THE IMPACT OF LEADERSHIP STYLE ON GROUP EFFECTIVENESS: THE MEDIATING ROLE OF COUNTERPRODUCTIVE BEHAVIOR

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Abstract

This research is an attempt to solve the Dilemma of leadership regarding the behavior of leaders towards their subordinates. Most of the previous literature on the leadership suggests that the leaders should differentiate their behaviors depending upon the needs of subordinates as well as their level of maturity. But the current research suggests the differentiation of behaviors on the part of leaders hampers group effectiveness. Furthermore this differentiation also results in increase in counterproductive behaviors of employees. The research data is gathered through structured questionnaires from 71 workgroups. The research tested a model addressing group focused Leadership as well as differentiated individual Focused leadership. Results of study revealed that differentiated Individual focused leadership is related negatively to group effectiveness through increasing counter productivity whereas group focused leadership relates positively to group effectiveness by decreasing counter productivity. Managerial as well as future implications of the research are also discussed.

Key words: Leadership, Differentiated Individual Focused Leadership, Group Focused Leadership, Group Effectiveness, Counterproductive Work Behaviors, Leaders and Subordinates.

1.   Introduction

This study is an effort to resolve the unaddressed issue of the impact of leadership on group effectiveness by examining the mediating role of counterproductive work behaviors. Past research has emphasized the significance of the behavior of leaders towards their subordinates and their impact on team performance/group (Druskat & Wheeler, 2003). A major issue in research and literature on effective leadership is the lack of consensus about the categories of behavior that are appropriate as well as meaningful on the part of leaders (Bass & Bass, 2009). Some researchers of the early 90's state that the leadership behaviors of differentiation are very important for the leaders as this result in

the personal development of subordinates. In the last decade of 20th century, dimensions of transformational leadership and charismatic leadership became very dominant in leadership studies, so there was a massive increase in models and perspectives of both transformational and charismatic leadership (Munduate & Medina, 2004). The transformational leaders are in real sense leaders who lead with a win-win strategy. The current study aims to find out the impact of two apparently different dimensions of transformational leadership i.e differentiated Individual Focused and Group Focused on group effectiveness through the mediator of Counterproductive Work Behaviors. In order to get it done the literature has been taken from two dimensions. The first one is the Leadership dimension as given by (Yammarino *et al.*, 2005). The second dimension is the Counterproductive Behavior dimension / view point, and this is done by conceptualizing the concept of leadership and counterproductive behavior at the team/work group level. This study is unique in the sense that it has analyzed the mediating role of Counter Productive Behaviors. The results the study on the consequences of leadership differentiation also reveals differentiation by leaders result in decreased group effectiveness (Wu *et al.*, 2010).Whereas the findings of current research suggest that this differentiation will not only decrease group effectiveness but also increase counterproductive behaviors. Work groups are the heart of organizations of the 21st century. Organizations where employees work hand in hand under the supervision of a leader prosper. In a research conducted in an organizational setting where the leaders and subordinates interacted quite often, it was discovered that outer-group of followers reported that they were not appreciated for the contributions that they made for the organization. As a result of that their encouragement level was also less than the inner group of subordinates / followers. Due to this feeling of discouragement they did not expressed freely their opinions and are suppressed in the groups. Furthermore their contributions in the decision making of the organization is also nominal (Burris *et al.*, 2009).

