

Leadership Philosophies and How They Relate to the Composition, Demographics, Character, Effectiveness, and Efficiency in an Organisation: The Literature Review

Dr. John Motsamai Modise
South African Police Service

Abstract:- The goal of this article is to examine leadership philosophies and how these relate to the composition of character, efficiency, and effectiveness in an organization. The ideas and standards that leaders adhere to be successful are known as their leadership philosophies. The topics of leadership, leadership philosophies, transformational leadership, ethical leadership, and transformative leadership will be covered in the first section. The effects of organization, organizational effectiveness, and employee engagement will be covered in the second section. The section explores the unique traits, benefits, and challenges connected with each leadership style, showing how each leader prioritizes individualized coaching and support for team members. An increasing body of research contends that the make-up, demographics, character, effectiveness, and efficiency of an organization can all be significantly influenced by the leadership philosophies employed within it. For instance, a 1999 study by Avolio, Bass, and Jung identified a correlation between transformational leadership and greater levels of commitment, engagement, and performance among employees. Transformational leadership was linked to better levels of organizational innovation and production, according to a 1996 study by Waldman, Yammarino, and Lawler. According to this research, executives who follow transformational leadership tenets are more likely to build successful, productive firms. It is crucial to remember that leadership is a multifaceted phenomenon and that there is no one leadership approach that will always be effective. The industry, size, and culture of the organization are just a few of the variables that will determine the ideal leadership style for a certain organization.

Keywords:- Leadership, Leadership Styles, Traditional Leadership, Thought Leaders, Transactional Leadership, Subordinates, Transactional Leader, Strategy, Leadership Behavior.

I. INTRODUCTION

Leading an organization's resources toward increased effectiveness and the accomplishment of its objectives is a fundamental management duty. Influential leaders assist the business achieve its goals by giving it drive, direction, and

clarity of purpose (Editorial Team, What Is the Importance of Leadership, 2022). The most dynamic effects of any factor during interpersonal and organizational interaction are those of leadership. In other words, management's capacity to carry out "collaborated effort" rests on its capacity for leadership.

To improve organizational performance, leadership in organizations helps to provide talent a direction and a goal (Bhalla et al. 2011). Organizations that have effective leadership have a competitive advantage (Bass 1985a). According to Bass (1985a) and Yukl (1998), leadership is a process in which a manager persuades subordinates to behave and perform in a particular way. Employee attitudes, behaviors, and feelings are influenced by the way leaders manage their team, which has an indirect impact on the organization (Karabay, and Mehmet 2012). Leadership style is influenced by traits, skills, personality, experience, and environment (Bass & Bass, 2008).

A leader's technique to motivate others, establish direction, and carry out goals is referred to as their leadership style. It contains the entire pattern of the leader's explicit and implicit acts, as seen by the subordinates. With the right leadership approach, leaders can help staff members improve their performance and so indirectly contribute to the organization's success (Zhu, Chew, & Spangler, 2005).

To improve the organization and benefit both sides, leaders, and employees must work together to build successful relationships. Employee motivation and satisfaction are linked to characteristics that are mostly under the leaders' control, according to CIPD research from 2016. Because of this, leaders must comprehend their position within the company, the degree to which it affects employee engagement, and how this affects the performance of the company. Great leaders excite and inspire their team members to put up more effort toward accomplishing the common objective (Fenwick & Gayle, 2008). Leaders encourage team members to contribute beyond their personal goals and match team goals with organizational goals (Burns, 1978). They also support the team's goals and vision.

Because it performs multiple crucial tasks, a leader's role is crucial to the success of a company. Giving the organization a vision is one of a leader's main responsibilities (Beato, 2020). The leader inspires and motivates teams to work toward a common objective by outlining the vision and what has to be done to attain it. People will naturally follow a leader in search of guidance, direction, and clarity. Individuals can reach higher levels of achievement and performance with the support of a leader's direction and mentoring. A capable team leader also contributes significantly to ensuring productivity in addition to providing guidance.

The team leader fosters an environment that encourages high performance by aggressively recognizing and minimizing potential dangers or impediments that could obstruct progress. The team leader takes proactive steps to reduce disruptions and maintain peak productivity levels, whether it's handling disagreements, addressing resource limitations, or adjusting to unforeseen problems. In addition to leading the team, their duties also include aggressively shielding it from dangers that can compromise its efficacy (Editorial Team, What Is the Importance of Leadership, 2022).

The team's mission is well understood by the leaders, and they also have a plan for carrying it out. They make sure that everyone on the team is aware of their specific responsibilities and convey the organization's vision to inspire others to support the goals. Good leadership also encourages moral principles like responsibility, integrity, and punctuality. For a firm to succeed, adherence to these values is necessary (Beato, 2020). Another method that leadership can foster innovation inside a business is to provide employees independence in how they go about doing their tasks. This strategy might produce more effective and efficient results. This supports the significance of leadership style and how it affects staff engagement, motivation, and employee satisfaction. Two of the three key elements—connections and leadership belief—were found by Dale Carnegie Training to have an impact on employee engagement in a survey (Dale Carnegie Training Malaysia, 2016).

