

## THE INFLUENCE OF LEADERSHIP STYLE ON TEAM PSYCHOLOGICAL CLIMATE AND EMPLOYEE PRODUCTIVITY

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**The purpose** of this article is to investigate the impact of different leadership styles, including network, global and e-leadership, on the psychological climate in teams and the employees' productivity. The research seeks to determine how each of these styles facilitates or hinders effective interaction between team members and the achievement of organizational goals.

**Design/methodology/approach:** a qualitative research methodology was used, including literature analysis and comparative analysis of different approaches to leadership. The article examines the main theoretical models and concepts describing network, global, and e-leadership and their impact on various aspects of team management and organizational culture. Data collection also included analyzing real cases and examples from modern practice.

**Findings:** were found that each leadership style has similar features, such as an emphasis on communication and flexibility, and differences, particularly in the approach to communication management, the integration of cultural differences, and the use of digital technologies. The study results emphasize the importance of adapting the leadership style depending on the specific conditions and requirements of the team, which contributes to increasing work efficiency and a positive psychological climate.

**Research limitations/implications:** One of the study's limitations is the use of mainly theoretical sources and examples, which may limit the generalization of the results to other contexts. Future research should conduct empirical studies to confirm the trends identified and determine the most effective strategies for applying different leadership styles in practice.

**Practical implications:** The obtained results can be helpful for leaders and managers who seek to improve the management of their teams and increase their productivity. Practical application of the recommendations given in the article can lead to improved communication, reduced conflict, and increased employee job satisfaction, which positively impacts the organization's overall effectiveness.

**Social implications:** Research can impact public perceptions of leadership, contributing to more flexible and adaptive approaches to management. This can affect corporate social responsibility, improve working conditions, and improve employees' quality of life in various organizations.

**Originality/value:** The article offers a new perspective on the relationship between different leadership styles and their impact on team psychological climate and performance. The work

will be helpful for scholars who research leadership issues and practitioners involved in personnel management and organizational development.

**Keywords:** leadership, network leadership, global leadership, e-leadership.

**Category of the paper:** Research paper.

## Introduction

In the contemporary organizational environment, leadership styles are critical in shaping the psychological climate and enhancing employee productivity. Leadership practices determine the effectiveness of organizational processes and significantly impact staff morale, motivation, and overall job satisfaction. Given the rapid changes in the business environment, such as globalization, intensified competition, and the rapid development of information technology, organizations face new challenges and demands. These changes require leaders to be flexible and innovative in management, making effective leadership even more crucial (Gardner, 2020; Luedi, 2022).

Leadership is critically important for creating a favorable psychological climate within a team, which, in turn, affects organizational productivity and performance outcomes. Different leadership styles can substantially alter the internal atmosphere of a team and determine how effectively organizational goals are achieved. Leaders who can adapt their approaches to the specific conditions and needs of the organization can significantly enhance team effectiveness, foster motivation, and provide a harmonious environment for productive activity (Saputra et al., 2022; Alheet, 2021; Kuzior et al., 2022, 2023).

Among contemporary leadership styles actively integrated into management practices are network leadership, global leadership, and e-leadership. Network leadership focuses on developing and utilizing communication networks and connections to achieve organizational goals, ensuring effective communication and collaboration among team members (Schreiber et al., 2008; Shvindina et al., 2022). Global leadership is oriented toward managing conditions of cultural diversity, requiring leaders to account for and integrate various cultural approaches and management practices (Morrison et al., 2020; Rickley et al., 2022). E-leadership, in turn, emphasizes the use of digital technologies to manage virtual teams, which has become particularly relevant in the context of the rise of remote work (DasGupta, 2011; Van Wart et al., 2019).

Understanding the impact of these leadership styles on psychological climate and work productivity is crucial for developing and implementing effective management strategies. Adapting management practices to new realities helps organizations maintain high productivity levels and create a conducive work environment that fosters growth and achievement of goals. Studying contemporary leadership styles allows for identifying the most effective management approaches critical to ensuring organizational competitiveness and success in a rapidly changing environment.