This particular style of leadership does carry in it the element of charisma or idealized influence. The modern agenda and literature on leadership emphasizes that leadership is not merely the property of people who are sitting at the pinnacle/peak of the organizations rather it is a shared property. Leaders are supposed to develop leadership qualities particularly in those working under them (Yasir, Rasli, *et al.*, 2016). This concept is the very heart of transformational leadership i.e. not only to exercise leadership but build future leaders (Yasir & Mohamad, 2016). Transformational leaders can make dramatic improvements in their organizations as they are not only leaders they are the partners of their subordinates. They influence their followers' affectionately as the parents. They serve as mentors of their subordinates. Four apparently different dimensions of leaders behavior are usually related to transformational leadership: (Allen). Charisma or Idealized Influence (recently this has been broken into categories of idealized behaviors and "idealized attributed" (Avolio & Bass, 2004), in it the leaders arouse a strong sense of loyalty and instill emotions in their followers. Those leaders who are loyal with their subordinates can win the emotional bonding of their subordinates. In the style of "*inspirational motivation*", leader communicates the importance of organizational objectives through the extensive use of symbols and images where as "*intellectual stimulation*", represents the style of leadership that increases problem awareness capacity of the followers and encourages them to have a different view point and an entirely new perspective regarding the problems they face (Allen). The use of symbols and images by leaders facilitates learning and enhances the understanding of all the subordinates. In "*individualized consideration*", the leader provides personal attention and advice to the followers and he acts in the capacity of the counselor. He counsels and guides each and every employee that works under his supervision. In order to cultivate perceptions of shared values and beliefs, group focused transformational leaders need to spend enough time with their followers to influence their value judgments that result in group effectiveness. The leaders who devote their time to the followers better understand them and are in a position to extract maximum possible output from them. In reality, leaders and their followers are inclined to share trust.

2.   Theory and Hypothesis

Raising the research from individual level to group level requires incorporation of two practices the first one focusing on group as a whole and the second one focusing on the individual members of the group. On the basis of the literature reviewed above a conceptual model is proposed that involves two dimensions of leadership behaviors

i.e, differentiated Individual Focused and group focused. Their impact upon group effectiveness is checked directly and indirectly through counterproductive work behaviors.

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   ⬭ Group Focused
     leadership

                    ⬭ Counterproductive
                         Behaviors              ⬭ Group
                                                   Effectiveness
   ⬭ Differentiated
     Individual
     Focused
     leadership
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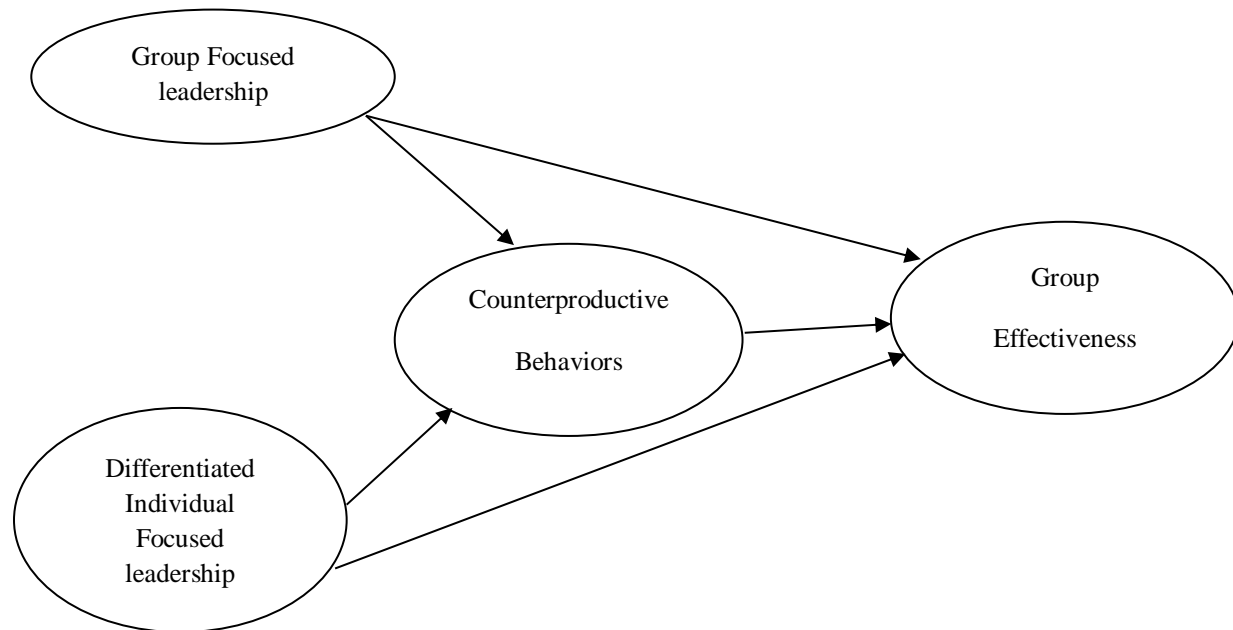
The splitting of leadership style into two components one focusing on individual and other focusing on group will help in thorough understanding of the subject. The upper circle of Figure 1 shows group focused leadership style; while the lower circle shows differentiated individual-focused leadership. The central block represents counterproductive behavior which is chosen as a mediator in our model and the last circle represents dependent variable i.e., group effectiveness.

