# Role Of Leadership Styles On Performance In An Organisation

## Dev Kumar Kochiyel[1*], Dr. Kumar Ashutosh[2]

[1*]Ph.D. Scholar, School of Liberal Education, Galgotias University
[2]Associate Professor, School of Liberal Education, Galgotias University

**Abstract**
Enhancing an organization's success can be attributed in large part to leadership. The leadership in an organization determine its performance. This research paper explores various leadership theories and leadership styles and examines the relationship between several leadership styles with the organisational performance. A company's success is positively correlated with its leadership style because how well the business will perform depends on how the leader treats his/her employees. Productivity will rise as a result of a leader who engages employees and considers their opinions and suggestions when making choices. This is especially true when employees feel like they have a voice, which boosts motivation. When a leader wishes to implement the ideal leadership style inside an organisation, it all boils down to habit and mentalities. It has been concluded that leaders should strive to employ multiple strategies and tactics to meet organisational goals and augment its overall performance.

**Keywords:** Leadership theories, leadership style, Employee performance, Organisational Performance

## 1.0 Background
In a constantly evolving, extremely complex, multifaceted, globalised world, leadership research has emerged as a major academic and professional field. Many unsolved concerns surround leadership have persisted despite an amount of scientific and anecdotal effort.
The relevance of a manager's leadership style in motivating employees to be more efficient and productive is growing, as the global business climate gets more competitive. The organization's main motivators are its employees.

## 2.0 Literature Review
Leaders and their leadership style are both crucial to the organisation. Leaders set strategy, executes the decisions, manage the available talent in the organisation and nurture its future talent. Effective leadership requires understanding and carrying out the expectations of employees. Every organisation need building a cadre of future leaders with the ability to mould its culture and establish successful patterns for effective leadership (Ulrich & Smallwood, 2012).
Many theories have been proposed on leadership. As per the Personality Trait Theory, leadership styles are influenced by the personality types of the leaders which determines how the leader leads and how the followers follow the instruction of the leaders. Understanding these circumstances can be beneficial to the organisation in establishing an effective leadership style (Sethuraman & Suresh, 2014).
Leadership style refers to "the manner and approach of providing direction, motivating people, and achieving objectives." It emphasises on the way the leader in an organisation connects with the employees. There are various models of leadership styles, but three basic dimensions can be observed in each i.e. the leader's strategy for influencing the behaviour of the employees; the process of decision-making in determining the group's direction, especially the degree of employee participation and the balance maintained between achieving goals and preserving harmony (Gutterman, Leadership Styles, 2023).
The Leadership style influences the attitudes & behaviours of employees and organizational commitment. Organizations need committed employees who can towards the survival of the organization amid the competition in the market. The emphasis is on how leaders can acquire effective leadership style to achieve organisational goals (Veliu, Manxhari, Demiri, & Liri, 2017).
Every employee in the organisation bears some degree of accountability for the overall performance of the company. An organisation will function successfully overall if every member works hard, achieves success, is driven, and contributes to the organisation to the fullest extent possible. As a result, individual performance is reflected in organisational performance. The growth & performance of the organisation requires optimal utilisation of its human resource (Junaidi, Musnadi, & Shabri, 2020).

## 3.0 Objective of the study
This research paper aims to demystify leadership, explore various leadership theories and understand how organisational performance is related to leadership styles.

**4.0 Research Methodology**
The research paper is exploratory in nature and based on secondary data mostly obtained from reports and articles published online or in books and journals. A descriptive research design has been adopted that provides a thorough examination of the research investigation. The study has made extensive use of available secondary data.

**5.0 Analysis & Findings:**
**5.1 Leadership:**
As per the Oxford Dictionary, Leadership means leading a group of people or an organisation. In other words, it involves taking risks and challenging the status quo. Employees in an organisation are motivated by leaders who take up challenging tasks. It is pertinent to mention that innovators pursue their objectives and don't follow directions. Success depends on the achievements and knowledge base of the team.

**5.2 Leadership Theories:**
Over the years, the surge in interest in the psychology of leadership has resulted in various leadership theories that explains how and why certain people transform into exceptional leaders. They focus on the individual characteristics and actions required to enhance their leadership capacity.
Early theories of leadership focused on the characteristics that differentiate the leaders from other employees, but later theories explored additional components like skill levels and situational considerations.
There are multiple leadership theories, but they can be broadly categorised as under:

**(i) Great Man theories**
It is the most primitive philosophy of leadership. According to this, leaders are not created but born. A leader is inherently a leader who, from his/her birth, leads in all areas of his life. He/she possesses inborn leadership trait; one cannot be a leader without leadership traits. This theory holds that all of the attributes that make a good leader, viz. accountability, optimism, self-assurance, and strategic thinking are inborn.

