

Exploring the interplay between Leadership Styles, Prosocial Behaviour, and Passive Aggression in Organisational Settings

Gargi S. Kshirsagar

Department of Psychology, Patkar Varde College

Abstract- *This research explores the intricate interplay between various leadership styles, prosocial behaviours, and passive aggression within organizational settings. Utilizing a correlational design, a total sample of 101 participants (60 males and 41 females) filled the online survey to investigate the associations between leadership approaches and interpersonal dynamics. The study aims to elucidate how different leadership styles influence prosocial behaviours among employees and the extent to which these behaviours correlate with passive aggression. The Leadership Style Questionnaire was used, where 4 styles are measured, namely- Authoritative, Democratic, Facilitative, and Situational. Scales for interpersonal dynamics were, The Prosociality Scale, and The Passive Aggression Scale. This research contributes to a deeper understanding of the complexities surrounding workplace interactions and emphasizes the importance of effective leadership strategies in fostering positive organizational behaviour.*

Index Terms: *Leadership Styles, Prosocial Behaviour, and Passive Aggression*

I. INTRODUCTION

This research paper looks at how different leadership styles, prosocial behaviour, and passive aggression affect people in groups or organizations. It focuses on four types of leadership: Authoritarian, Democratic, Situational, and Laissez-Faire, and how each one influences the way people behave and feel in a team.

Authoritarian leadership is characterized by a leader who dictates policies and procedures with little input from group members. This style can lead to high productivity in certain contexts but often stifles creativity and can foster a negative atmosphere if misapplied. Research indicates that while authoritarian leadership can be effective in urgent situations, it may create dysfunctional environments

where followers feel oppressed (Lumen Learning, 2024). Democratic leadership encourages participation from group members in decision-making processes. This style fosters a sense of belonging and commitment among team members, leading to higher quality outcomes. However, it may also result in communication failures if roles are unclear or if the group lacks necessary skills (Gardner & Wickramasinghe, 2023).

Situational leadership emphasizes the need for leaders to adapt their style based on the task and the followers' abilities. This model includes four styles: Telling, Selling, Participating, and Delegating. Effective situational leaders assess the context and adjust their approach to maximize team performance, demonstrating flexibility in leadership behaviour (Shriver, 2024).

Laissez-Faire leadership allows team members significant autonomy in their work. While this can empower skilled and motivated individuals, it may lead to a lack of direction and accountability if not managed properly. The effectiveness of this style often depends on the team's ability to self-manage and the clarity of the tasks at hand (Hoque & Raya, 2023).

Concepts used in the study

Leadership style is generally concerned with the way leaders engage with their followers; it has been further characterized as “the manner and approach of providing direction, motivating people and achieving objectives” (Cpg, 2023).

Prosocial behaviour refers to a range of positive behaviours, such as friendly interactions, altruism, and actions that reduce stereotypes (International Encyclopaedia of the Social & Behavioural Sciences 2nd Edition, 2015).

Passive-aggressive behaviour can include lateness, avoidance, and silence. Passive-aggressive behaviour can

damage relationships and make communication difficult. (Villines Z, 2022).

Theoretical perspective/models

A. Leadership styles

1. The Great Man theory

According to the great man theory of leadership, often known as the trait hypothesis, effective leaders are innate. Their greatness comes from inborn qualities and abilities that cannot be acquired through instruction or learning. According to the characteristic idea, a leader's unique qualities make them deserving of their position. The characteristic theory is heavily criticized, primarily for the idea that leadership is a natural ability and that effort or hard work is not required to develop into a leader. This implies that leaders are either selected or not, that social or psychological leaders are predestined, and that leaders cannot emerge from the shadows. Most of the characteristics linked to this theory are criticized for being essentially masculine and for not reflecting the psychology of effective leaders (Leadership theories and styles, Western Governors University, 2022).

2. The situational theory

According to situational theory, leaders should base their decision on the circumstances at hand. Various leadership philosophies might be better suited for kinds of decision-making. For example, an authoritarian approach may work best when the group's most knowledgeable and experienced member is also its leader. In other circumstances, a democratic system would function better if the participants were competent experts.

(Cote R, 2017)

Prosocial Behaviour

1. The empathy-altruism theory

This theory describes how empathy leads to altruism. Understanding another person's viewpoint or circumstance is what is meant by empathy (empathy is not the same as feeling sorry for someone). Therefore, even while you might not feel sympathy for someone who is having difficulty with their tasks because of procrastination, you might feel empathy—especially if you have been in similar situation yourself. Therefore, the theory holds that acts of altruism will result from empathy. According

to this notion, people are more inclined to act benevolently if they have empathy for the person they want to assist. Before we can behave altruistically, we have to recognize when someone is in need. One of two feelings can come over us when we witness someone in need:

- We experience emotional suffering (e.g., fear or anxiety).
- We experience empathy (compassion, understanding, tenderness, etc.).

For example, witnessing a small child begging when visiting a developing nation might cause significant emotional pain since it may make you feel terrible about your own relatively comfortable life.

Anyone who takes action to lessen their own personal suffering is acting egoistically as they are thinking about themselves. When an individual observes someone in need, they may exhibit one of two egoistic cognitive patterns:

They think that by lending a hand, they might be rewarded. They understand that their own anguish or distress may subside if they act and assist the individual.

