



## LEADERSHIP MODELS AND THEIR IMPACT ON QUALITY OF LIFE AT WORK FOR EMPLOYEES IN BRAZILIAN COMPANIES

*Modelos de liderança e seu impacto na qualidade de vida no trabalho de funcionários de  
Empresas Brasileiras*

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### ABSTRACT

The purpose of this article is presenting a reflection on Leadership Models and their positive or negative impacts on the quality of life of employees in the company. To carry out the study, the theoretical part and bibliographic research were initially started, thus having an approximation of concepts, in addition to the identification of key factors to be evaluated. A quantitative descriptive methodology was used with a survey applied to employees of companies in several different areas of work. The field research took place between June 25, 2019 and July 3, 2019. Regarding the nature of the data, the method used was an exploratory research with 20 questions on the subject of Leadership Models and the impacts on the quality of life of the worker. Questions were selected regarding the type of market the worker works in, gender, types of leadership, and autonomy at work, incentives and quality of life. The results show that it is possible that the leadership model has a significant impact on the quality of life at work and that even workers having access to their leaders most of the time and even having incentives at work, believe that the participatory leadership model interferes positively in the perception of quality of life at work.

**Keywords:** Quality Life at Work; Leadership Models; Perception; People management.

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## MODELOS DE LIDERANÇA E SEU IMPACTO NA QUALIDADE DE VIDA NO TRABALHO DE FUNCIONÁRIOS DE EMPRESAS BRASILEIRAS

*Leadership Models and their impact on Quality of Life at work for employees in  
Brazilian companies*

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### RESUMO

O objetivo deste artigo é apresentar uma reflexão sobre os Modelos de Liderança e seus impactos positivos ou negativos na qualidade de vida dos colaboradores da empresa. Para a realização do estudo, iniciou-se inicialmente a parte teórica e a pesquisa bibliográfica, havendo assim uma aproximação de conceitos, além da identificação dos fatores-chave a serem avaliados. Utilizou-se uma metodologia quantitativa descritiva com survey aplicada a funcionários de empresas de diversas áreas de atuação. A pesquisa de campo ocorreu entre 25 de junho de 2019 e 3 de julho de 2019. Quanto à natureza dos dados, o método utilizado foi uma pesquisa exploratória com 20 questões sobre o tema Modelos de Liderança e os impactos na qualidade de vida do trabalhador. Foram selecionadas questões referentes ao tipo de mercado em que o trabalhador atua, gênero, tipos de liderança e autonomia no trabalho, incentivos e qualidade de vida. Os resultados mostram que é possível que o modelo de liderança tenha um impacto significativo na qualidade de vida no trabalho e que mesmo os trabalhadores tendo acesso às suas lideranças na maioria das vezes e mesmo tendo incentivos no trabalho, acreditam que o modelo de liderança participativa interfere positivamente na percepção da qualidade de vida no trabalho.

**Palavras-chave:** Qualidade de Vida no Trabalho; Modelos de liderança; Percepção; Gestão de Pessoas.

## INTRODUCTION

The quality of life at work has long been a concern in modern societies, as employees are the driving force that makes companies grow and evolve, becoming competitive in the market. According to Ulrich (1998), "the main activities for managing employee contributions are listening, responding and finding ways to provide them with the resources that meet their varying demands".

For Limongi-França (2019), Quality Work Life - QWL is not just about improving the way companies work, but "looking for the factors or criteria that support his models." In other words, as the forms of work change, there should be new actions and projects in QWL. It is important to note that the more complex the work grows, the greater the problems with QWL can be; the demands are greater: working time can be extended and stress and psychological disorders can also contribute to biopsychosocial imbalance. According to Limongi-França: "The understanding of the process of building a new way of managing well-being can be improved in companies from the moment that they seek a new competence at work, where companies place new values reflecting on what QWL is".

For Zarifian (1999 apud Fleury and Fleury, 2001), "competence is practical intelligence for situations that are based on acquired knowledge and transform it with even more strength, the more complexity increases." Le Boterf (1995 apud Fleury and Fleury, 2001), presents competence "as knowing how to act responsibly and which is recognized by others. It implies knowing how to mobilize, integrate and transfer knowledge, resources and skills, in a specific professional context."

Leaders have a fundamental role for organizations to function, generating value for their work and providing conditions for employees to produce and feel good in their work activity. According to Limongi-França (2019), "the administrator is the great propellant of the competences and values of the organizations of the post-industrial era", being mediators between the company and the employees: they are agents of transition and forms of work, enabling its management in the pursuit of QWL.

