0 0	5.0 0

INTERPRETATION

Descriptive statistics on employee confidence show that confidence levels differ among various experience groups. Individuals with greater experience tend to display higher confidence, with mean scores ranging from 4.214 for those with 0-5 years to 4.733 for those with over 15 years. On , confidence levels stand at 4.308. These results imply a favorable link between experience and employee confidence, which could impact their performance and decision-making abilities.

TEST OF HOMOGENEITY OF VARIANCES

employee confidence

Levene Statistic	df1	df2	Sig.
1.341	3	96	.266

INTERPRETATION

The Levene's test evaluates whether variances across different groups are equal. In this instance, with a Levene statistic of 1.341 and degrees of freedom of 3 and 96, the p-value is 0.266. Since it exceeds the typical significance level of 0.05, we do not reject the null hypothesis of equal variances.

ANOVA

<u>employee confidence</u>		Sum of	<u>Square F</u>
Sig	-	<u>Squares df</u>	
Between		Mean	
Groups	2.220 3	.740	2.833 ² .042
<u>Groups</u>	25.078 96	.261	
Total	27.299 99		

INTERPRETATION

Regarding the ANOVA results, there appears to be a notable difference among the groups in employee confidence, indicated by a p-value of 0.042, which is below 0.05.

ROBUST TESTS OF EQUALITY OF MEANS

employee confidence		Statistic ^a	df1	df2	Sig.
Welc	h	3.734	3	15.731	.033

a. Asymptotically F distributed.

INTERPRETATION

Robust tests of means equality using the Welch statistic, there is a significant difference among group means with a p-value of 0.033.

MULTIPLE COMPARISONS

employee
confidence
Tukey HSD

Mean 95% Confidence Interval

(I) experience	(J) experience	Difference (I-J)	Std. Error	Sig.	Lower Bound	Upper Bound
0-5years	5-10years	-.15440	.5039	.734	-.54768	.238
	10-15years	.30758	.4620	.159	-.68987	.0747
	above 15years	.51869	.3708	.134	1.1385	.1012
5-10years	0-5years	-.15440	.5039	.734	-.2388	.5476
	10-15years	.15317	.8993	.851	.6498	.3434
	above 15years	.36429	.6628	.522	1.0605	.3319
10-15years	0-15years	.30758	.4620	.159	-.0747	.6898

15years	.153	.1	.	-	.649
<u>5years</u>	17	8993	851	.3434	8
5-	-	.2	.	-	.479
<u>10years</u>	.21111	6394	854	.9012	0
above					
15years					
above	.518	.2	.	-	1.13
0-	69	3708	134	.1012	85
15years					
<u>5years</u>	.364	.2	.	-	1.06
5-	29	6628	522	.3319	05
<u>10years</u>	.211	.2	.	-	.901
10-	11	6394	854	.4790	2
15years					

employee confidence

Tukey HSD

Subset for alpha = 0.05

experience	N	1
0-5years		66 4.2146
5-10years	14	4.3690
10-15years	15	4.5222
above15years	5	4.7333
Sig.		.081

Means for groups in homogeneous subsets are displayed.

INTERPRETATION

The Tukey HSD test analyzes group means to detect noteworthy differences. Here, all pairwise comparisons reveal p-values exceeding 0.05,

indicating no statistically significant disparities in employee confidence across various experience groups. In summary, the Tukey HSD outcomes indicate no significant variations in employee confidence among employees with differing years of experience. This mirrors the previous ANOVA results, suggesting that although differences exist in employee confidence among groups, they are not specifically linked to years of experience.

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

- Majority of the respondents falls under the age group of 21-30 years (64%). • The sample consists of slightly more female respondents (51%) than male respondents (49%).
- Majority of the respondents have graduation as their educational qualification.
- Most of the respondents (37%) are junior assistants.
- The majority of the respondents (66%) have 0-5 years of experience, indicating a relatively young or early-career sample.
- The study found that leader support has a significant influence on employee confidence ($p < 0.001$, highlighting its critical role in influencing employee confidence levels).
- Leader support has a significant influence on employee performance ($R^2 = 9.2\%$, $p = 0.002$).
- Employee confidence has a significant influence on employee performance (37.8%, $P < 0.001$)
- The gender and work experience of employees has significant effect on employee performance were male employees tend to have a slightly higher mean score (4.428) compared to female employees (4.243). also there is a clear trend of increasing performance with more years of experience.