The third altruistic thought-pattern that could appear is empathy toward the individual in need, according to the empathy-altruism theory. How emotionally close the person in need is to the observer and how great their need is both affect the level of empathic concern. Their empathy makes them helpful (Dixon T, 2023).

Passive Aggression

1. Instinct Theory of Aggression (Thanatos Theory)

The earliest theory of hostility dates back to Sigmund Freud's time. Over time, Freud's beliefs about behaviour evolved. He initially thought that the life impulse, or Eros, was the source of all activity. These were our innate desires to procreate and maintain our survival. Our need to survive and save the lives of others does not always align with aggression. Thus, Freud discussed Thanatos in *Beyond the Pleasure Principle*. He referred to the "death instinct" by this term. The death instinct provided an explanation for human aggression, harmful behaviour, and the desire to relive past tragedies (Psychology P, 2023).

Statement of problem

This study investigates the relationship between different types of Leadership Styles and Prosocial Behaviour and Passive Aggression between employees working in an organisation between the age of 25 to 45.

Purpose and significance of the study

The primary purpose of the study "Exploring the Interplay Between Different Types of Leadership Styles and Prosocial Behaviour and Passive Aggression Among Employees Working in an Organization" is to investigate how various leadership styles impact employees' prosocial behaviours and tendencies toward passive aggression within a workplace setting.

Significance of the Study

The significance of this study lies in its potential contributions to organizational psychology, human resource management, and workplace dynamics.

1. **Leadership Styles:** The research aims to explore how different approaches to leadership Such as how democratic, authoritative, situational, and laissez-faire affect employee behaviour.
2. **Prosocial Behaviour:** By this behaviour, the study seeks to understand how leaders can foster positive, cooperative interactions among employees, which can lead to an enhanced organizational culture.
3. **Passive Aggression:** The study also aims to identify the prevalence of passive-aggressive behaviour and its underlying influences from leadership styles, which can create detrimental interpersonal dynamics in the workplace.

Aim and Objective

The aim of this research is to check the relationship between different types of Leadership Styles, Prosocial Behaviour, and Passive Aggression in an Organisational setting.

Objective is:

- 1: To study the relationship between Authoritarian Leadership Style & Passive Aggression.
- 2: To study the relationship between Laissez Faire Leadership Style & Passive Aggression.
- 3: To study the relationship between Democratic Leadership Style & Prosocial Behaviour.
- 4: To study the relationship between Situational Leadership Style & Prosocial Behaviour.

II.REVIEW OF LITERATURE

In today's busy and complex workplaces, leadership is very important for shaping the culture and behaviour of employees. The way leaders act can

greatly influence how employees interact with each other, including promoting helpful behaviours or causing passive-aggressive attitudes.

This literature review will examine how various leadership styles affect employee helpfulness and passive-aggressive behaviour. By reviewing existing research, the goal is to highlight how leadership can either promote helpfulness or contribute to passive-aggressive behaviour among employees.

A.Studies on Leadership Styles

A study by Shakir Iqba et al on-project management highlighted the role that leadership styles played in project success. However, there had not been any study done on or analysis done of the fundamental processes of project leadership, especially those that have to do with the links between Authoritative Leadership (AL) and Project Success (PS). To solve this problem, they suggested that Goal Clarity (GC) acts as a mediator in the explanation of the connection between project success and authoritative leadership. By means of a questionnaire, the data was collected. Out of the 500 data responses gathered from workers in Pakistan's various construction industries, 326 were taken into consideration for the study, or 65.2% of the total. To collect the data, a probability sampling technique was employed. The results of variance-based structural equation modelling analysis indicate that GC mediates the relationship between project success and an authoritative leadership style to some extent. Additionally, project performance was significantly correlated with authoritative AL and GC styles, while GC was positively correlated with AL. By demonstrating that target goal clarity mediates the relationship between AL and PS and that AL effects PS, the research made a substantial contribution to the construction industry. One of the earliest studies to examine the relationship between goal clarity, PS, and AL is this one. There are also talks, consequences, and future research directions provided (Shakir Iqbal, Mohsin Shafait, Salman Asghar, Arshad Ali, 2022)

Even while the negative effects of laissez-faire leadership are widely known, little is known about the underlying mechanisms and boundary conditions that underlie these effects. Véronique Robert et al. suggest that employees who have stronger relational self-concepts are more likely to be impacted by laissez-faire leadership, drawing on the identity orientation framework and social exchange theory. These workers may respond more adversely to laissez-faire leadership by decreasing their contributions

to shared objectives and their affective organizational engagement since they define themselves through dyadic connections. Through structural equation modelling analyses with full information maximum likelihood estimation on a sample of employees from several firms ($N = 449$), these predictions were evaluated within a three-wave longitudinal study. As expected, a higher negative indirect effect on affective organizational commitment and a stronger negative effect of laissez-faire leadership on the contribution component of leader-member exchange were linked to relational self-concept. There is a discussion of how these findings affect our comprehension of the mechanics underlying laissez-faire leadership (Véronique Robert, Christian Vandenberghe, 2020). A study by Sadaruddin Dharejo et al. mentions worker performance is a gauge of how well a person is doing their job. Therefore, achieving optimal job performance is frequently the main goal that businesses aim to achieve. Leadership can achieve work performance and turn the goals of the organization into reality. Better employee performance and involvement inside the company will result from competent leadership. This cross-sectional study aimed to ascertain the relationship between employee involvement, performance, and authoritarian versus laissez-faire leadership styles. Primary data was gathered from Sindh Education Foundation personnel using a self-administered, accepted questionnaire to test the link. According to statistical findings, employee engagement and performance are only directly impacted by authoritative leadership. However, there is a significant positive correlation between worker participation and worker output. To guarantee efficient use of human resources and high levels of employee work involvement and performance, it is concluded that moderate freedom and effective supervision should be implemented at the workplace. The study's conclusions suggest that hiring managers with strong leadership traits will help organizations increase performance and organizational involvement (Sadaruddin Dharejo, Nazar Hussain, Shah Muhammad Farooq, Mohammad Shafique Kalwar, Waseem Raza Mallah, 2021).