**(ii) Contingency theories**
As per this theory, the circumstances under which effective leadership is needed are important. The leader needs to select the best course of action in scenarios that characterise his/her leadership style. This theory states that the optimal leadership style depends on various environmental factors.

**(iii) Behavioural theories**
According to this theory, a leader's behaviour while carrying out a task or guiding the group defines him. To be a great leader, a person must continuously learn new leadership traits from actions and demonstrate them in his behaviour, according to behaviour theory. This theory is in between the contingency theory and the great man theory of leadership.

**(iv) Transformational /Relationship Theories**
The focus of this theory is the relationship between an organization's leader and its employees. As per this theory, a leader has the ability to transform the team members to enable them to perform more effectively. It says, a leader fosters the development of each employees in the organisation. The leader possesses both Task management and team management skills.

**(v) Trait theories**
The Trait theory is comparable to Great Man Theory as it relies on the leaders' physical attributes and believes that leaders born and not created. A leader's traits influence his/her decision to act in a particular in different situations. A leader requires certain qualities, such courage & confidence to take the initiative.

**(vi) Transactional / Management theories**
As per this theory, the focus is on the motivation of the employees in an organization. It is the prime responsibility of a leader to inspire the employees, as they are cannot inspire themselves. A leader leads by example and inspires his follower employees in the organisation.

**(vii) Situational theories**
The situational theories focuses on the scenario / situation in which the leaders act. It is similar to the contingency theory, which emphasises the circumstances in which a leader's skills are required over the personality of employees. What actions a leader takes and how he acts in various circumstances determine how well he/she is regarded in the organisation. An effective leader takes the optimal action in any given situation.

**(viii) Participative Theories**
Theories of participatory leadership contend that considering other people's opinions is the best way to lead. Members of the group are made to feel more relevant and invested in the decision-making process by these leaders, who also solicit input and engagement from them. Still, the leader has the authority to accept outside opinions in participatory theories.

**5.3 Leadership styles:**
The leadership style of a leader is generally influenced by a variety of factors viz. his/her attitude, personality, thinking, experiences, emotional intelligence, and relationships. Hence, to improve his/her effectiveness, a leader needs to understand how his/her leadership style relates to these traits.
Leadership style is critical for effective leadership. A leader must have the ability to take command and decide if a circumstance calls for autocratic or a more collaborative approach. A leader must also have the ability to identify the right leadership style for a particular situation in an organisation. A leader may assume ownership, control, and accountability for the responsibilities by having a clear understanding of his/her leadership style.

The following elements frequently influence the selection of the best leadership style:
• The nature of the organization. Is it mature or focused on growth?
• The type of the work. Is it creative or routine?
• The degree of expertise and proficiency of employees
• The personality of leader
The right leadership style requires the right mix of several leadership styles based on the afore-mentioned elements.

**5.4 Relationship between "Leadership Styles" and "Organizational Performance":**
The relationship of different "leadership styles" with "Organisational Performance" is deliberated as under:

**(i) Autocratic or authoritarian leadership**
Authoritarian/autocratic leaders give detailed instructions to his/her team members on what, when and how to do the tasks/job. In this type of leadership style, the focus is on giving orders by the leader to his/her team members and managing them. Autocratic leaders make decisions on his/her own and solicit little or no input from the team members. (Bhargavi & Yaseen, 2016).
An autocratic leader exercises full authority & power in the organisation and determines the conduct, output, and achievements of the organisation. The team members are required to obey and carry out the judgements and directions of the leader communicated professionally in writing. This type of leadership is required for tasks that need to be completed quickly and when the team members require instructions/directions in shaky working groups (Chukwusa, 2018).
Autocratic leadership is effective in situations where there is a constraint of time to consider everyone's opinions for decision-making, or when the group's most knowledgeable member is the leader. The autocratic style is beneficial in situations where important decisions are required to be made quickly. But, when the team members make the leader a hate figure, it causes chaos and a strange situation.
There are certain potential benefits, if the leader can effectively use the elements of the autocratic style. The autocratic leadership style can be effectively applied when the leader is the most knowledgeable person or he/she has access to some confidential.
In a research conducted to ascertain how leadership style affects the performance of organisations concluded that autocratic leaders are less innovative and encourage one-sided discourse, Employee motivation and satisfaction are negatively impacted by this style of leadership and that the autocratic leadership style works well only in the short run (Anwar, Iqbal, & Haider, 2015). An autocratic leadership hinders cordial workplace socialisation and communication which are critical for organisational performance. The conflicts created in the organisation due to the authoritarian leadership damage Organisational performance (Iqbal, Anwar, & Haider, 2015). The organisation's effectiveness is positively impacted by autocratic leadership in situations when tasks are required to be finished within the specified deadline (Bhargavi & Yaseen, 2016).
Another research on how leadership style impacts an organization's performance concluded that an autocratic leader sets the rules for the team's processes, procedures, and performance and expects team members to follow it. An autocratic leader doesn't have faith in his/her team members (Igbaekemen & Odivwri, 2015).