Still for França (2006), "the theory of traits assumes that leaders have personality traits, which help them in their role." Such a model does not emphasize other variables, which may interfere in the leader-led relationship, such as the context in which they are inserted, as well as the needs of the group in which they operate. Under such a focus the person is already born a leader.

For Costa and Mieriño (2016), "The interested leadership should strive to recognize and value, set an example, accept involvement in the process, create achievable goals, give freedom to creation with support, whenever necessary, not be cruel and not feel irreplaceable."

And, from this context, where there are leaders who mediate actions that can improve QLW, the following central question arises about leadership models that impact the quality of life of employees in companies.

Within this problem, it was decided to conduct a survey using a questionnaire-type collection instrument, in order to seek the appropriate answers to this question.

However, this study was based on elements such as companies (the industry), employees (male, female). In addition to other elements of the type: incentive to study, participation in actions, autonomy or even obedience at work, which are characteristics that leadership models have.

According to Bryman (apud Bergamini, 2008), "The contingency approach proposes that the effectiveness of a leadership style is a situationally contingent aspect. This means that a particular standard style of behavior is effective in some circumstances (such as when the task brings intrinsic satisfaction, or when the subordinates' personalities predispose them to a particular style), but not in others".

Situational, or contingency, theory addresses the variables that the leader can go through, in his professional life in different companies, with different people, equipment and forms of work. It proposes that the individual (leader) is flexible, according to the situation to which he is exposed, that is, in the context of the moment in which he is a leader (Lopes, 2014).

## 1 OBJECTIVE

The general objective of this work is to verify how the employees are able to understand that the Leadership Model interferes in their Quality of Life at Work, checking the hypothesis that the employees do not have the quality of life at work that they would like due to the leadership model in their company.

## 2 DATA AND METHODOLOGY

A methodology was constructed to answer the objective of the study. A quantitative research was carried out, with data analysis through a questionnaire with 20 questions, seeking answers regarding the models of leadership, companies and the impacts that the latter cause on the quality of life of workers.

118 people participated in it, who answered the questionnaires at the 3 levels of the organizational pyramid, namely, operational, tactical and strategic, all of which have a leader and a leadership model, or more than one in their company. These are from the industrial, trade, services, education and health sectors.

Lakatos and Marconi (2010) present the definition of technique as “a set of precepts or processes that use a science or art; it is the ability to use these precepts or norms, the practical part” being known that all science uses innumerable techniques to obtain its purposes.

According to the aforementioned authors, in addition to specific Social Science methods, such as approach and procedure, the qualitative and quantitative method are also very important in scientific investigations. The latter is mainly characterized by employing statistical instruments, such as percentage, average, standard deviation, correlation coefficient, regression analysis, among others. In addition, Lakatos and Marconi (2010) also state that ‘the form of data collection and analysis also differs from a qualitative method.’

In that one, the researchers use large samples and numerical information, whereas, in the qualitative one, “the samples are reduced, the data are analyzed in their psychosocial and the collection instruments are not structured.” (Lakatos and Marconi, 2010). The methodology, in general, encompasses two distinct moments: research / data collection and analysis / interpretation, when trying to investigate a certain subject; and in order to make the statistical analysis feasible, the dichotomous questions related to the same variable, within a construct, were grouped, using the Likert Scale from 0 to 100 points. The use of numerical scales, derived from questionnaires in a quantitative approach, “aims to obtain analyzes that would not be immediately available through formal records, or by simply observing the phenomenon to be studied.” according to Hair et al. (2005).

## 3 RESULTS

The present research tried to answer if the leadership models impact on the quality of life at work of the employees in the company and, for this, it was elaborated, looking for some important points such as, for example, the employee's relationship with the leader, as shown in Figure 1.