Kathleen Knight Abowitz's idea that the US school leader's primary responsibility is to make sure the

district is increasing student achievement as defined by standards assessed by high-stakes test results is one that is widely held in educational policy-making and research today. Here, using the work of the Wallace Foundation as an example, they analysed and evaluated the current conventional answer to this question and offer an alternative vision based on the values and customs of democratic leadership traditions. John Dewey rarely wrote explicitly on school leadership or the role of the school administrator, but his related concepts of democracy, community, and citizen engagement are desperately required as a counter to the limited view of the principal role in today's schools. They just need some update. School leaders have significant internal and external duties for establishing and expressing visions for quality education with their constituency both inside and outside the school building. (Kathleen Knight Abowitz, 2019)

The goal of Ardian Mustofa et al. (2020) study was to investigate and evaluate how situational leadership affects worker performance as it is mediated by job satisfaction and Islamic organizational citizenship behaviour of CV. Wahyu employees in Cepu, Indonesia. The quantitative research for this study was conducted using empirically supported reasonable concepts. A questionnaire with a sample size of 44 respondents was used to gather the data, which was subsequently analysed using SmartPLS software. The findings of this study demonstrated that situational leadership had a positive and significant impact on job satisfaction among employees; it also had a positive and significant impact on the employee's Islamic organizational citizenship behaviour; situational leadership had no effect on employee performance; however, Islamic organizational citizenship behaviour had a positive and significant impact on employee performance; and situational leadership had an impact on employee performance that is mediated by both job satisfaction and Islamic organizational citizenship behaviour (Ardian Mustofa, Muafi, 2021).

In the field of education, administration of organizations or institutions of higher learning is crucial. Because the madrasah head's leadership is crucial to the success of an educational institution. The purpose of Aulia Diana Devi et al (2021) study is to ascertain how the transformational head of the madrasah in MAN 1 Tulang Bawang Barat Lampung province is implementing democratic leadership style. The technique is a qualitative approach to descriptive analysis. Primary data sources from interviews and secondary data sources from internet media were used in this study. The findings demonstrated that the

principal's capacity to carry out the school's vision and mission through collaborative discussion, the development of an educational program informed by the highest standards of education, the encouragement of civility among students, and the mobilization of school community members to contribute to the improvement of education can all be seen in the principal's behavior. The principal's behavior in fostering a disciplined lifestyle, interacting directly with school residents, and problem solving through a system of discussions, meetings, or deliberations demonstrates their ability to communicate effectively to improving the quality of education in MAN 1 Tulang Bawang Barat. Secondly, the principal's capacity to create both academic and extracurricular initiatives that benefits the school (Aulia Diana Devi, Subiyantoro, 2021)

B) Studies between Leadership and Passive Aggression

Workplace aggression, which encompasses rudeness, bullying, and other similar forms of interpersonal abuse, has been found to be a prevalent and detrimental issue in firms. Although a large body of research has shown how crucial leaders are in preventing or escalating workplace aggressiveness, a comprehensive analysis of the relationships between various leadership philosophies and workplace aggression, as well as its extinguishing factors, is still missing. This paper presents the results of a meta-analysis looking into the relationships between aggressive behaviour at work and leadership. Based on information from 165 samples (N=115,190), their findings showed that lower workplace violence was linked to leadership that was change-oriented, relational-oriented, values-based, and moral—but not task-oriented. On the other hand, aggressive behaviour at work was linked to inactive and destructive leadership (that is, abusive, egotistical, uncivil, and dictatorial). Significantly, evaluations of relative weights showed that workplace violence was most significantly adversely correlated with ethical leadership. Furthermore, moderating analyses showed that, although power distance (for transactional leadership) and rating sources (for transformational and abusive supervision) could sometimes moderate the relationships between leadership and workplace aggression, measurement

time lag had no effect. Overall, the meta-analysis's findings emphasize the significant correlations between workplace violence and leadership. The paper discussed the implications for future research and policy proposals that attempt to lessen workplace aggressiveness (Cao, Li, Van der Wal, and Taris, 2022).

C) Studies between Leadership and Prosocial Behaviour

According to one article on the Emergence of Prosocial and Antisocial Leadership Styles, there is currently solid evidence to support considering two aspects of social rivalry. The first has been classified as an antisocial strategy since it involves aggressive, threat-sensitive, and self-centred techniques, as well as bullying, threatening, and intimidating subordinates, as well as harming or killing competitors. Such tactics may impede motivation, caring, and affiliative social connections. The social signals sent out caused recipients to perceive threats more intensely, which can lead to stressed and highly stratified groups that have a variety of negative psychological and physiological repercussions. Prosocial techniques, on the other hand, aimed to establish comfortable and safe social interactions that facilitate sharing, cooperation, mutual support, and advantageous connections. Friendly, cooperative, and affiliative relationships send out friendly, low-threat social signals that activate physiological systems (such as oxytocin and the parasympathetic vagus nerve) and downregulate threat processing, boost immunity, and support frontal cortical processes and overall well being (Monica Thiel, 2019).