**(ii) Charismatic leadership**
Charismatic leadership is the most effective trait-driven leadership style and is the most coveted over the years. Such leaders possess a clear vision and have an inspiring personality that inspires team members to perform. They foster creativity and innovation in the organisation. Employees/team members always seek to follow charismatic leaders. The greatest challenge is when such a charismatic leader quits, the organisation may seem aimless and directionless. This disadvantageous situation continues for a longer period because such charismatic leaders seldom prepare any successors in the organisation. The foundation of such leadership is the personality of the charismatic leader. Hence, such leaders

drive out rivalling, powerful personalities to eliminate competition. Hence, it creates a horde of contented followers but few/no potential leaders (Germano, 2010).

As per the findings of quantitative research on the "employees of twenty banks based in Nigeria through a survey questionnaire," charismatic leadership has a negative relationship with organizational leadership. It does not motivate the employees to achieve their expected performance (Ojokuku, Odetayo, & Sajuyigbe, 2012)

### (iii) Democratic or participative leadership

In a participatory/democratic leadership style, all team members/employees define the key objectives and create a plan of action for achieving the organisational goals (Akpoviroro, Kadiri, & Owotutu, 2018). The central theme in such leadership is the distribution of authority and decision-making. Group participation is critical and influences the group's decisions in insignificant things (Khassawneh & Elrehail, 2022).

As the name implies, a leader uses the participative leadership style when they actively include their followers in making decisions. This is achieved by democratically approaching the task of figuring out a course ahead. By taking this approach, a person acknowledges that they are still ultimately in charge of choosing a course of action, but they will share potential choices with their followers and ask for input and recommendations for improvements. The group's will is often followed by the leader, who will implement the plan that receives the greatest number of votes. Understanding that they are not the only ones with answers, participatory leaders encourage their followers to debate, evaluate, and brainstorm possible solutions to probable problems. The participative leader aggressively seeks out and embraces a diversity of opinions and ideas. People that like this leadership style have a high degree of faith in the expertise, experience, and competence of their followers. Rather than being seen as a tool to an end, followers are respected and treated as equal team members. This boosts morale and goes a long way toward building rapport between a leader and their followers (Halaychik C. S., 2016).

The participation leadership style has a favourable impact on employees and is most beneficial over the long run (Iqbal , Anwar , & Haider, 2015).

The democratic leadership is not effective in situations where speed or efficiency are critical. In a crisis situation, a team may lose critical time in gathering information. Similarly, when team members lack the required knowledge and experience to deliver they require high-quality feedback or guidance (Amanchukwu, Stanley, & Ololube, 2015).

A participative leadership style tends to produce the most engaged workers, because including employees in decision-making generates multiple viewpoints. Moreover, the team members/employees are more willing to adopt changes to guidelines and policies that they helped create (Halaychik C. , 2016).

According to a study, democratic leadership improves organisational performance by empowering team members/employees to make decisions and sharing them with the team or the leader. This style of leadership also fosters employee responsibility by providing objective praise and criticism (Elenkov, 2002).

According to a research on the impact of democratic leadership on organisational performance, democratic leadership has a positive impact on the organization's performance as it allows employees/team members to share and execute their ideas and participate in decision-making. Long-term benefits to the organisation include future leadership preparation provided by this leadership approach (Bhargavi & Yaseen, 2016).