2.1   Differentiated Individual Focused Leadership

Research on differentiated leadership is encouraged by the LMX theory which stands for Leader Member Exchange as it is evident from the study conducted by (Dansereau Jr *et al.*, 1975).The propositions of this theory are that leaders change their behaviors / leadership style in response to the follower's'/subordinate's individual differences and in this way offer differentiated Individual Focused Leadership to all the group members. As a result of this differentiation the subordinates get divided into two groups. The first group is the one that gets more attention of the leader and is closer to the leader and is denoted as "in" group. While the other group is the one that gets less attention from the leader and is not closer to the leader and it is on the outer layer and is called "out" group. As it is evident from the name that the inner layer is closer to the leader than the outer layer. Leader Member Exchange theories state that leaders who exercise varying styles of leadership use to create groups of their followers. So these behaviors result in grouping of subordinates into two groups. The first group is the in groups and the second one is the out group. The in group enjoys more close relationship with the leader. This is the common example of the prevalent work settings particularly in Pakistan. This group enjoys lot of benefits due to this closeness to the leader. The other group is the outer group which is less closer to the leader and feels itself as a deprived child (Sherony & Green, 2002).

A high level of differentiation is a reflection of the fact that there are a large number of perceptions regarding the style of Transformational Leadership that exist within the group. These perceptions lead the employees to rate their leaders low or high. High ratings are depiction of the satisfaction of the followers. On the other hand if there is no differentiation or it is very low the followers look at the leader from a uniform angle and their perceptions are the same regarding leader's behavior are uniform across the group with only a small degree of variation (Wu *et al.*, 2010).

The four constructs of Differentiated individual-focused Leadership develop and empower individual employees. Firstly, according to House's theory of charismatic leadership (House & Shamir, 1993) 'communicating high expectation' refers to those behaviors that focus on expectations of the leader for quality of work, excellence, and out class performance by their followers. The leaders expect their subordinates to deliver quality work and exceptional performance. Leaders can use number of techniques to upgrade the performance of their subordinates such as annual and semiannual performance reviews. They may also set challenging goals for the individual followers. The challenges offered by the leaders motivate employees to meet their actualization needs.

Secondly, '*follower development*' refers to those behaviors that enhance the skills and abilities of individual employees. It was stated by Bass that leaders develop personal capabilities of their subordinates through 'individualized *consideration*', it is defined as giving close consideration to each employee's needs for accomplishment. The leader plays the role of a mentor or counselor of their subordinates.

Thirdly, '*intellectual stimulation*' refers to as cultivating creativity in the followers through questioning assumptions and accomplishing challenges in new ways. Creativity cultivated in the employees through proper selection of leadership behaviors is very essential for intellectual stimulation of the employees. For example the leaders may encourage healthy criticism, freedom of expression.

Fourthly, '*personal recognition*' as evident from its name is referred to as admiring and acknowledging subordinates for achieving assigned goals through discovering innovative approaches. Admiration and reward is must for the subordinates as those who get rewarded for their accomplishment get positive feedback from the leaders and it serve as a driving force towards better performance. This construct is originated from '*contingent reward*', which is a dimension of transactional leadership which emphasizes upon give and take relations i.e, offering rewards to them for attaining specified goals (Bass, 1985).

According to Yukl, (1999) contingent rewards also include emotional exchange which involves those behaviors of leaders that provide personal recognition to followers (Yukl, 1999). These behaviors have positive impact on employee's commitment as well as self-efficacy (Rafferty & Griffin, 2004).