## Results

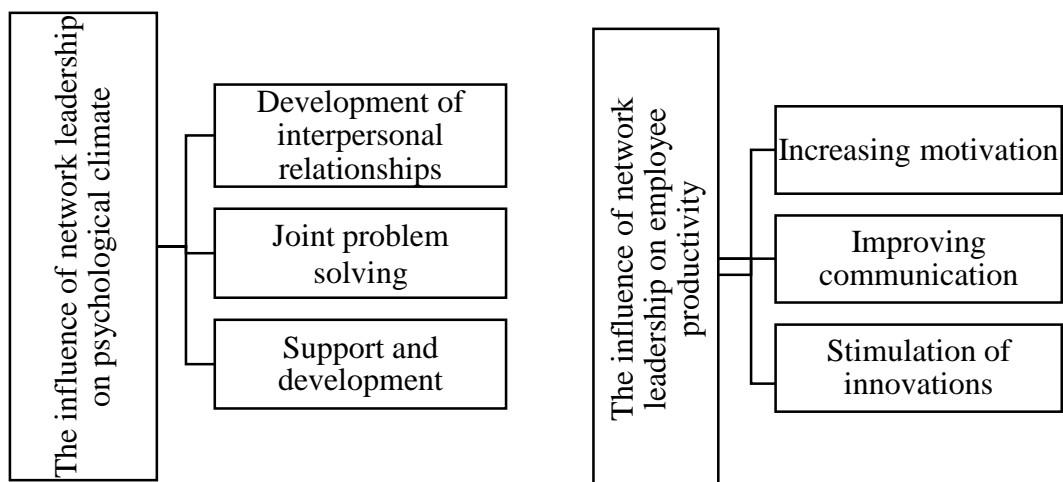
### Network Leadership

Network leadership, as a management concept, differs from traditional leadership models by focusing on creating and maintaining a network of interactions between leaders and subordinates. In this approach, the leader is not the sole authority but rather an agent who creates an environment for the development of other leaders and establishes interpersonal connections that contribute to the entire organization's success.

The core idea of network leadership is that the leader manages and activates interaction processes among team members, creating a platform for their development. This approach fosters the formation of a shared vision and provides feedback among all participants, which, in turn, can positively impact the team's psychological climate and productivity (Liou et al., 2019; Zehrer et al., 2014).

Network leadership has a significant impact on the psychological climate within a team. A leader who creates and maintains a network of interactions fosters trust and collaboration. Network leadership also positively affects work productivity by creating conditions for greater work efficiency.

Figure 1 illustrates the critical aspects of the impact of network leadership on the psychological climate and employee productivity.



**Figure 1.** The influence of network leadership on the psychological climate and employee productivity.

Developing interpersonal connections within network leadership fosters deep interpersonal relationships among employees, helping to avoid conflicts and improve mutual understanding. A leader who ensures open dialogue and promotes collaboration helps the team solve problems more effectively, reducing stress and enhancing morale. Network leaders support the development of each employee's potential by creating a positive environment for personal and professional growth. With the support and feedback from a network leader, employees experience increased motivation to achieve high results. Established connections and clear

communication channels enable employees to exchange information more quickly and accurately, contributing to more effective task execution. Leaders who actively support exchanging ideas and creative approaches stimulate innovation and improve productivity through new solutions and process improvements (Mandell et al., 2009; Friedrich et al., 2016). Thus, network leadership plays a crucial role in fostering a healthy psychological climate and enhancing organizational work productivity. By creating and maintaining effective interpersonal connections, the leader promotes individual employee potential and collective effectiveness.

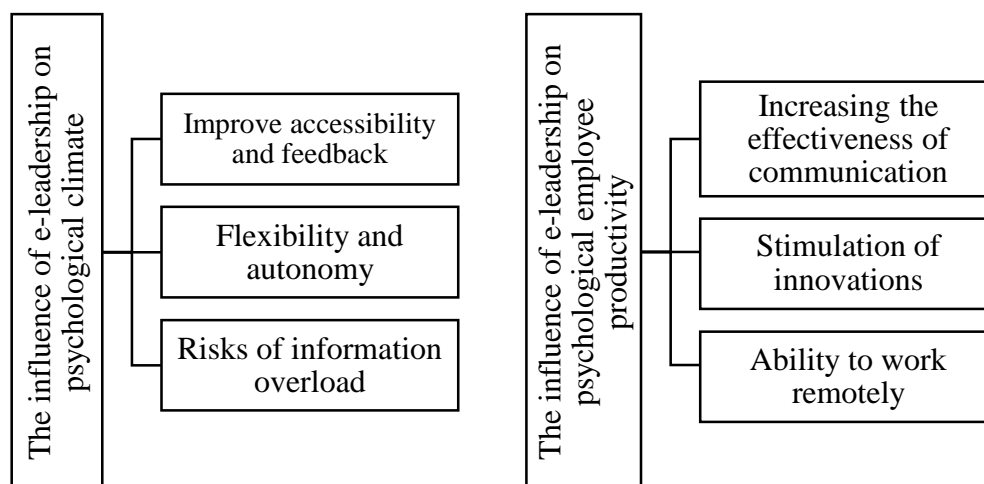
Examples of successful implementation of network leadership include Cisco Systems, which uses network leadership to support innovation and effective team performance. They have created a networked structure where employees can easily exchange knowledge and experience (Chatman et al., 2005; Mazur, 2014). Procter & Gamble (P&G) also applies network leadership to stimulate innovation through its "Connect + Develop" program, which encourages employees to collaborate with external partners (Ozkan, 2015; Chesbrough, 2003).