- There is a significant difference in employee confidence as per employee experience ($p=0.266$).

5.2 SUGGESTIONS

- Introduce training programs for leaders aimed at enhancing their supportive abilities, acknowledging their crucial role in enhancing both employee confidence and performance.
- Cultivate an environment at work that is supportive, where leaders actively interact with employees to enhance performance outcomes.
- Create measures to strengthen employee confidence, recognizing its significant association with improved performance.
- Take into account gender-inclusive approaches to ensure fair opportunities for all employees while also acknowledging the influence of experience on performance.
- Establish mentorship programs or additional assistance for employees with limited experience to bridge the observed gap between confidence and performance.
- Continuously monitor and evaluate employee confidence levels across various experience levels to pinpoint areas for improvement and intervention.

5.3 CONCLUSION

The global business sector is experiencing intense competition, prompting organizations to recognize the significance of their human resources as a competitive edge. Employees contribute to the organization's competitive advantage through their performance, driving organizations to prioritize strategies for achieving peak employee performance. For this purpose, effective leader support is crucial for enhancing employee performance resulting in organizational success. This study aims to understand how leader support influences employee performance and employee confidence. The study was held among 100 respondents from manappuram finance limited. After thorough analysis, it was found that there is a favourable relationship between leader support and employee confidence, resulting

in enhanced performance. When employees perceive support from their leaders, their confidence increases, leading to positive performance outcomes. However, even there is a relationship between leader support and employee performance, it appears relatively weak according to the results. The study also found that there exist potential differences in employee performance based on both gender and experience levels. The study also found that there is a favourable link between experience and employee confidence, which could impact their performance and decision-making abilities. This underscores the significance of cultivating supportive leadership approaches in organizations to boost employee confidence and ultimately improve performance outcomes. Acknowledging and encouraging leader support can therefore serve as a valuable tactic for organizations striving to maximize workforce productivity and overall success.

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APPENDIX

QUESTIONNAIRE

ON

**EXPLORING THE EFFECT OF LEADER SUPPORT ON EMPLOYEE
CONFIDENCE AND EMPLOYEE PERFORMANCE**

1. Age :

2. Gender :

Male

Female

3. Educational Qualification :

Under Graduate

Post Graduate

Professional Qualification

Others

4. Designation :

5. Year of Experience :

0-5

5-10

10-15

Above 15

6. Leader Support

Statements	SA	A	N	D	SD
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My superior helps me to understand how my objectives and goals relate to that of the company.					
My superior helps me to understand the importance of my work to the overall effectiveness of the company.					
My superior helps me understand how my job fits into bigger picture.					
My superior makes many decisions together with me.					
My superior often consults me on strategic decisions.					
My superior solicits my opinion on decisions that may affect me.					
My superior believes that I can handle demanding tasks.					
My superior believes in my ability to improve even when I make mistakes.					
My superior expresses confidence in my ability to perform at a high level.					
My superior makes it more efficient for me to do my job by keeping the rules and regulations simple.					
My superior allows me to do my job my way.					

7. Employee Confidence

Statements	SA	A	N	D	SD
I know what I want and what is important to me.					
I know what I am good at and how capable I am.					
I , in all possible ways, always expect the best and hold a positive regard for myself and others.					
I do not allow difficult emotions such as anger and anxiety to overcome me especially at work.					
I am willing and able to work and experiment on new ways to solve challenging problems in my organization.					
I enjoy my work and treat each day as learning and experience.					

8. Employee Performance

Statements	SA	A	N	D	SD
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I am willing to take extra responsibilities in my works.					
I am motivated to perform the challenging works.					
I can perform my job well.					
I can handle difficult job well.					
I am interested to do work creatively.					

(SA-Strongly Agree, A-Agree, N-Neutral, D-Disagree, SD-Strongly Disagree)