Another way to think about democratic leadership is as someone who emphasises group debate and participation, which helps the followers perform better. Consequently, increasing organisational performance and efficiency can be achieved by using a democratic leadership style. It concluded that democratic leadership improves organisational effectiveness (Choi , 2007).

In the Nigerian state of Lagos, the study looked at how different leadership philosophies affected the success of small and medium-sized businesses. The study's conclusions demonstrated that a strong leadership style raises employee morale and that there is a type of management known as participatory leadership, in which employers and employees work together to make decisions that will benefit the organization's expansion and provide good welfare benefits for their workforce (Uchenwamgbe, 2013).

Another study investigated the connection between work satisfaction among employees and participative leadership in "small, medium, and micro enterprises" (SMMEs). The study explored the possibility of "psychological empowerment and work engagement acting as mediators in the relationship between job satisfaction and participative leadership." The empirical study's findings show a positive relationship of participative leadership on work satisfaction. The work engagement and psychological empowerment have important mediation effects (Fatoki, 2023).

### (iv) Delegative or laissez-faire leadership

This leadership style was one of three forms of documented leadership that were first characterised by Lewin, Lippitt, and White in 1938. It is also known as "hands off" leadership style as the laissez-faire leader gives little to no direction to the team members/employees.

Delegative / laissez-faire leadership, is a style of management in which leaders assign duties and decision-making authority to their staff members/employees based on their judgement and competence. In this approach, the team members/employees are allowed to make decisions and the leader does not participate in the process. When a leader

delegated, they expected their followers to handle problems independently, gave their followers very little direction, and gave them the flexibility to make judgements. They also provided the necessary tools and resources. It is possible to effectively delegate leadership when group members possess high levels of skill, motivation, and independence. Having the expertise and independence to work on their own, these group members can complete tasks with minimal supervision. Although leaders eschew micromanaging and instead give team members the freedom to manage their own activities and accomplish goals on their own, leaders offer tools and direction. Some team members may consider this independence to be liberating and better job satisfaction, but on the other hand, poor judgements may be made that ruin the efforts of others. When followers exhibit extraordinary levels of passion and intrinsic desire for their job, the delegating approach can be applied. Even though the term "delegating" suggests a hands-off attitude, many leaders nevertheless maintain an open line of communication and are accessible to group members for advice and criticism.

Delegating leadership is not effective in situations where team members lack the required knowledge / experience to act independently and make the right judgement. As the team members perceive such a leader as disengaged / withdrawn, he/she may find it difficult to foster communication and cooperation from the team. The leader needs to participate in the project to prevent team members from collapsing if the team is not familiar with the task or the procedure. Leaders may consider to apply this delegation method to help the team members work more autonomously and comfortably only if the team possess the required experience.

Increased output, employee development, effective communication, better use of corporate resources, and a lower chance of burnout are just a few advantages of delegation leadership.

While most organisation authors have harshly criticised this management style as ineffective and lazy, it does have some advantages, such as being used by workers at institutions that have established a high degree of job expertise. However, it might not work as well in companies where employees are learning on the job. It cannot be used in organisations that are engaged in fierce competition with other competitors in the same industry or in coercive organisations like the military command (Akintoye, 2022).

**(v) Transformational Leadership style**
Such leadership involves motivating the employees /team members to continually raise the standard and accomplish unimaginable goals. The transformational leaders expects the best from their team, and hold them accountable until significant progress is evident or there is a complete transformation in their work, lives, and organisation. The goal of such leaders is to facilitate change in employees / team members as well as in the organisations as a whole. The change is accomplished by inspiring the employees / team members to step out of their comfort zones to accomplish higher goals. For success, transformational leaders require integrity, emotional intelligence, a common goal, empathy, and strong communication abilities.

Such a leadership is evident in highly productive, growth-oriented and innovation-driven organisations. The transformational leaders assign challenging assignments with strict deadlines. Hence, they lose sight of individual learning curves of employees/ team members with inadequate coaching and mentoring for doing difficult tasks. Such leaders can also result in high levels of engagement and productivity by fostering a shared vision and trust with the employees / team members. They focus on the needs and development of the employees/ team members. To practice such a leadership style the leader is required to give impetus to the value system, moral development, skill set, and motivation in the organisation. He needs to build a strong bridge between him/her and his/her team members to facilitate the development of understanding about motivational levels, values, and interests in the organisation.