One of the most popular and hotly contested leadership ideas of the past thirty years is transformational leadership. The idea of Prosocial Transformational leadership is presented in this article along with its distinctions from transactional and charismatic-transformational leadership. The three types of leadership—transactional, charismatic-transformational, and prosocial transformational—as well as their relationships to organizational constructs like motivation, followership, communication, decision-making style, job satisfaction, emotional intelligence, and organizational culture are reviewed in this review of the literature. The analysis led to the development of theoretical models that show how various leadership philosophies relate to organizational constructs. The models demonstrate how organizational culture develops differently depending on the leadership style, and it appears that the prosocial transformational model can help foster the development of greater individual and group potential. In addition to providing a fresh perspective on

transformational leadership, prosocial transformational leadership shared many characteristics with other forms of leadership, such as transcendent, authentic, or positive leadership, and it can help integrate these forms of leadership (Tintore, 2019).

Followingly a study looks at the relationship between three key components: organizational performance, prosocial behavioural intentions, and transformational leadership among full-time faculty members from several Omani institutions and colleges. An online and paper survey was completed by 322 full-time employees from various universities and technical institutes. The primary data collection approach was employed to gather the data. To incorporate all the factors under investigation, structured scales were used in the study. The chosen questionnaire underwent a small amount of modification to better fit the needs of Omani institutions and universities. This study highlighted a crucial aspect of transformational leadership about prosocial behavioural intentions. The association between transformative leadership, prosocial behavioural intentions, and organizational performance has not been thoroughly studied. The goal of this study was to pinpoint the causes and variables that affect how effectively and efficiently an organization performs (Salim and Rauf Rajput, 2020).

Furthermore, in the context of Chinese higher education, this study used the social learning theory to explain how and when ethical leadership can predict knowledge sharing. 302 postgraduate students from 38 scientific research teams at Chinese institutions provided them with two waves of data. The study's findings demonstrated that prosocial drive completely mediated the relationship between ethical leadership and information sharing, which has a direct and beneficial impact on the latter. Furthermore, the boundaries defining these effects have confirmed the beneficial impacts of assiduity and the detrimental effects of achievement-striving on the connection between prosocial drive and information sharing. Higher levels of dutifulness and lower levels of achievement-seeking are associated with larger indirect benefits of ethical leadership on knowledge sharing. This work had several theoretical and practical implications. It implied that while researching information sharing

behaviour in relation to ethical leadership, the significance of prosocial drive, along with the two aspects of conscientiousness, deserves to be stressed (Xia and Yang, 2020).

Now businesses are interested in creating plans to enhance their performance and responsibility in these domains because of growing concerns about their social and environmental responsibilities. One such tactic focused on leadership styles, whereby leaders are chosen or educated to attend to the demands of individuals and groups outside of themselves (i.e., stakeholders), and then motivate their subordinates to follow suit. This strategy assumed that in order to accomplish goals related to social responsibility and environmental responsibility, a new kind of leadership is necessary. In this study, they presented an alternative viewpoint by speculating that leaders might just require encouragement or training to highlight certain facets of their current leadership styles while downplaying the usage of others. Their research was concentrated in Asia, where followers frequently seek a paternal leadership style. Three categories can be used to categorize the behaviours that make up this leadership style: authoritarian, charitable, and moral. They suggested that the moral and benevolent dimensions represent leadership philosophies that encourage followers' social motivation and investigate how these philosophies interact with followers' self-transcendent ideals to forecast followers' prosocial motivation to assist others via their labour. They discovered that the only important component that seemed to make up for followers' low self-transcendent values was the beneficent dimension. There was discussion of the implications of employing leadership to encourage social responsibility (Gardner and Wickramasinghe, 2023).

D)Studies between Passive Aggression and Prosocialness According to earlier research, aggressive friendship processes (selection, maintenance, and influence) in teenage classrooms can be strengthened by popular peers who can establish a strong norm for the valence and salience of aggressiveness. However, it is unclear if prosocial behaviour norms established by popular peers can also act as a deterrent to aggressive friendship processes and as a catalyst for prosocial ones. A study looked at how prosocial and aggressive friendship processes were influenced by prosocial and aggressive popularity norm combinations. In the first and second years of secondary school, three waves of peer-nominated data were gathered (N = 1816 students; 81 classes; Mage = 13.06; 50.5% girl). Prosocial popularity norms had the

greatest influence on prosocial and aggressive friendship processes when aggressive popularity norms were absent, according to longitudinal social network investigations. In prosocial classrooms (low aggressive and high prosocial popularity norms), friendship maintenance based on prosocial behaviour was enhanced, whereas aggressive friendship processes were largely mitigated. Instead, when aggressive popularity norms are equally strong as prosocial norms (mixed classrooms) or even stronger than prosocial norms (aggressive classrooms), aggression is more important for friendship processes than prosocial behaviour. These findings showed that the prosocial behaviour of popular peers may only buffer against aggressive friendship processes and stimulate prosocial friendship processes if these popular peers (or other popular peers in the classroom) abstain from aggression. (Laniga-Wijnen, Steglich, Harakeh, Vollebergh, Veenstra, Dijkstra, 2019)