2.2 Group Focused Leadership

This leadership style is based upon the idea that leader's behavior is similar towards the entire group and as a result of it the subordinates have almost similar perceptions about the behavior of their leader. Group Focused Leadership is based upon the notion of uniformity of behaviors of the leaders and as a result there is uniformity in the perceptions of the subordinates regarding their leader. In fact, the literature on group focused transformational leadership says that in it all the group members experience same leadership behaviors (Korek *et al.*, 2010). Group-focused leadership rests on the belief of standardized leadership style, it is based on the notion that leaders look at the group as a whole(single unit) and as a result treat each of them in the same manner(Dansereau, 1989). The perceptions about the leader's behavior by the group members are assumed to be same across the group and shared within the entire work unit (Yammarino & Bass, 1990).

There are two types of transformational leadership behaviors i.e, 'inspirational motivation' as well as idealized influence will more probably influence work group as a whole rather than its individual members as both these behaviors emphasize on common purpose and shared values philosophy (Kark & Shamir, 2002). In this particular style the leaders are very sensitive to the verbal as well as nonverbal cues of their subordinates in order to propose attractive visions to the group members. Both idealized influence and inspirational motivation lay emphasis upon building of collective vision in the organization (Dionne *et al.*, 2004).

A lot of past reviews and meta-analyses conducted by (Bass *et al.*, 2003; Burke *et al.*, 2006) emphasized that the styles/ behaviors of leaders provide guidance and support to the work groups in achieving the organizational targets.

2.3 Indicators of Group Focused Leadership

Firstly, '*emphasizing group identity*' may be demonstrated as laying stress on mutual characteristics amongst the group members (House & Shamir, 1993). Those leaders who work on the existence of mutual characteristics among the group members are able to create the separate identity of the workgroup/work team that they supervise. These behaviors are demonstrated in the dimension of *idealized influence*. In this dimension the followers admire and respect their leaders provided that they give more importance to the group as a whole work unit, there by laying stress on collective identity. Secondly, '*communicating a group vision*' means that the leader displays an ideally attractive picture of the group's future. In this particular mode the leader talks impressively about the optimistic future of the organization. '*Inspirational motivation*', refers to those behaviors that motivate and inspire the subordinate's and direct them towards shared vision that will ultimately boost confidence of group members towards collective goals. For instance, leaders can talk optimistically and confidently about the bright future of the group, by focusing on the passionate medium term plans of the upcoming years.

Thirdly, *team-building* is described as the behavior of a leader that is aimed at inspiring cooperation, resolving conflicts and promoting mutual trust among group members. In other words in his very perspective the leader performs the function of integration of the workgroup. Integration is an important aspect of Human Resource Management. Although team building is one of the core leadership behaviors, yet it is ignored by majority of researchers (Yukl, 1999). This dimension emphasize that the leader must ensure that the whole group is moving in the same direction towards one common goal (Podsakoff *et al.*, 1990).

2.4 Counterproductive Behaviors

As far as the definition of counterproductive work behaviors is concerned it is commonly referred to as those behaviors in which the employees voluntarily or intentionally get involved and are against the interests of their organization. It is a term that refers to those behaviors of employees that harm an organization and its employees. The existence of these behaviors is very alarming for the wellbeing of all the employees working in that particular organization and are also a great hindrance in the attainment of organizational objectives (Yasir, Batool*, et al.*, 2016). Bennett and Robinson have called these behaviors as deviance (Bennett & Robinson, 2000).

2.5 Group Effectiveness

According to Sundstrom *et al.* (1990), the term "work team" or "work group" refers to the group of individuals /persons who share a common responsibility and are interdependent on one another and are collectively/jointly responsible for the outcomes of the entire work group. ("team" and "group" are used interchangeably here.) "Group effectiveness" includes both group viability and group performance (Sundstrom *et al.*, 1990).

2.6 Indicators of Group Effectiveness

Team performance is the best guide to measure the effectiveness of groups. There are several techniques available to measure the performance / effectiveness of the work, both traditional and modern appraisal methods can be employed to measure the performance of the groups/teams. Team viability refers that the work group can give effective contribution in the future as well. The third indicator that is used to measure group effectiveness is the social norms.

H₁: There is a positive relationship between Group focused leadership and group effectiveness.