## E-leadership

E-leadership is a management practice conducted within a digital environment involving information technologies for managing and interacting with a team. This approach encompasses various practices, from email and video conferencing to social media and specialized collaboration platforms. The core idea of e-leadership is to effectively manage a team through digital channels to achieve organizational goals (Avolio et al., 2000; Liu et al., 2018).

E-leadership significantly impacts the psychological climate within a team, and this impact can be both positive and negative, depending on the effectiveness of technology use and the management style. E-leadership can greatly influence work productivity because it can optimize work processes and improve coordination among team members.

Figure 2 illustrates the impact of e-leadership on the psychological climate and employee productivity.



**Figure 2.** The influence of network leadership on the psychological climate and employee productivity.

The impact of e-leadership on the psychological climate includes improvements in accessibility and feedback, as e-leadership enables leaders to be more accessible to employees, regardless of their location. Quick and regular feedback can help maintain motivation and trust between the leader and the team. Digital tools allow employees to work at convenient times and from any location, which increases autonomy and job satisfaction, positively affecting the psychological climate. However, constant access to information and communication can lead to information overload and stress among employees, so the e-leader must balance providing access to information and protecting employees from excessive workloads.

The impact of e-leadership on work productivity can significantly improve workflows and coordination among team members. Digital tools ensure fast information exchange and document management, which contributes to more efficient task execution, avoiding delays and reducing task completion time. Modern technologies and collaboration platforms stimulate innovation, as employees can exchange ideas more quickly and receive feedback. E-leadership also enables the organization of remote work, which can improve productivity through flexibility and the ability to work in a comfortable environment.

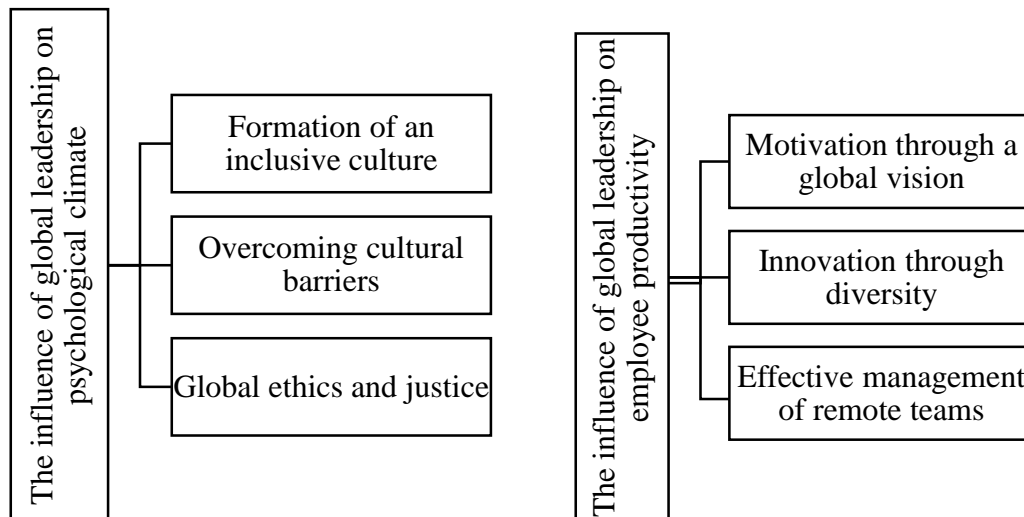
E-leadership can enhance both the psychological climate and work productivity (Garcia, 2020; Darics, 2017). However, to achieve positive results, using digital tools correctly is essential, ensuring effective communication and maintaining a balance between technology and personal interactions.