Similarly, the detrimental impacts of media on teenage behaviour have been linked to parental supervision of their adolescent child's media consumption, while the underlying processes of these relationships are not well understood. A study used adolescents' levels of media disclosure and secrecy to investigate the relationships between parental media monitoring and adolescent behaviours. A national sample of 945 teenagers between the ages of 10 and 18 was included in the study (49% female, 69% European American). The sample was drawn from a study on adolescent media consumption. The findings indicated that lower levels of media secrecy (active only) and larger levels of media disclosure were linked to autonomy-supportive, restricted, and active monitoring. Restrictive and active monitoring controls were linked to higher degrees of media secrecy. Media secrecy was linked to less prosocial behaviour toward family and more relational violence, whereas media disclosure was linked to more prosocial behaviour toward family. The conversation centers on teenage information management, such as transparency and concealment, as a key factor in understanding the connections between teenage behavioural outcomes and parental media surveillance (Padilla-Walker, Coyne, Stinnett, 2019).

III. METHODOLOGY

Research Questions

1. Is there a relationship between Authoritarian Leadership Style & Passive Aggression?
2. Is there a relationship between Laissez Faire Leadership Style & Passive Aggression?
3. Is there a relationship between Democratic Leadership Style & Prosocial Behaviour?
4. Is there a relationship between Situational Leadership Style & Prosocial Behaviour?

Hypothesis

- 1: There is a relationship between Authoritarian Leadership Style & Passive Aggression.
- 2: There is a relationship between Laissez Faire Leadership Style & Passive Aggression.
- 3: There is a relationship between Democratic Leadership Style & Prosocial Behaviour.
- 4: There is a relationship between Situational Leadership Style & Prosocial Behaviour.

Variables

1. Leadership styles
2. Passive aggression
3. Prosocialness

Operational Definitions of Variables

1. Leadership Style measured by 'Leadership Style Questionnaire' developed by Centenary College in the year 2013.
2. Passive Aggression measured by 'The Passive Aggression Scale (PAS)' developed by Young-Ok Lim and Kyung-Hyun Suh in the year 2022.
3. Prosocial Behaviour measured by 'Prosociality Scale' developed by Kanacri et al. in the year 2021.

Participants

a. Sample Size

The data was obtained from a sample of 102 participants.

b. Inclusion Criteria

- I. Have worked or are currently working employees in an Organisation
- II. Age between 25-45

c. Exclusion Criteria

- I. Freelancers or Self-employed individuals
- II. Independent Contractors

Design

Correlational design was used to examine relationship between various Leadership Styles and Prosocial Behaviour and Passive Aggression.

Sampling Method

Snowball and Purposive Sampling were used in this research to obtain data using Google forms.

Instrumentation

1. Leadership Styles

The Leadership style questionnaire was developed by Centenary College, Louisiana, by Dr. Laura Farwell. It is a Likert scale consisting of 16 questions. Four combinations of leadership styles—authoritative, democratic, facilitative, and situational—are measured by the questionnaire. The options provided with the questions are “exactly, like me, much like me, A bit like me and not me at all.”

The Split- Half Reliability of the test is 0.607. The questionnaire also mentions the strengths and weakness of each leadership style. This questionnaire does not come with any age or setting restricted use; hence it can be used in any setting with any age group. And this questionnaire is not culturally bounded, hence can be used with various (Centenary College, 2013)

Passive Aggression

The Passive Aggression Scale (PAS) by Young-Ok Lim and Kyung-Hyun Suh, was used. It consists of 21 items, first 7 lean to inducing criticism, middle 7 avoiding/ ignoring, and the last 7 for sabotaging. It was published on 8th august 2022.

The subscales of sabotaging, avoiding/ignoring, and generating criticism had Cronbach's α values of 0.91, 0.91, 0.92, and 0.93, in that order, along with the overall PAS. The test-retest coefficient of the PAS also indicates that this tool is reliable cultures (Lim, Y., & Suh, K, 2022).

Prosocial Behaviour

Prosocialness Psychometric Properties and Cross-National Validation of the Prosociality Scale in Five Countries was used, by Bernadette Paula Luengo Kanacri et al. It consists of 16 items. Participants rated (1 = never/almost never true; 2 = occasionally true; 3= sometimes true; 4 = often true; 5= almost

always/ always true) their tendencies to enact prosocial behaviours on the 16-item scale developed by Caprara et al. 2005. The scale was developed in Italy and reflects different types of prosocial behaviour (i.e., sharing, helping, and caring behaviours), as well as empathic/ sympathetic reactions.

Italian samples have been used to validate the Prosociality Scale's psychometric qualities. Previous research has validated the construct validity of the scale by demonstrating theoretically predicted associations between prosocial scores and agreeableness, emotional and empathic self-efficacy, self-esteem, and civic engagement. Furthermore, confirming the validity of this prosociality measure, researchers discovered a relatively strong correlation ($r = 0.50$) between self- and other report evaluations by Zuffianò et al., 2014. In this sample, Cronbach's alpha for the entire scale was 0.94 (Kanacri et. al, 2021).

Data Collection Procedure

The researcher started by checking if the participants met the requirements to join the study. A link to a Google form was shared online through social media and with family and friends. The form began with a consent section, where participants learned about the researcher and her background. It also explained who could or could not take part in the study (Inclusion and Exclusion Criteria). Participants were informed about the ethical considerations, assuring them that their answers would be kept private. After reading all the information, they were asked to agree to participate by signing the form. They were also told they could leave the study at any time while filling out the form.