Leadership process enactment in an organization is a shared properly and is implemented in the perspective of group membership leader's effectiveness is dependent upon the perception of its followers about the leader as a

group member. If a leader is able to represent the group identity properly to which he is perceived to play a central role it results in leadership effectiveness. The social identity theory of leadership is based on the above principles(Van Knippenberg, 2011). In this particular style the leader follows a configural approach (Klein & Kozlowski, 2000) in it the behavior of leaders is different towards different members of the same group giving more consideration and attention to certain selected members by giving them more benefits. As a result of it different members with in the same group have variable experiences of leadership.

H₂: There is a negative relationship between Individual focused leadership and group effectiveness.

So the above hypothesis of the current research is the directional hypothesis as the first one. The findings of the research conducted by Hoffman (Hoffman *et al.*, 2011) tell us about the impact of transformational style of leadership on group effectiveness rather than leader's personal values. organizational effectiveness could be enhanced through affective commitment(Kunze *et al.*, 2014). According to Mount, Ilies and Johnson (2006) Counter Productive behaviors are largely associated with the behavior of leaders towards their subordinates.

H₃: Individual focused leadership relates positively to counterproductive behavior.

Counterproductive work Behaviors can be a form of protest by the employees in an organization against the injustice that prevails within organization. The literature on the subject of Counterproductive Behaviour demonstrates that these behaviours can both be collective as well as of individuals. These are also related to the individual and organizational deviance(Kelloway *et al.*, 2010).

H₄: Counterproductive Behavior mediates the relationship between group focused leadership and group effectiveness.

Counterproductive behavior may be associated with differential treatment of the leader towards the employees. This mediates the relationship between individual focused transformational leadership and group effectiveness(Colquitt *et al.*, 2001).

H₅: Counterproductive Behavior mediates the relationship between individual focused leadership and group effectiveness.

Counterproductive behaviors are also termed as workforce deviance by some researchers who are of the view that work force deviance is associated to a number of factors like pressing job demands, stress and strain etc. These demands can in turn increase level of stress which is associated to counterproductive work behaviors.

3. Research Methodology

In the current research primary data is gathered through structured questionnaires. The initial study sample comprised of 80 work groups of full time employees from public as well as private sector of Faisalabad that included healthcare, banking, and textile and education sector. This heterogeneity and diversity of research sample enhances the generalizability of findings of current research. Those groups in which the response rate was less than 60% were omitted from research sample. The final research sample comprised of 71 group leaders and 475 respondents. The work groups comprised of 2 to 15 members. The mean size of group was 6.9 and the standard deviation of group was 2.58 and the response rate within each group ranged from 95 to 100 percent. As mentioned above research data was gathered through structured questionnaires. The members of group completed the questionnaires regarding the behavior of leaders as well as their own behaviors regarding counter productivity whereas the leaders completed questionnaires regarding the effectiveness of group. A hypothetical model is proposed (Figure 3.1) is proposed for testing the hypothesis mentioned in the preceding chapter. Regression equations are proposed for testing the hypothesis. Sobel product of Coefficients approach is used to calculate direct and indirect effects (Sobel, 1982). Two coefficients are obtained from two regression models as given in equation 1 and 2 for Group Focused Leadership.

Similarly equation 3 and 4 are proposed for two regression models in case of Differentiated individual Focused Leadership and results are checked through Andrew Hayes procedure.(Preacher & Hayes, 2004).

3.1 Measures

3.1.1 Leadership

Items of leadership are extracted from the multifactor leadership questionnaire. (Avolio & Bass, 2004). The complete instrument regarding both individual focused and group focused Leadership is the same as adopted by Wang and Howel. 'All items are recorded on a five point likert scale (Ranging from strongly disagree to strongly agree)' (Wang & Howell, 2010).

3.1.2 Counterproductive Work Behavior

The Counter Productive work behavior is measured through Counterproductive Work Behavior tool as developed and used by Suzy Fox and Paul E. Spector, 2003. 17 items are taken from the instrument developed by them (Spector *et al.*, 2006). ''All the responses are recorded on a five point likert scale'' (1= never, 2= very rarely, 3= sometimes,4= frequently,5= daily).