Exemplary leadership performance is exhibited by this leadership when leaders arouse curiosity among the employees / team members. Transformational leaders see beyond their own interests and inspire their team members. They meet the emotional needs of their team or stimulate them intellectually (Bass & Avolio, 1994).

The transformational leadership is positively linked with employee performance. As per the study conducted, transformational leadership is associated positively with the organizational performance (Wang, Oh, Courtright, & Colbert, 2011).

Performance is a function of knowledge, skills, motivation, and a prescribed behaviour (Xu & Wang, 2008). He concluded in his research that "the followers of transformational leadership have a more fulfilling and self-defining relationship with an individual or group, and that followers of transformational leadership have all improved overall development."

The followers are inspired to associate with transformative leaders by their idealised and charismatic behaviour. A transformational leader cultivates a personalised relationship that creates a positive work environment, which enhances employee performance overall. Therefore, it can be concluded that there is a favourable correlation between transformative leadership and organisational performance (Jyoti & Bhau, 2015).

The "effectiveness of the organisation is significantly impacted by transformational leadership." According to studies done on banking organisations, transformational leadership directly improves an organization's performance (Sofi & Devanadhen, 2015).

### (vi) Transactional Leadership

This leadership style is considered as a "give and take" type of transaction involving payment for services delivered. Workers receive compensation for the work they complete and obtain the promised bonus if they reach a specific goal. Such practice is generally practised in sales and marketing.

It is a more direct style of leadership. The team members are assigned specific roles and responsibilities defined under transactional leadership. To promote timely completion of tasks, incentive programs are sometimes used apart from normal remuneration. To control performance of work, penalties are imposed besides incentives.

As the leader clearly spell out the goal to the team members there is no ground for misunderstanding with the team members. However, due to the strict guidelines and unambiguous expectations, it might supress originality and creativity. On the flip side, it may result in decreased job satisfaction and a high turnover rate.

A study conducted in Ogun State, Nigeria, on the impact of change in leadership styles on organisational performance, concluded that "an organization's performance is positively impacted by a transactional leadership style. The transactional leadership style facilitates the establishment and maintenance of an environment that optimises organisational and human capacities, with employees consistently attaining both material and immaterial benefits. In particular, this leadership style facilitates the creation of a performance-enhancing atmosphere and effectively communicates the compelling vision that improves overall organisational performance" (Longe, 2014).

In another study, it was brought out that transactional leadership has no direct effect on organizational performance. As this leadership style does not promote innovation and originality among the employees, their performance do not match the organization's goals (Sofi & Devanadhen, 2015).

### (vii) Bureaucratic Leadership

In this style of leadership, a set of rules, policies and procedures are strictly followed without any exception. The bureaucratic leaders ensure that employees / team members strictly adhere to those rules & regulations, policies & procedures. The inputs received from employees are considered as long as it adheres to the organisational policy. The bureaucratic setup promotes red tapism and hinders innovation. Due to the hierarchical authority structure, power is attributed to formal titles and flows from top to bottom. Such leadership is generally observed in sizable, old establishments that have prospered using conventional methods. Innovation is strongly opposed in such organisations as it is considered dangerous, inefficient, and wasteful.

Unlike authoritarian leadership style, there is less control and greater independence but creativity and innovative approach are not appreciated in the bureaucratic style of leadership. Hence, it is not appropriate for new growth-oriented organisations. Such leadership style is appropriate for jobs involving safety concerns or handling valuables like money or gold and for supervising employees carrying out regular jobs.

Bureaucratic leaders compel employees/ team members to adhere policies & procedures of the organisation. They are glued to processes and procedures, but not to their people. This approach is ineffective because there is excessive focus on completing tasks in an orderly fashion and doesn't value employee growth and motivation (Germano, 2010).
Additionally, bureaucratic leadership is detrimental to the success of the organisation. They contend that to increase organisational performance, bureaucratic leaders fail to motivate their employees / team members to work in the desired manner (Ojokuku, Odetayo, & Sajuyigbe, 2012)

Neither organisational nor individual performance is considerably impacted by bureaucratic leadership. This approach works well when tasks need to be completed within a specified time frame while adhering to a specified procedure (Sougui, Bon, & Hassan, 2015).