Once participants gave their consent, they were asked to provide some basic information, such as their initials, age, gender, and occupation. Their names and email addresses were collected for research purposes. The information would be kept confidential and only accessible to the researcher and her supervisor.

The survey included the following 3 sections:

1. The Leadership Style Questionnaire
2. The Prosociality Scale
3. The Passive Aggression scale

These scale names were not directly mentioned in the google form in any way. “Relationship between Management Techniques, Team Interactions, and Unspoken Tensions” was the indirect heading of the research on the google form. After completing the survey,

participants were given more information about the study and the scales used. They were also thanked for their participation and could contact the researcher via email if they had any questions about the form or survey. If they wanted to see the results, these would be sent to their email addresses.

Ethical Consideration

1. Participants were informed that they can withdraw from participation at any time.
2. Consent form was signed by the Participants.
3. Neither Email, nor Names were asked under confidentiality purposes.

IV. RESULT AND DISCUSSION

The aim of the study was to investigate if there is a relationship Leadership Styles, Prosocial Behaviour, and Passive Aggression. Descriptive statistics such as mean and standard deviation was calculated to describe the nature of data. Normality was established and the data was found to be near normal. A Pearson product-moment correlation was done to find the relationship between the variables.

TABLE I.: Number of Males and Females in the sample

Gender	N
Female	42
Male	60
Total	(N=102)

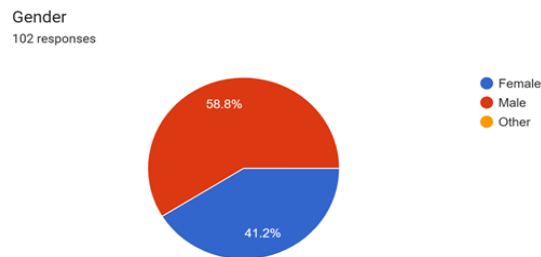


Figure 4.1 Number of Males and Females in the sample (Pie chart)

TABLE II.: Statistical Properties of Correlational Variables

Measures	Mean (M)	Standard Deviation (SD)	N
1. Authoritativ LS	8.921	2.185	102
2. Democratic LS	8.812	2.157	102

3. Laissez-Faire LS	10.059	1.502	102
4. Situational LS	8.991	1.827	102
5. Prosocial Behaviour	63.307	9.351	102
6. Passive Aggression	46.644	17.008	102



Figure 4.2 Statistical Properties of Correlational Variables

Table 4.2 showed the Mean (M) and Standard Deviation (SD) of the variables being studied. For Leadership Styles, as measured, the mean score and standard deviation for all participants in Authoritarian LS was (M = 8.921, SD = 2.185), in Democratic LS was (M = 8.812, SD = 2.1574), in Laissez-Faire LS was (M = 10.059, SD = 1.502), and in Situational LS was (M = 8.990, SD = 1.825). For Prosocial Behaviour, as measured, the mean score and standard deviation for all participants was (M = 63.306, SD = 9.351). For Passive Aggression, as measured, the mean score and standard deviation for all participants was (M = 46.644, SD = 17.008).

Discussion

Interpretation of correlation coefficient between Variable 1 and Variable 3 revealed that, there is an insignificant correlation [$r(N)=100$; $p > 0.5$] between the two variables invalidating hypothesis 1 which states, 'There is a relationship between Authoritarian Leadership Style & Passive Aggression.'

Thirteen experts were questioned in a phenomenological investigation regarding passive-aggressive (PA) behaviours in the workplace, specifically whether autocratic, transactional, and transformational leadership styles could predict them. Participants were asked to think about whether PA behaviours were present in normally functioning persons' reactions to organizational events and leadership styles, as opposed to those of those with disorders. Three of the eight themes that arose from the interviews that were studied are very important to the

workplace. First, most participants thought that endogenous and exogenous forces combined to create PA behaviours in companies. Second, the majority of interviewees concurred that particular organizational changes are a factor in PA behaviours. Third, the majority of participants thought that PA behaviours could be predicted by an autocratic leadership style (Johnson, N. J., & Klee, T, 2007).

Interpretation of correlation coefficient between Variable 1 and Variable 2 revealed that, there is a significant correlation [$p < 0.05$] between the two variables validating hypothesis 2 which states, 'There is a relationship between Democratic Leadership Style & Prosocial Behaviour.'

This study looks at the connections between immoral prosocial organizational behaviours (UPB) and leadership styles that are authoritarian, democratic, and laissez-faire. The causal-comparative method is used in the design of the study. According to the research model, normative commitment, continuous commitment, and performance bonus are the moderating variables, and affective commitment is the mediating variable. Hotel staff members who interact directly with guests ($n = 362$) provided the research data. SmartPLS 3.9 has been used for the analysis. The findings show that there is no connection between UPB and leadership philosophies that are authoritarian, democratic, or laissez-faire. It has been discovered that the link between leadership styles and UPB is not significantly impacted by the mediating variable of affective commitment. At a significance level of $p < 0.05$, it has been discovered that there is a positive correlation between the independent variable of normative commitment and UPB. It was discovered, nevertheless, to have no moderating influence as a moderating variable on the connection between UPB and leadership philosophies. As an independent variable or a moderating variable, continuous commitment has not been proven to have any meaningful relationships. In the meantime, it has been discovered that employees who earn bonuses and those who do not differ significantly in terms of the relationship between normative commitment and UPB. Performance bonuses are another mediating variable (Uymaz, A., 2020).