3.1.3 Group Effectiveness

a. Group Performance

The five-item scale for measuring group performance was taken from Neuman (2000). Model group performance items were "This team meets all objectives for work completed" and "This group is very good at planning how to accomplish its work objectives" (Neuman, 2000). Group performance will also be measured by the help of five point Likert scale.

b. Group Viability

Two item of team viability scale are taken from Evans and Jarvis, (1986) and DeStephen and Hirokawa (1988). Sample/model items were "My team should continue working together as a unit in the future". Two items have been taken from the tool developed by Barrick, Stewart, Neubert, and Mount in (1998).

c. Social Norms

The scale for measurement of social norms was taken from the "need for affiliation scale" named as "Manifest Needs Questionnaire" (Steers & Braunstein, 1976). The wording of the items was changed from individual to group level to make them fit for measurement of group effectiveness (Halfhill, 2001).

3.2 Justification of Data Aggregation

As the data regarding Individual Focused Leadership, Group Focused Leadership and counterproductive behavior was gathered from subordinates working under leaders. Therefore aggregation of data was done. In order to justify the aggregation of data ICC(1) and ICC(2) values were calculated separately for all the variables one by one. The values of ICC (1) and ICC(2) ensure the validity of the research data. The results of ICC(1) justify that the people effects are random whereas ICC(2) value ensure that both the effects of people and measures are random(Wu *et al.*, 2010).

Although the value of both ICC(1) and (ICC 2) are a bit higher and this may be due to variation in the group sizes which as shown in the graph given below. Secondly due to non-interaction among the group members these values are a little higher. Although these values are higher yet the aggregation of data is justified.

4.   Computation of Direct and Indirect Effects

Indirect effects are computed by multiplying two regression coefficients obtained from two regression models and is similar to Jude and Kenny's (1981) approach. The direct effects are shown through t value. The data regarding differentiated individual Focused Leadership and Group Focused Leadership is analyzed in two steps. In the first step the effects of group focused leadership and counterproductive Behavior on group effectiveness are checked. This is done through integration of Sobel and SPSS(Preacher & Leonardelli, 2003).

Table 4.1: Descriptive Statistics and Pearson Correlations

Variables	Mean	SD	Group Effectiveness	Group Focused	Counterproductive behavior
Group Effectiveness	3.01	0.53	1.00	0.85	-0.86
Group Focused	2.98	0.58	0.85	1.00	-0.932
Counterproductive behavior	2.84	0.54	-0.86	-9.33	1.00

Sample Size 71

Table 4.2: Direct and Total Effects

Paths	Coefficients	s.e	T	Sig(two)
b(YX)	0.77	0.06	13.50	0.0000
B(MX)	-0.87	0.04	-21.51	0.0000
b(YM.X)	-0.48	0.16	-2.96	0.0042
b(YX.M)	0.35	0.15	2.37	0.0207

This table shows direct indirect and overall effects. The first column shows the paths the first three paths represent the direct paths whereas the fourth path is the indirect path. The last column shows the level of significance all paths i.e, direct and indirect paths are significant and this supports partial mediation effects.

Table 4.3: Indirect Effect and Significance Using Normal Distribution

	Value	S.E	LL95CI	UL95CI	Z	Sig(two)
Effect	0.41	0.14	0.14	0.69	2.93	0.0034

In the second step the second mediation model incorporated in it the other independent variable i.e, Differentiated Individual Focused style of leadership with the same mediator as in the first model i.e, Counterproductive work behavior.

Table 4.4: Descriptive Statistics and Pearson Correlations

Variables	Mean	SD	Group Effectiveness	Individual Focused	Counterproductive work behavior
Group Effectiveness	3.01	0.53	1.00	-0.86	-0.86
Individual Focused	2.87	0.49	-0.86	1.00	0.932
Counterproductive behavior	2.84	0.54	-0.86	9.21	1.00

The table shows that the group effectiveness relates negatively to both counterproductive behavior and individual focused leadership whereas the individual focused leadership relates positively to counterproductive behavior.