### (viii) Servant Leadership style and organizational performance

A servant leader prioritises team needs over their own. To achieve the best, they look for ways and means to inspire, uplift, and develop employees / team members by leading by example. For such leadership style, a high degree of honesty and generosity is required. It results in high morale of team, positive organisational culture, and an environment of ethics and high moral standards.
Some critics are of opinion that competitive scenarios where leaders confront each other is not conducive for servant leadership. It is seen that ambitious leaders surpass servant leaders. It is also seen that this leadership style lacks the adaptability to deal with deadline and high-pressure situations.

This leadership style is considered effective for organisational performance considering the corporate culture, employee engagement, and business strategy. Servant leaders impact the society in various ways, including employee empowerment

and accountability, cultivating a feeling of belongingness, prioritising team's growth and success, adhering to business ethics and integrity, being committed to core values regardless of cultural dimensions, emphasising diversity, inclusion and corporate social responsibility (Wesevich, 2022).

### (ix) Thought Leadership

Thought leaders can change our thinking with ideas. They introduce innovative ideas to their team members and superiors. A thought leader is someone who energises others with original concepts, brings those concepts to life, and establishes a network to spread and expand those concepts into long-lasting transformation. Thought leadership refers to new ideas that brings change through reasoned arguments, factual evidence and inspirational appeal. They demonstrate attributes such as bringing innovation, encouraging change of perspective, encountering hurdles, clear communication for transforming ideas into action and setting achievable goals.

A study revealed a link between organisational performance and leadership styles. In the short term, stress due to fear management may lead to the desired goal, but this achievement is not sustainable. On the contrary, a leader creating an environment of open communication and trust makes an organisation ready for any challenge. The main pillars of thought leadership are novelty and trust. Thought leaders are reliable & powerful and they garner creative innovative ideas (Wen, Ho, Kelana, Othman, & Syed, 2019).

### (x) Situational leadership

This leadership is based on employees' / teams reaction to working and being led in the group. It is critical to understand the basics of situational leadership viz. task behaviour (i.e. how much direction / guidance is required), relationship behaviour (i.e. how much social /emotional support is required), team readiness to achieve desired goal and team development (i.e. maturity / ability to achieve a goal).

It is difficult to decide the best leadership style that suit a big organisation due to its diversity and individuality. A dynamic leadership style is required for a positive group dynamics. A leader must adapt to the team allocated to them, and demonstrate the ability to adopt the leadership style that best suit the team in that particular circumstance/ situation (Val & Kemp, 2015).

### 6.0 Conclusion:

Leadership styles have a significant impact on organisational performance. The Organisational performance is influenced by the culture, which is influenced by the leadership style. The type of leadership style impacts both organisational culture and performance (Klein, Wallis, & Cooke, 2013).

Several factors suggest that performance and leadership ought to be related. Today's intensive and dynamic market is characterised by innovation, price and performance based competition, falling returns, and creative erosion of talent/competencies. When organisations encounter these novel issues, research indicates that good leadership practices can help to increase performance. Because researchers study how leadership affects performance, these effects must be comprehensible, for example, as one of the major factors influencing a firm's performance improvement (Zhu, Chew, & Spangler, 2005).

Participatory leadership has a positive correlation with employee performance when employees feel secure and empowered in making decisions and shouldering responsibilities. The autocratic leaders makes all the decisions in their organisation and their employees / team members only get the impression that they are carrying out their jobs and making decisions. Employees / team perform optimal in a democratic setup as they have some discretionary power over their work unlike in the autocratic setup (Anwar, Iqbal, & Haider, 2015).

Effective leadership can be adopted in a workplace setting in a variety of ways. The most effective style that emerged from the common styles that were explored in the study is the democratic leadership. Most organisations use a democratic leadership style as it encourages and facilitates the team to achieve its goals and objectives. Given how much the organisation depends on its democratic leadership style, it is advisable to maximise the benefits of this form of leadership in day-to-day operations. It is also advised in this diversified workplace that the business, in order to become stronger in its sector, embrace specific leadership philosophies when needed. There is no "one size fits all" leadership style, leaders should strive to employ a variety of strategies and tactics based on the circumstance/situations to achieve the goals and enhance performance. Apart from that, the organization's leaders need to work hard to pinpoint the crucial elements affecting the success of its members and the potential solutions like motivation, training, and performance evaluation etc that can be used to address them. Leaders should use a combination of leadership styles, but they should take into consideration the situation and complexity of work allocated to the /team members ( Al-Khaled & Fenn, 2020).