Interpretation of correlation coefficient between Variable 1 and Variable 3 revealed that, there is an insignificant correlation [$r(N) = 100$; $p < 0.05$] between the two variables invalidating hypothesis 3 which states, 'There is a relationship between Laissez Faire Leadership Style & Passive Aggression.'

It has been determined that workplace aggression, which includes bullying, rudeness, and other comparable forms of interpersonal abuse, is a common and harmful problem in businesses. A thorough assessment of the relationships between various leadership styles and workplace violence, as well as its boundary conditions, is still absent, even though various research have shown the critical role that leaders play in preventing or escalating workplace aggressiveness. This research presents the results of a meta-analysis looking into the relationships between aggressive behaviour at work and leadership. Based on information gathered from 165 samples ($N = 115,190$), our findings showed that lower workplace violence was linked to leadership that was change-oriented, relational-oriented, values-based, and moral (but not task-oriented). On the other hand, aggressive behaviour at work was linked to inactive and destructive leadership (that is, abusive, egotistical, uncivil, and dictatorial). Significantly, evaluations of relative weights showed that workplace violence was most significantly adversely correlated with ethical leadership. Furthermore, moderation analyses showed that, although measurement time lag was unaffected, the relationships between leadership and workplace aggressiveness were occasionally influenced by factors such as power distance (in the case of transactional leadership) and rating sources (in the case of abusive and transformative supervision). The meta-analysis's overall conclusions emphasize the significant correlations between workplace violence and leadership. The paper discusses the implications for future research and policy proposals that attempt to lessen workplace aggressiveness (Cao, W., Li, P., Van Der Wal, R. C., & Taris, T. W., 2022).

Interpretation of correlation coefficient between Variable 1 and Variable 2 revealed that, there is a significant correlation [$p < 0.05$] between the two variables validating hypothesis 4 which states, 'There is a relationship between Situational Leadership Style & Prosocial Behaviour.'

Organizations are interested in creating plans to enhance their performance and responsibility in these domains as their concerns about their social and environmental obligations grow. One such tactic focuses on leadership styles, whereby leaders are chosen or educated to attend to

the demands of individuals and groups outside of themselves (i.e., stakeholders), and then motivate their subordinates to follow suit. This approach makes the implicit premise that to fulfil social and environmental responsibility objectives, a new kind of leadership is needed. In this study, we present an alternative viewpoint by speculating that leaders might just require encouragement or training to highlight certain facets of their current leadership styles while downplaying the usage of others. Our research is concentrated in Asia, where followers frequently demand a paternalistic leadership style. Three categories can be used to categorize the behaviours that make up this leadership style: authoritarian, charitable, and moral. We suggest that the moral and benevolent dimensions represent leadership philosophies that encourage followers' social motivation and investigate how these philosophies interact with followers' self-transcendent ideals to forecast followers' prosocial motivation to assist others via their labour. The only major factor we could find seemed to make up for followers' low self-transcendent values: benevolence. There is discussion of the implications of employing leadership to encourage social responsibility (Gardner, D. G., & Wickramasinghe, V., 2023).

V. CONCLUSION

The aim of this research is to check the relationship between different types of Leadership Styles, Prosocial Behaviour, and Passive Aggression in an Organisational setting. Population of 100 responses were gathered, age 25-45. This was done through Snowball and Purposive Sampling techniques. Names were not asked of the participants in order to maintain confidentiality and anonymity, instead, initials were asked. The age group for participation was kept 25-45 backed up by empirical evidence, and there were total of 42 female and 60 male participants in this study.

Correlational design was adopted for this study. Data collection was done via Google Forms where participants were given information about the survey, and asked for consent. After this, they were given questionnaires on the scales of Leadership Styles, Prosocial Behaviour, and Passive Aggression. After completion, they were de-briefed about the survey through the google form itself. De-

briefing included the scales used, names of their authors, and appreciation for taking part in the research survey.

REFERENCE

- [1] Abowitz, K. K. (2019). The school principal as democratic leader: a critique of the Wallace Foundation's vision of the principalship. *International Journal of Leadership in Education*, 25(1), 155–161. <https://doi.org/10.1080/13603124.2019.1637545>
- [2] Baumsteiger, R., Mangan, S., Bronk, K. C., & Bono, G. (2019). An integrative intervention for cultivating gratitude among adolescents and young adults. *The Journal of Positive Psychology*, 14(6), 807–819. <https://doi.org/10.1080/1743976.2019.1579356>
- [3] Bekiari, A. (2016). Insights into instructors' verbal aggressiveness and students' machiavellianism through leadership style and motivational climate. *European Scientific Journal*, 12(25), 90. <https://doi.org/10.19044/esj.2016.v12n25p90>
- [4] Cao, W., Li, P., Van Der Wal, R. C., Taris, T. W., & The Author(s). (2022). Leadership and Workplace Aggression: A Meta-analysis. *Journal of Business Ethics*, 347–367. <https://doi.org/10.1007/s10551-022-05184-0>
- [5] Development and psychometric properties of the test of passive aggression. (2021b). [Original Research]. *Frontiers in Psychology*, 12, 579183–579183. <https://doi.org/10.3389/fpsyg.2021.579183>
- [6] Devi, A. D., & Subiyantoro, S. (2021). Implementation of democratic leadership style and transformational head of madrasah in improving the quality. *Nidhomul Haq*, 6(1), 14–26. <https://doi.org/10.31538/ndh.v6i1.1162>
- [7] Dharejo, S., Hussain, N., Farooq, S. M., Kalwar, M. S., & Mallah, W. R. (2021). Examining the effect of authoritative and Laissez-Faire leadership on employee involvement and performance. In *International Journal of Advanced Research Engineering and Technology (IJARET)* (pp. 557–567) [Journal-article]. <https://doi.org/10.34218/IJARET.12.2.2021.053>
- [8] Gardner, D. G., & Wickramasinghe, V. (2023). Relationships between Leadership Styles and Prosocial Motivation Depend on Cultural Values: A Case Study in Sri Lanka. *Merits*, 3(3), 445–458. <https://doi.org/10.3390/merits3030026>
- [9] Garcia-Morales, V. J., Jimenez-Barrionuevo, M. M., & GutierrezGutierrez, L. (2012). Transformational leadership influences organizational performance

