

The Effect of Supportive Leadership on Employee Endurance and Organisational Absurdity in the Workplace

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ABSTRACT

The modern workplace frequently exposes workers to difficult and perplexing situations that require a high level of endurance and fortitude to cope successfully. Employees must contend with challenging circumstances that force them to navigate ambiguity, uncertainty, and seemingly ludicrous situations in this fast-paced and dynamic work environment. This study intends to evaluate the relationship between leadership traits, employee endurance, and its consequences on perceptions of controlling absurdism in light of the significance of employee well-being and job satisfaction for organisational performance. This study also attempts to investigate how leadership influences the relationship between employee endurance and controlling absurdity at work.

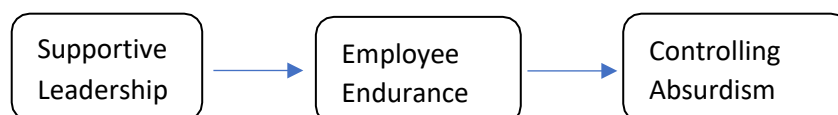
Keywords: Supportive Leadership, Employee Endurance & Controlling Absurdism

INTRODUCTION

Employee performance and well-being at work can include a variety of factors, including employee endurance. It describes an employee's capacity to work longer, more productive shifts in challenging or stressful circumstances. They will have the endurance to work hard for lengthy periods of time. Even in difficult circumstances, their stamina won't be compromised. Even if they become burned out, the performance did not deteriorate. In the workplace, endurance is a valuable trait in employees. It emphasises continued work and output. Low employee endurance can be attributed to when an employee is burned out, unproductive, or unhappy. They might intend to perform poorly, be highly absentees, be disloyal or turnover intentions. A high level of employee endurance may indicate that a worker is motivated, effective, content, or resilient at work. They might aim for high productivity, low absenteeism, high loyalty, or low turnover. High employee endurance, meanwhile, can also increase the risk of overwork, stress, or tiredness if the worker has adequate resources, support, or a healthy work-life balance. Finding a healthy level of employee endurance that is compatible with the employee's demands and objectives is crucial for every organisation. Employee endurance can be viewed of and identified in terms of a variety of elements that represent various facets of their capacity to maintain effort and performance across time.

Absurdism in the work place is the belief that tasks are pointless and senseless, and that any attempt to give them a purpose or meaning will only lead to a clash with reality. The Oxford Dictionary (2019) defines 'absurd' as wildly unreasonable, illogical or inappropriate. It may also be used to describe actions or procedures that are counterproductive, inconsistent, or unreasonable in the workplace. Absurd practices transcend formal logic or reason (Loacker and Peters, 2015) and tend to be harmful, as they undermine the dignity of people (Bal et al., 2023). Employees may receive contradictory messages or instructions as a result of improper communication or understanding of information. They may experience difficulties as a result of overly complicated processes and strict rules, which can make them feel caught in an endless series of paperwork and permissions. They may become dissatisfied with as a result of inconsistent corporate policies or practises as they try to understand the regulations they must abide by; they believe their abilities are not appreciated or valued if their managers are overly controlling or micromanaging and Politics and favouritism in the workplace can result in irrational judgements that put interpersonal relationships before performance or merit

Employers may assist employees in acquiring resilience and dealing with absurd circumstances to increase productivity and their general well-being with the help of compassionate leaders. The company must make sure that the managers and supervisors set a good example. They build team trust and confidence by displaying fortitude and practical problem-solving in the face of absurd circumstances. As a result, leadership qualities can increase workers' endurance and give the team members the tools they need to better manage and control absurdity. This can therefore result in a more adaptable workforce that can succeed even in difficult circumstances. As a result, it may be argued that supportive leadership demonstrates a beneficial association between maintaining employee endurance and reining in absurdity at work.



REVIEW OF LITERATURE

Khin Marlar Win (2016) in his study mentioned that there are two main functions of leaders in the organisation: one is retention of the skilful employees and employees' performance. He also said that the behaviour of the leader has an effect on the work outcomes and leaders should influence others to achieve the organisation goal. Therefore, the leadership style will be important to improve the individual employee work performance.

Ethe and et al., (2012) also defined that leadership is the ability of a person who can influence the behaviours or actions of other people for the purpose of achieving goals and to maximize outcomes in the organization.

Matthijs Bal and et al., in their study mentioned that, the lens of absurdity helps to understand wider phenomena, including inequality and marginalisation, and climate inertia. This study concluded that absurdity sometimes resulted in positive social changes, through problematization, resistance and imagination.

Ghadah Alarifi and Nawal Abdalla Adam (2023), According to their research, managers in small and medium-sized businesses must practise participative leadership in order to foster employees' innovative behaviour and guarantee the viability of their businesses. Additionally, this study drew the conclusion that participative leadership acted as a mediator between innovative employee behaviour and long-term company viability.

STATEMENT OF THE PROBLEM

Absurdity in the workplace is a common issue in the techno-flexi work environment, which can be controlled by the combination of strong leadership, open communication, and a readiness to change and grow. Organisations must actively encourage transparency, facilitate clear communication, and develop a culture of support in order to lessen the appearance of absurdity and cultivate a workforce that is both productive and engaged. Creating an environment that supports resilience, adaptability, and an optimistic attitude is essential to this endeavour because it establishes a link between employee endurance and the decline in workplace absurdity. By assisting the employees in developing resilience and handling absurd situations skilfully, managers or supervisors can boost productivity, increase job satisfaction, and enhance general welfare.