Future leaders will require integrity, openness, the ability to think theoretically and strategically, the ability to lead increasingly diverse and autonomous teams over whom they may not have direct authority, and the ability to relinquish personal power over cooperative strategies both inside and outside the company, and the ability to find innovative ways to inspire loyalty. Multilingual, adaptive, and globally mobile leaders will be necessary. Above all, though, they need to be very cooperative and possess good conceptual and strategic thinking abilities (Bhargavi & Yaseen, 2016).

## References

1. Al-Khaled , A. A., & Fenn, C. J. (2020). The impact of leadership styles on organisaional performance. BERJAYA Journal of Services & Management, 55 – 62.
2. Akintoye, E. O. (2022). The effects of managerial style on decsion making in organizations. Journal of Sustainable Development in Africa, 24(I), 27-42.
3. Akpoviroro, K. S., Kadiri, B., & Owotutu, S. O. (2018). Effect of Participative Leadership Style on Employee's Productivity. International Journal of Economic Behavior , 8(1), 1-14. doi:https://doi.org/10.14276/2285-0430.1927
4. Amanchukwu, R. N., Stanley, G. J., & Ololube, N. P. (2015). A Review of Leadership Theories, Principles and Styles and Their Relevance to Educational Management. Management , 5(1), 6-14. doi: 10.5923/j.mm.20150501.02
5. Anwar, S., Iqbal, N., & Haider, N. (2015). Effect of Leadership Style on Employee Performance. Arabian Journal of Business and Management Review, 5(5), 1-6. doi:http://dx.doi.org/10.4172/2223-5833.1000146
6. Bass, B. M., & Avolio, B. J. (1994). Improving Organizational Effectiveness Through Transformational Leadership. 2455 Teller Road, Thousand Oaks, CA 91320 : Sage Publications, Inc.
7. Bhargavi, D., & Yaseen, A. (2016). Leadership Styles and Organizational Performance. Strategic Management Quarterly, 4(1), 87-117. doi:10.15640/smq.v4n1a5
8. Choi , S. (2007). Democratic Leadership: The Lessons of Exemplary Models. International Journal of Leadership Studies, 2(3), 243-262.
9. Choudhary, A. I., Akhtar, S. A., & Zaheer , A. (2013). Impact of Transformational and Servant Leadership on Organizational Performance: A Comparative Analysis. Journal of Business Ethics, 116, 433–440. doi:10.1007/s10551-012-1470-8
10. Chukwusa, J. (2018). Autocratic Leadership Style: Obstacle to Success in Academic Libraries. Library Philosophy and Practice (ejournal), 1, 1-11. Retrieved from http://digitalcommons.unl.edu/libphilprac
11. Elenkov, D. S. (2002). Effects of leadership on organizational performance in Russian companies. Journal of Business Research, 55(6), 467–480.
12. Fatoki, O. (2023). Participative leadership and employee job satisfaction: The mediating effects of psychological empowerment and work engagement. Foundations of Management, 15, 161-176. doi:10.2478/fman-2023-0012
13. Germano, M. A. (2010). Leadership Style and Organizational Impact. Retrieved from https://ala-apa.org/newsletter/2010/06/08/spotlight/: https://ala-apa.org/newsletter/2010/06/08/spotlight/
14. Gutterman, A. S. (2023). Leadership Styles. SSRN, 1-33. doi:https://dx.doi.org/10.2139/ssrn.4560197
15. Gutterman, A. S. (2023). Organizational Performance and Effectiveness.
16. Halaychik, C. (2016). Lessons in Library Leadership. Elsevier Science.
17. Halaychik, C. S. (2016). Chapter 2 - Leadership Styles. In C. S. Halaychik, Lessons in Library Leadership (pp. 57-96). Chandos Publishing. doi:https://doi.org/10.1016/B978-0-08-100565-1.00002-9.
18. Igbaekemen , G., & Odivwri , J. (2015). Impact of Leadership Style on Organization Performance: A Critical Literature Review. Arabian Journal of Business and Management Review, 5(5), 142. doi:10.4172/2223-5833.1000142
19. Iqbal , N., Anwar , S., & Haider, N. (2015). Effect of Leadership Style on Employee Performance. Arabian Journal of Business and Management Review, 5(5), 146. doi:10.4172/2223-5833.1000146
20. Junaidi, Musnadi, S., & Shabri, M. (2020). The effect of Participative Leadership, Work Discipline and Training on Employee Performance, and Organisational Performance: Study at BKPSDM Pidie Jaya. International Journal of Business Management and Economic Review, 3(01), 17-27. doi:http://doi.org/10.35409/IJBMER.2020.3135
21. Jyoti, J., & Bhau, S. (2015). Impact of Transformational Leadership on Job Performance: Mediating Role of Leader–Member Exchange and Relational Identification. Sage Open, 5(4), 1-13. doi:https://doi.org/10.1177/2158244015612518
22. Khassawneh, O., & Elrehail, H. (2022). The Effect ofParticipative Leadership Style onEmployees' Performance: TheContingent Role of Institutional Theory. Administrative Sciences, 12, 195. doi:10.3390/admsci12040195
23. Klein, A. S., Wallis, J., & Cooke, R. A. (2013). The impact of leadership styles on organizational culture and firm effectiveness: An empirical study. Journal of Management & Organization, 19(3), 241 - 254. doi: 10.1017/jmo.2013.34
24. Longe, O. J. (2014). Leadership Style Paradigm Shift and Organisational Performance: A Case of the Nigerian Cement Industry. African Research Review, 8(4), 68-83. doi:https://doi.org/10.4314/afrrev.v8i4.6
25. Ogunlade, J. J. (2013). Effects of Leadership Style on Organizational Performance in Small and Medium Scale Enterprises (SMEs) in Nigeria. European Journal of Business and Management, 5, 53-73.
26. Ojokuku, R. M., Odetayo, T. A., & Sajuyigbe, A. S. (2012). Impact of Leadership Style on Organizational Performance: A Case Study of Nigerian Banks. American Journal of Business and Management, 1(4), 202-207. doi:https://doi.org/10.11634/216796061706212
27. Sethuraman, K., & Suresh, J. (2014). Effective Leadership Styles. International Business Research, 7, 165.
28. Sofi, M. A., & Devanadhen, K. (2015). Impact of Leadership Styles on Organizational Performance: An Empirical Assessment of Banking Sector in Jammu and Kashmir. IOSR Journal of Business and Management, 17(8), 31-45.