Examples of successful implementation of e-leadership include IBM's practice of extensively using e-leadership to manage virtual teams worldwide. The company has implemented numerous technological solutions to support remote work and effective communication (Lynn Pulley et al., 2001; Avolio et al., 2014). Automattic also uses e-leadership to manage a fully remote team. The company has no centralized office, and all work is conducted through online platforms (Mullenweg, 2014; Romo, 2023).

### **Global leadership**

Global leadership is defined as a concept that encompasses the skills and strategies necessary for effectively managing teams and organizations in the context of globalization. This concept includes management practices aimed at integrating different cultures, adapting to global markets, and managing distributed teams. Global leaders must be able to work in a multicultural environment, understand various cultural norms, and effectively communicate with people from different countries (Jokinen, 2005; Mendenhall et al., 2013).

Global leadership significantly impacts the psychological climate within the team, which can be positive and negative depending on the leader's ability to manage cultural differences and create an inclusive environment. Additionally, global leadership can positively influence work productivity by effectively managing distributed teams and implementing best practices from various cultures. Figure 3 illustrates global leadership's impact on the on the psychological climate and employee productivity.



**Figure 3.** The influence of global leadership on the psychological climate and employee productivity.

The impact of global leadership on the psychological climate includes fostering an inclusive culture, where the global leader actively works on integrating various cultural perspectives and ensures respect for cultural differences. This approach reduces stress and conflicts within the team, enhancing the overall psychological climate. An effective global leader employs strategies to overcome cultural barriers and ensures clear communication among team members, which improves mutual understanding and trust. A global leader must demonstrate ethical behavior and fair treatment of all team members, which can enhance trust and satisfaction among employees.

The impact of global leadership on work productivity occurs through motivating employees by creating a shared purpose and global vision, helping to engage the team in achieving high results. Thanks to diverse cultural perspectives, global leaders can stimulate innovation and creativity, positively affecting work productivity and contributing to the development of new ideas and solutions. Global leadership also includes effective management of remote teams, which can reduce costs and improve work outcomes through the use of modern communication and management tools. Therefore, global leadership has significant potential to improve the psychological climate and work productivity within an organization (Mendenhall et al., 2012; Youssef et al., 2012). It is important for global leaders to leverage their knowledge of cultural differences and best practices to create a positive and productive environment for all team members.

Unilever is an example of global leadership, as the company effectively manages its operations in various countries, taking into account cultural differences and global trends (Whitfield et al., 2008; Stahl et al., 2017). The case of General Electric demonstrates global leadership through its global leadership development program, which includes rotating executives around the world to gain cross-cultural experience (Goldsmith et al., 2003; Osland et al., 2017).

## Conclusions

The article examines the influence of different leadership styles on the team's psychological climate and employees' productivity. The analysis showed that effective leadership is essential in creating a positive atmosphere in the workplace, which contributes to increased motivation, job satisfaction, and overall productivity.

Such modern approaches as network, global, and e-leadership are considered. It was found that these leadership styles have several standard features. First, all of them are aimed at effective communication and interaction between team members, which is achieved by creating an open and trusting environment that stimulates the exchange of information and coordination of actions. Second, these approaches promote adaptability and flexibility, allowing organizations to respond quickly to changes in the external environment and internal challenges.

However, along with similar traits, each leadership style has unique differences. Networked leadership manages communication networks that enable close collaboration between different teams and departments. This approach emphasizes horizontal connections and interaction, allowing for quick resource allocation and solving problems in real-time.

Global leadership emphasizes integrating cultural differences and the global scale of management. Such leadership involves understanding and considering the various cultural and economic contexts influencing decision-making. Leaders practicing global leadership focus on adapting their strategies to the specifics of different regions, ensuring harmonious coexistence and cooperation.

E-leadership focused on using digital technologies to lead remote teams. E-leadership differs from other styles in its ability to effectively manage a team that may be geographically distributed, using virtual platforms to support communication and productivity. This leadership style requires the leader to have high technical competence and the ability to create digital spaces that facilitate effective interaction.

Thus, the right choice and adaptation of the leadership style, considering both similar and different elements of approaches, is critical for improving the effectiveness of teams in today's business environment (Kuzior et al., 2021, 2022, 2023). Leaders who can flexibly respond to challenges and changes ensure the achievement of organizational goals and contribute to the harmonious development of personnel.

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