Table 4.5: Direct and Total Effects

Paths	Coefficients	s.e	T	Sig(two)
b(YX)	-0.92	0.07	-14.17	0.0000
B(MX)	1.01	0.05	19.62	0.0000
b(YM.X)	-0.41	0.14	-2.83	0.0062
b(YX.M)	-0.51	0.16	-3.19	0.0021

The third path also depicts negativity of relationship as counterproductive behavior is also negatively associated/ related to group effectiveness. The fifth column shows the significance of all the paths that shows partial mediation.

Table 4.6: Indirect Effect and Significance Using Normal Distribution

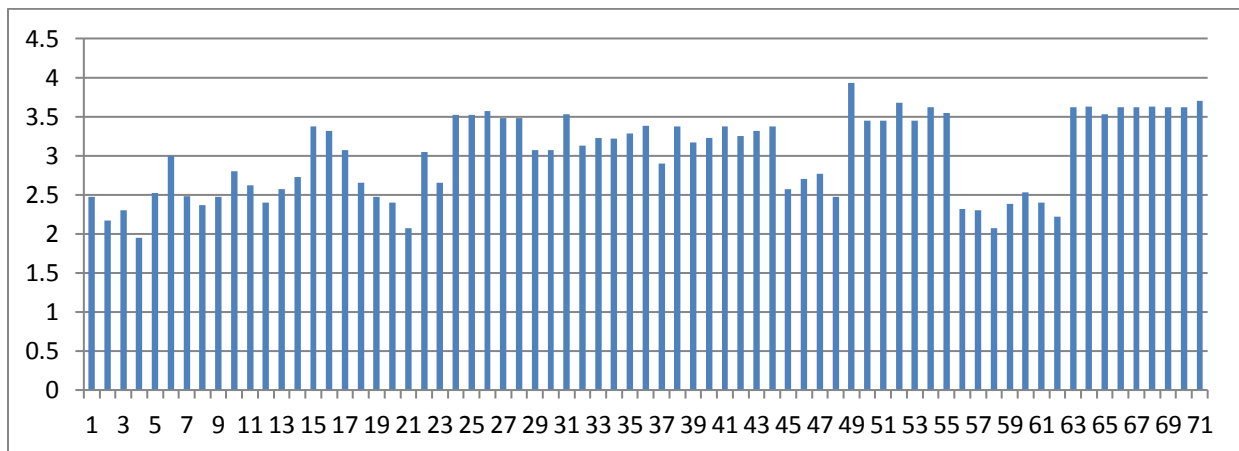|	Value	s.e	LL95CI	UL95CI	Z	Sig(two)
Effect	-0.41	0.14	-0.70	-0.12	-2.79	0.0052

Figure 4.16: Group Effectiveness Bar Chart

The group effectiveness which is the most critical element is the current research is reported in the above graph/bar chart. The different lengths along the bar chart show the effectiveness of the different groups. Those bars whose length is smaller are representing the in-effective groups whereas the bars of longer length represent the effective group of the study as reported by the managers/ leaders.

5.   Results and Discussion

This study has tested the effects of two independent variables i.e, differentiated individual focused leadership and Group Focused Leadership on group effectiveness. The results of the study reveal that the group focused leadership behaviors of leaders contribute positively towards group effectiveness whereas the Differentiated Individual Focused Leadership behaviors on the part of leaders contribute negatively towards group effectiveness. The research findings support the partial mediation effects of counterproductive behaviors in case of both independent variables (differentiated Individual Focused and Group focused leadership) relationships with the dependent variable. The results of this research on Group-focused leadership contradict with the previous research findings (Burke *et al.*, 2006), on differentiated Individual Focused leadership as it decreases the overall effectiveness of group .These findings are also against the common wisdom as given by Hirschhorn (1991), he gave a common wisdom that simply stated that every leader must understand deeply the needs of each person/ subordinate. For a leader to lead a group successfully requires him to address unique individual needs along with the group needs. But in the current study it is found that the leaders cannot address to the individual needs of their followers at the expense of the needs of the entire team under his supervision, as it serves as a hurdle in the way of group effectiveness. Secondly this research also tells us about the mediating role of counterproductive work behaviors, those organizations where there is evidence of counterproductive behaviors the group effectiveness is already at stake whatever the leadership style may be and the findings of research also confirm the mediating role of counterproductive behaviors.