29. Sougui, A. O., Bon, A. T., & Hassan, H. M. (2015). The Impact of Leadership Styles on Employees' performance in Telecom Engineering companies. Australian Journal of Basic and Applied Sciences, 7(13), 1-13.
30. Uchenwamgbe, B.-B. P. (2013). Effects of Leadership Style on Organizational Performance in Small and Medium Scale Enterprises (SMEs) in Nigeria. European Journal of Business and Management, 5(23), 53-73.
31. Ulrich, D., & Smallwood, N. (2012). What is Leadership? Advances in Global Leadership, 7, 9-36.
32. Val , C., & Kemp, J. (2015). Leadership Styles. The Ontario Journal of Outdoor Education, 24(3), 28-31.
33. Veliu, L., Manxhari, M., Demiri, V., & Liri. (2017). The Influence of Leadership Styles on Employee's Performance. VADYBA, 31, 59-69.
34. Wang, G., Oh, I.-S., Courtright, S. H., & Colbert, A. E. (2011). Transformational Leadership and Performance Across Criteria and Levels: A Meta-Analytic Review of 25 Years of Research. In Group & Organization Management (Vol. 36, pp. 223–270). Sage Publications. doi:10.1177/1059601111401017
35. Wen, T. B., Ho, T. C., Kelana, B. W., Othman, R., & Syed, O. R. (2019). Leadership Styles in Influencing Employees' Job Performances. International Journal of Academic Research in Business and Social Sciences, 9(9), 55–65. doi:10.6007/IJARBSS/v9-i9/6269
36. Wesevich, J. W. (2022). Servant Leadership Impact on Organizational Performance. Liberty University, School of Business. Retrieved from https://digitalcommons.liberty.edu/doctoral/3607
37. Xu, G.-y., & Wang, Z.-s. (2008). The impact of transformational leadership style on organizational performance: The intermediary effects of leader-member exchange. Long Beach, CA: IEEE Xplore. doi:http://dx.doi.org/10.1109/ICMSE.2008.4669047
38. Zhu, W., Chew, I. K., & Spangler, W. (2005). CEO Transformational Leadership and organizational Outcomes: The Mediating Role of Human-Capital-Enhancing Human Resource Management. The Leadership Quarterly, 16(1), 39-52. doi:10.1016/j.leaqua.2004.06.001