OBJECTIVE OF THE STUDY

- To examine the significant relationship existing between employee endurance and supportive leadership in the workplace of different industries in urban Bengaluru,
- To investigate any significant impact of supportive leadership and employee endurance on controlling absurdism
- To suggest the ways and means for effective work environment by controlling absurdism in the workplace.

This study has analysed the supportive leadership practices used by managers or supervisors increases the employee endurance and reduce workplace absurdity. For that, it has framed the null hypothesis based on the objectives as follows;

NULL HYPOTHESES

H₀: There is no significant relationship between the employee endurance and supportive leadership

H₀: There is no positive relationship between the supportive leadership employee endurance and controlling the absurdism in the work place which leads to job satisfaction

RESEARCH METHODOLOGY

This paper is blend of descriptive and empirical in nature. This study collected data through primary sources using questionnaire. The respondents were the employees of manufacturing

and service Industries, Bengaluru Urban. The sample size is 400. The study uses the convenient sampling method. To collect the data the study analysed the literature and framed the questionnaire related to the supportive leadership, employee endurance and controlling absurdism in the work place. It used five-point Likert scales to collect the opinion of the employees about the independent variable's supportive leadership, employee endurance and the dependent variable controlling absurdism. The study analysed the collected data, through correlation and multiple regression methods.

ANALYSIS

This study analysed the relationship between Leadership and Employee Endurance. The results are as follows,

TABLE 1
RELATIONSHIP BETWEEN SUPPORTIVE LEADERSHIP AND EMPLOYEE ENDURANCE

		Leadership	Employee Endurance
Leadership	Pearson Correlation	1	.533**
	Sig. (2-tailed)		.000
	N	400	400
Employee Endurance	Pearson Correlation	.533**	1
	Sig. (2-tailed)	.000	
	N	400	400

**. Correlation is significant at the 0.01 level (2-tailed).

The result of the above table shows that, there is a correlation between supportive leadership and Employee Endurance as the significant level is less than 0.05.

The study further analysed that the supportive leadership and endurance has an impact on controlling the absurdism in the workplace, using multiple regression method and the results are as follows

TABLE 2 MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.628 ^a	.394	.361	.35335

a. Predictors: (Constant), Employee Endurance, Leadership

From the above Table 2 the study has found that, the R -value 0.628 represents the correlation between the dependent and independent variable. The value is greater than 0.4 therefore the model is good.

The R-Square value 0.394 shows the total variation for the dependent variable that could be explained by the independent variables. This shows that the model is effective enough to determine the relationship.

The Adjusted R-Square value 0.361 is not far from 0.394, the difference between R Square and Adjusted R square is minimum hence the variation of the sample results from the population in multiple regression

TABLE 3 ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3.005	2	1.503	12.035	.000 ^b
Residual	4.620	397	0.125		
Total	7,625	399			

a. Dependent Variable: Controlling Absurdism

b. Predictors: (Constant), Employee Endurance, Leadership

From the above table P value is .000 at 5 per cent significance level and F value is greater than 1 the model is fit. The study has found that the null hypothesis is accepted as P value is less than 0.05.

TABLE 4

EFFECT ON SUPPORTIVE LEADERSHIP AND EMPLOYEE ENDURANCE

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	1.771	.547		3.129	.003	.603	2.818
Supportive Leadership	.043	.064	.089	.666	.509	-.087	.172
Employee Endurance	.567	.126	.598	4.495	.000	.311	.823

a. Dependent Variable: Controlling Absurdism

Results of Table 4 Showed that, Null Hypothesis accepted for supportive leadership as P value is greater than 0.05 (0.509>0.05). It has showed that “There is no significant relationship between the supportive leadership and controlling the absurdism in the work place”. At the same time, it rejects the null hypothesis for employee endurance and accept

the alternative hypothesis as P value is less than .05 (.000<.005). It showed that “There is a significant relationship between employee endurance and absurdism”. Therefore, the above result suggest that the supportive leadership has less impact in controlling absurdism and employee endurance alone has more impact in controlling absurdism in the work place

FINDINGS

1. According to the study's hypothesis, supportive leadership and employee endurance are positively connected. This means that staff members are more likely to persevere through difficulties and maintain their commitment to their work when leaders are helpful and create a favourable work environment.
2. Controlling absurdity at work is positively connected with employee endurance. This shows that employees' ability to continue and stay focused can help to reduce or regulate absurdism, which can refer to circumstances or behaviours that affect the efficiency and understandable functioning of the workplace.
3. There is no statistically significant link between supportive leadership and controlling in absurdity. This indicates that the level of absurdity at work does not seem to be directly impacted by the availability or absence of support from leadership.

CONCLUSIONS

According to the research, developing supportive leadership may effect on employee endurance. Employees are more likely to help regulate or mitigate absurdity in the workplace when they are better equipped to handle difficulties. This suggests that companies should think about encouraging supportive leadership practises as a way to encourage employee resiliency and, indirectly, create a more sensible and productive workplace with less absurdity. Furthermore, it implies that while supportive leadership is clearly advantageous for a variety of workplace factors, absurdity in the workplace may not be directly influenced by it. Other aspects of the workplace, such as organisational culture, staff attitudes, or outside forces, may also have an impact on absurdity. Organisations shouldn't just rely on encouraging leadership to deal with or manage absurdity. In order to effectively combat absurdism, they may need to look into alternative approaches and interventions, such as fostering an environment of open communication, outlining clear expectations, or putting in place particular policies and procedures. Additionally, further study may be required to comprehend the causes of absurdism and the best ways to deal with them.

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