Figure 1. Relationship with the Leader

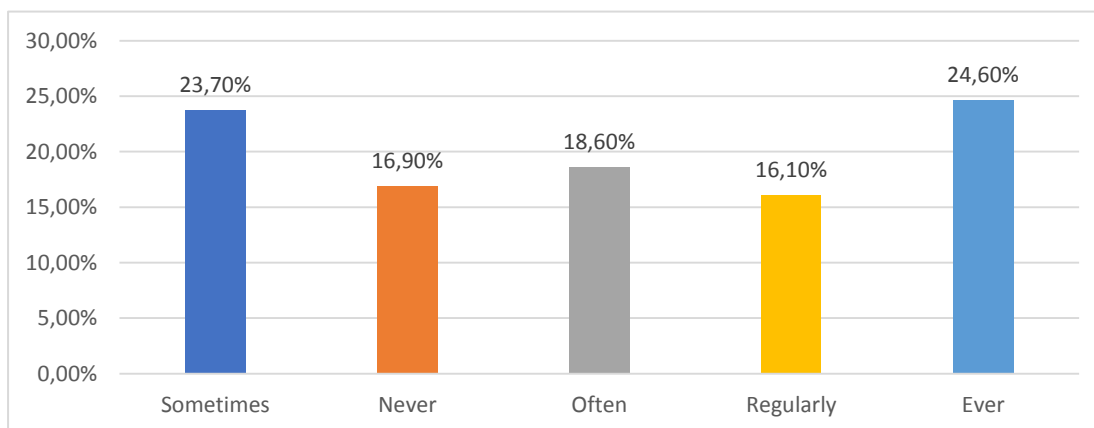


Data Source: Field research data (2019)

It was observed that most employees, who answered the questionnaire (51.7%), have a good relationship with their leader; 28% report having a good relationship. 9.7% of respondents have a positive relationship with their leaders and only 20.3% do not relate properly, opting for the option regularly, or sometimes; the acronym NR means that they never relate to the leader.

According to Marinho and Oliveira (2011), "In any group of people, the leader has the power to awaken everyone's emotions and, if these emotions are channeled to enthusiasm, consequently, performance will increase".

**Figure 2.** Does your leader allow you to participate in the leadership-building process of your work team?



**Data Source:** Field research data (2019)

The participation of the employee in the construction of leadership as shown in Figure 2 becomes important, because it makes individuals feel useful, and not only being part of the process, but collaborating to build leadership, and providing responsibility, performing an active role in the processes and improving the relationship between leader and team member.

According to Rabechini Jr. (2001, p.195), "The leadership starts to have reliability on the part of the team, as well as the participation and contribution, which is linked to the manager's ability to establish goals and make them meet by the followers. In this respect, leadership is closely linked to the concept of influence, that is, the leader's ability to influence his team, aiming at the results of the project".

In the work process, where there is mutual trust, this adds value to the work environment and the legitimacy of leadership is vital for there to be synergy between the team and the leader within the way of building it.

In an environment where there is respect between leader and team member, employees view the leader with empathy; the organizational climate is better; individuals avoid negative conflicts, and well-being is established in the work environment: therefore, having a good relationship with the leader is a fundamental point to provide QWL through well-being on the spot.

According to Hollander (*apud* Oliveira and Marinho, 2006), "... group members exchange their skills and loyalty for rewards ranging from physical aspects, such as salary and protection, to less tangible rewards, such as honor, status and influence. [...] leadership is an exchange process, and each leader develops a specific and unique exchange with each member of his team".

This exchange of information is important for building paths, and for creating leadership that is able to satisfy the needs of the organization, as well as those of employees. In this process, there is often recognition through rewards, whether for status, financial or social life.

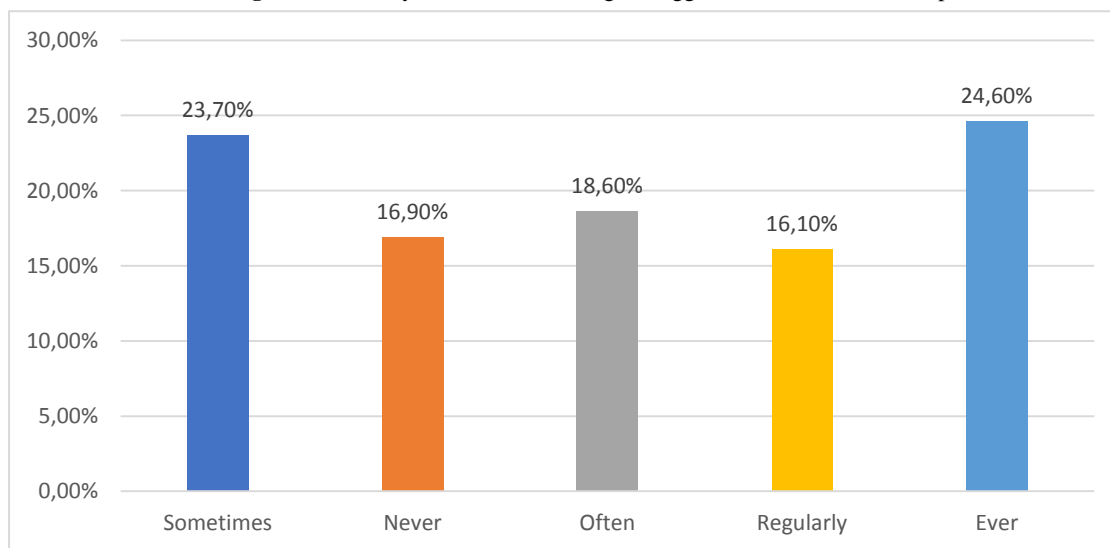
According to França (2006), "leadership is a social process in which influential relationships are established between people. The core of this process of human interaction is made up of the leader or leaders, their followers, a fact or a social moment".