- through organizational learning and innovation. *Journal of Business Research*, 65(7). 1040–1050. Hart, R. (2024). Prosocial Behaviors at Work: key concepts, measures, interventions, antecedents, and outcomes. *Behavioral Sciences*, 14(1), 78. <https://doi.org/10.3390/bs14010078>
- [10] Iqbal, S., Shafait, M., Asghar, S., & Ali, A. (2022). Assessing the Influence of Authoritative Leadership on Project Success through the Mediating Role of Goal Clarity in the Construction Industry [Journal-article]. *Remittances Review*. <https://doi.org/10.33182/rr.v7i2.10>
- [11] Iqbal, Z. A., Abid, G., Arshad, M., Ashfaq, F., Athar, M. A., & Hassan, Q. (2021). Impact of authoritative and Laissez-Faire leadership on thriving at work: The moderating role of conscientiousness. *European Journal of Investigation in Health, Psychology and Education/European Journal of Investigation in Health, Psychology and Education*, 11(3), 667–685. <https://doi.org/10.3390/ejihpe11030048>
- [12] Johnson, N. J., & Klee, T. Passive-Aggressive behavior and leadership styles in organizations. *Journal of Leadership & Organizational Studies*, 14(2), 130–142. <https://doi.org/10.1177/1071791907308044>
- [13] Laninga-Wijnen, L., Steglich, C., Harakeh, Z., Vollebergh, W., Veenstra, R., & Dijkstra, J. K. (2019). The role of prosocial and aggressive popularity norm combinations in prosocial and aggressive friendship processes. *Journal of Youth and Adolescence*, 49(3), 645–663. <https://doi.org/10.1007/s10964-019-01088-x>
- [14] Monica Thiel (Ed.). (2019). The evolution of prosocial and antisocial competitive behavior and the emergence of prosocial and antisocial leadership styles. In *Frontiers in Psychology* (Vol. 10, pp. 610–610) [Review]. <https://doi.org/10.3389/fpsyg.2019.00610>
- [15] Mustofa, A., & Muafi, M. (2021). The influence of situational leadership on employee performance mediated by job satisfaction and Islamic organizational citizenship behavior. *International Journal of Research in Business and Social Science*, 10(1), 95–106. <https://doi.org/10.20525/ijrbs.v10i1.1019>
- [16] Padilla-Walker, L. M., Stockdale, L. A., Son, D., Coyne, S. M., & Stinnett, S. C. (2019). Associations between parental media monitoring style, information management, and prosocial and aggressive behaviors. *Journal of Social and Personal Relationships*, 37(1), 180–200. <https://doi.org/10.1177/0265407519859653>
- [17] Robert, V., Vandenberghe, C., & The Author(s). (2020). Laissez-Faire Leadership and Affective Commitment: the Roles of Leader-Member Exchange and Subordinate Relational Self-concept. In *Journal of Business and Psychology* (Vols. 36–36, pp. 533–551) [Journal-article]. <https://doi.org/10.1007/s10869-020-09700-9>
- [18] Salim, A., & Rajput, N. a. R. (n.d.). The relationship between transformational leadership, prosocial behavioral intentions, and organizational performance. *the Journal of Asian Finance, Economics, and Business/the Journal of Asian Finance, Economics and Business*, 8(1), 487–493. <https://doi.org/10.13106/jafeb.2021.vol8.no1.487>
- [19] Tintoré, M. (2019). Introducing a model of transformational prosocial leadership. In *University of Phoenix, JOURNAL OF LEADERSHIP STUDIES* (No. 00; Vol. 00, p. 1). <https://doi.org/10.1002/jls.21664>
- [20] Xia, Z., & Yang, F. (2020b). Ethical leadership and knowledge sharing: the impacts of prosocial motivation and two facets of conscientiousness. *Frontiers in Psychology*, 11. <https://doi.org/10.3389/fpsyg.2020.581236>
- [21] Uymaz, A. (2020). Yöneticilerin Demokratik, Otokratik ve Serbesiyetçi Liderlik Tarzlarının Sonucu Olarak Çalışanların Örgüt Yazarına Ahlaki Olmayan Davranışları: Türk Turizm Sektörü Üzerine Bir Çalışma. *Turkish Journal of Business Ethics*, 13(2), 103–130. <https://doi.org/10.12711/tjbe.2020.13.2.0166>