5.1   Future Implications

This research may serve to guide the behavior of leaders as it tells them to differentiate or not to differentiate among followers; it is an extension of research on the influence of leadership upon group effectiveness in which they presented the intervening role of divergent experiences of group members (Wu *et al.*, 2010). The negative effect of differentiated individual focused leadership is also indirect though counterproductive behaviors. This research is unique and different as mediating variable of counterproductive behavior is included in it. This study intends to give healthy contribution in the literature of the leadership styles as well as in the literature of counterproductive behaviors.

This research also contradicts with the findings of Fiedler (1967) who is of the view that differentiated style of leadership must be exercised by the leaders to cope with the situational factors and the characteristics of their follower in particular.

The empirical evidence of the study can serve to guide the behavior of mangers that can learn from the results provided by this research that if they focus their attention on individuals they have to do it at the expense of group effectiveness.

Due to differentiated individual focused leadership the individuals who receive less attention of the leader perceive that they are denied of justice and engage themselves in counterproductive behaviors that diminishes the effectiveness of group. The negative impact of differentiated leadership on group effectiveness is direct as well as indirect through mediator (Counter Productive Behavior).

5.2   Limitations of the Study

Every research that is conducted has certain limitations that must be addressed as they serve as a helpful guide line for the future researchers as they open avenues for them regarding the areas on which the gap exits and they can extend their research on the same. Firstly, this research primarily focuses on Group focused and Differentiated Individual focused Leadership that are the components of transformational leadership future research can be on other types of leadership like empowering leadership, directive leadership and transactional leadership which is a much more realistic style. Secondly this research has taken into account the mediating variable of counterproductive work behaviors future researchers can test the role of moderating variables in this scenario. Thirdly the (ICC)2 values of one variable i.e Group Focused Leadership is not that much satisfactory but support the aggregation of data and this is due to the variation in the sizes of groups as some of the groups comprised of only two members working under one boss. Fourthly due to limitation of time as well as resources the sample size of group leaders is only 71 with 475 respondents. Lastly future researchers may involve workgroups with more respondents to enhance the generalizability of the research findings. In the current research, very small work groups with only two to three respondents are also included. There is not much uniformity in the sizes of the groups due to limited time and resources; furthermore, uniformity is also not possible to generalize the results of the findings of the research as uniformity can only be achieved at the expense of generalizability. On the other hand, variation in group sizes can be reduced in the future researches.

5.3   Conclusion

In the first step, the impact of Group Focused leadership is checked on group effectiveness through mediator which is the Counterproductive Behavior. The significant results of both the direct and indirect effects depict that there is close connection between leadership behaviors and effectiveness of group whereas counterproductive behaviors mediate the relationship between the independent and dependent variable.

In the second step, the impact of differentiated Individual focused leadership on group effectiveness are checked through mediator. The empirical findings of the research suggest that differentiated individual focused leadership diminishes or decreased group effectiveness whereas group focused leadership increase group effectiveness.
The conclusion is that careful selection of leader's behaviors is important but not sufficient to overcome counterproductive behaviors that decrease group effectiveness therefore steps must be taken to reduce the factors that trigger these behaviors.

Now it is proposed that future researchers should study leadership as group level phenomenon by taking into account the impact of group level perceptions upon followers wellbeing. The leaders should realize the importance of "We" as well as "I" in groups (Hogg & Reid, 2006).

This research has raised open questions concerning how the leaders can enhance group effectiveness and motivate individual employees simultaneously. What behaviors the leaders must portray to enhance individual and group development at the same time as differentiated individual focused leadership facilitates employee development of only those employees that receive more attention of their leaders and have negative impact on others. This result also suggests ways for reduction of counterproductive work behaviors that is a hot issue nowadays due to huge costs associated to those behaviors. The results of the current study are supported by the Leader Member Exchange theory as well as this theory states that when leaders differentiate their behaviors towards their followers they get divided into groups two groups i.e, "In groups and out groups. In groups comprise of those employees who get more personal attention from their leader and as a result are more close to the leader.

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