The social moment will depend on the situation in which the individuals and the leader are inserted in a certain company, so it is not something easy to be established: it will depend on the internal variables and the level of relationship and trust between the leader and the followers in a company.

The leader, on the other hand, must positively influence his followers so that there is confidence and alliances for the execution of the work, where both parties benefit from the leadership construction process. It is important to emphasize that the leader, by giving space for the participation of individuals in the construction of leadership, causes a vote of responsibility (also of confidence) on the part of employees in building the authority of a manager in the company.

Another important data is that of participation and suggestions for actions in the team leadership model, as shown in Figure 3.

**Figure 3.** Does my leader allow me to give suggestions on team leadership?



**Data Source:** Field research data (2019)

Approximately 65.2% of leaders allow workers to participate in suggestions for improving the way of teamwork, with 28.8% of employees saying that they always participate in actions; 16.9%, almost always; 19.5%, regularly; and about 34.5% do not actively participate in the process, with 28.8% sometimes participating and 5.9% never. What draws attention to these data is that 28.8% say they always participate, but also, in contrast, 28.8% participate only sometimes.

According to Bergamini (2008), “the old jargon that 'my subordinates are all the same', used a lot by those invested with formal authority, proves even dangerous and compromising for the productive performance of the leader himself, as it takes second place the respect for individuality and to the special motivations of the different followers.

**Table 1.** Is there professional recognition by the leadership?

|           |        |
|-----------|--------|
| Sometimes | 28,00% |
| Never     | 10,20% |
| Often     | 27,10% |
| Regularly | 13,60% |
| Ever      | 21,20% |

**Data Source:** Field research data (2019).

It was observed that employees should be given the opportunity to actively participate in leadership, contributing to their own work and their environment, adding value to the well-being of all; leading to less noise and conflict in a team; providing motivation, and making them feel useful in their work activity.

According to table 2, leaders exchange information with employees in their work and this is important, as it makes them feel useful and participative.

**Table 2.** Does your leader exchange information about the work process?

|           |        |
|-----------|--------|
| Sometimes | 31,70% |
| Never     | 4,20%  |
| Often     | 26,30% |
| Regularly | 12,70% |
| Ever      | 26,30% |

**Data Source:** Field research data (2019).

About 65.3% of workers affirm that the leader exchanges information about work, with 26.3% of respondents always pointing out; 26.3%, almost always; and, 12.7%, regularly. The results obtained demonstrate that workers feel more confident in the performance of their activity, adding value to what they do and providing satisfaction in the actions implemented in carrying out the tasks. 31.7% say that they sometimes participate in conversations with the leader and only 4.2% never talked about it.

According to Burmester (2014), leaders listen carefully and learn. To do this, they have to surround themselves with individuals who are more astute, talented and intelligent than themselves.

The leader, too, learns with the participation of employees, in the process of creating leadership, valuing these people, and counting on the capacity and competence of each one, to provide a more harmonious and healthy activity environment in companies.

In the organization, we have some types of power as France (2006 apud Montana & Charnov, 2001) describes below:

- **Legitimate power:** inherent to the organizational structure, such as a pre-defined or shared position or function in the company's culture, according to França (2006 apud Montana & Charnov, 2001). In fact, here the authors report to senior management, whether at the strategic or tactical level, such as directors, managers, supervisors, among others, who are invested with hierarchical positions and have the leadership in work teams in organizations.

**Rewarding power:** refers to the effort and recognition of a certain behavior or goal achieved, according to França (2006 apud Montana & Charnov, 2001). Since it is good to win, to be the first, to be the leader, it is possible to observe this a lot in team sports such as football, volleyball, basketball, among others, but one can also be an individual leader in the market. This may be seen in the best companies, such as those that have earned the most, or have achieved better quality in their products and services.

- **Coercive power:** it relates to the authority to apply punishments, which aim to eliminate, reduce or control unwanted behaviors and attitudes in a given social context France (2006 apud Montana & Charnov, 2001).

Table 3 sought to demonstrate which leadership model is most used in Brazil, according to employees.

**Table 3.** Is your leader more autocratic (bossy), democratic (shares responsibilities), liberal (delegates and trusts your service)?

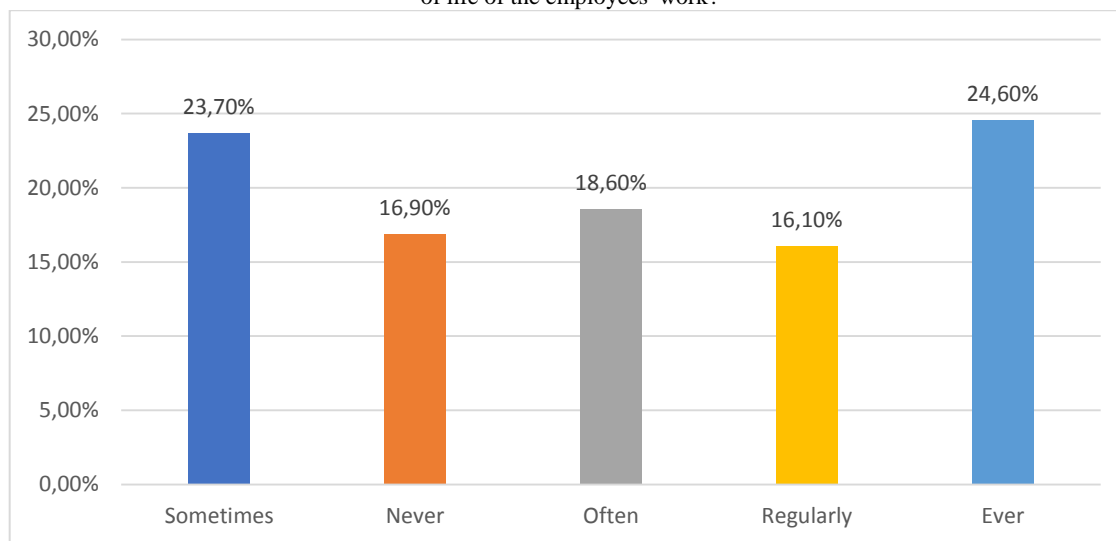
|            |        |
|------------|--------|
| Autocrat   | 22,50% |
| Democratic | 37,00% |
| Liberal    | 40,50% |

**Data Source:** Field research data (2019).

It could be noticed that in Brazil, more specifically in São Paulo, of the employees who participated in the research, 40.5% affirm that they work with a free or liberal leadership; 37.0% that she is democratic, while 22.5% understand that she is an autocrat, which leads us to consider that the practice of leadership has been transforming, in the search for better ways of working, and making employees feel better in your professional environment.

Based on this assumption, the questionnaire asked how the leadership model impacts the quality of life at work for employees and the answer was important for the research, which is shown below in Figure 3.

**Figure 3.** Do you believe that depending on the leadership model in the company this impacts on the quality of life of the employees' work?



**Data Source:** Field research data (2019).

It was also observed that, approximately 95.8% of employees understand that, depending on the leadership model in the company, its impact can be negative or positive, on the quality of life at the employees' work. Therefore, it can be said that leadership influences the QWL of employees in a company.

## CONCLUSION

The present study indicates a clear relationship between leadership and quality of life and that, depending on the model used in the company, this impacts, not only on the work process, but on the environment and the performance of tasks. It can also be pointed out that the higher the level of confidence of the leader in his team, the greater the information transmitted, as well as the more active the participation of individuals in the process of creating leadership in this team.

118 respondents answered the questionnaires at the three levels of the organizational, operational, tactical and strategic pyramid, all of which have a leader and a leadership model, or even more than one, in their company, which are in the industry: industrial, commercial, services, education and health.

The majority that answered the questionnaire is distributed as follows: women, 74.6%, while 25.4% are men, an important data to be taken into account; also the field of activity of these people is distributed in 7.6%, in the industry; 46.8%, in trade; 40.7%, in the area of education; and 5.1% in the health area. Therefore, the vast majority linked to the general public.

The questionnaire also asked questions related to satisfaction with leadership, as well as the recognition received, the incentive to study, as ways of motivating employees in their work and, thus, having well-being and enjoying what they do in your job.

For example, a question asked whether leadership encourages people to study: 39% of employees said yes; 11.9% that almost always; and, 11.0% regularly. In other words, in 61.9% of companies, the leader is an incentive and only 38.1% of them do not encourage employees to improve their education.

It is also important to note that in a company the three models can coexist simultaneously, depending on the area and the type of service.

The results obtained, in relation to the employee's perception of the leadership model, clearly show that it interferes with the quality of life at work, whether in terms of treatment, exchange of information passed on by the leader or what is expected your team; in the relationship, as well as in the work environment and well-being in the execution of tasks.



For future research, new studies are suggested, with greater depth on leadership and its impacts on the quality of life and performance of employees, as well as other evaluation criteria, as these data may vary, depending on the city, the country and the type of employee, depending on other variables.

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