According to Wollard and Shuck (2011), employee motivation is a psychological aspect that comes before employee engagement. There are other content- and process-based theories of motivation; however, this article will concentrate on the process-based Path-Goal Theory since it links the various leadership philosophies in a way that is consistent with the findings of Bass and Avolio (1997). Motivation and employee engagement are closely associated (Christian, Garza, & Slaughter 2011). Increased employee productivity, performance, and organizational profit are all positively correlated with higher levels of motivation and engagement, according to studies. According to productivity, profit, employee turnover, and customer satisfaction indicators, Harter, Schmidt, and Hayes (2002) identified strong positive connections between employee happiness and employee engagement. Theorists Likert

(1961) and McGregor (1961) contend that contented employees produce more.

Lok and Crawford (2003) looked at how organizational culture and leadership style affected work satisfaction. According to Giberson et al. (2009), corporate culture has an indirect impact on employee behavior through the decisions and actions of leaders. Studies have shown that corporate culture and leadership are significantly impacted by one another (Giberson et al. 2009). Subcultures in businesses are more common than primary cultures, and they have a bigger impact on the workforce, according to a study (Bloor and Dawson, 1994). Employees can more readily relate to the subculture within their unit than to the culture of their organization as a whole (Prestholdt, Lane, & Mathews, 1987). Leaders, by Mintzberg (2013), are responsible for influencing an organization's culture. Leaders model values, behavior, and direction by setting an example for others to follow. Employee dedication and attitude are reportedly impacted by an organization's subculture since employees are more likely to connect with one that has been shaped by their leaders (Lok, Westwood, & Crawford, 2005).

Strategic intervention is necessary to help employees feel connected to their employers. Before that, a study on the results of different leadership philosophies as well as the reasons for employee engagement is required. This study aims to investigate how leadership style influences employee motivation and satisfaction, which in turn influences employee engagement, as well as the moderating effects of organizational culture on both of these variables. The topic of leadership has been identified as being crucial in the study of organizational behavior. Leadership has the most dynamic effects on interactions between people and inside organizations. To put it another way, management's ability to execute a "collaborated effort" depends on its leadership skills. A strong leader, according to Lee and Chuang (2009), not only inspires their followers to work harder but also takes care of their needs as the team works to reach its goals. Lee and Chuang (2009), argued that an excellent leader not only ignites a subordinate's potential to enhance efficiency but also achieves organizational goals. Stogdill (1957), explained leadership as the behaviour of an individual to lead a group to accomplish a common goal. Fry (2003), stated that leadership can be used as a leading strategy to inspire and to raise the staff's potential for development and advancement.

II. THEORETICAL FRAMEWORK

The method through which leaders lead and direct their followers is referred to as leadership. Typically, a leader seeks to shape the actions of their followers. To accomplish organizational priorities. Leadership has been defined in terms of personality, obligation, role, and actions (Limsila & Ogunlana, 2008). The responsibility for a company's success in accomplishing its objectives and successes rests with its executives and their methods of leadership. To accomplish the objectives that have previously been established, leadership must suggest new activities that motivate staff members and define the tasks of each individual and group.

According to Almaaitah et al. (2015), a leader's behavior pattern that distinguishes them when dealing with organizational difficulties is referred to as their leadership style.

Human resources are the most critical component for organizational effectiveness and, eventually, the health of the entire society. Any organization's human resource development system should come up with fresh ideas for how to enhance workforce management to boost workers' output and performance. Boosting employee empowerment and motivation is one strategy that many academics agree on (Liu, Chiu, & Fellows, 2007). Studies on leadership and management abilities view empowerment as a key element of management effectiveness as well as a technique to boost employee morale and boost productivity in the workplace (Ozaralli, 2003). The individual experience was taken into account as a sense of empowerment during the empowerment process, which is a motivational process (Yagil, 2006).

In actuality, employee comprehension of control and a sense of independence in their work are related to empowerment. This improves the sense of self-determination, self-worth, and self-efficacy in the person with high energy as well (Conger & Kanungo, 1988). According to studies (Seibert, Silver, & Randolph, 2004), one important outcome of empowerment is increased customer satisfaction. When it comes to forming the foundation of an organization and assisting employees in performing their jobs effectively, leadership plays a crucial role (Amundsen & Martinsen, 2014). As a result, the importance of empowerment and job satisfaction may already suggest the necessity of paying more attention to leadership style and personnel management.

In actuality, the definition of leadership is a process of influencing a group's behaviors to accomplish goals. Managers work to direct and encourage those under their control to accomplish the objectives of the organization. The hardest task for managers is getting people to work voluntarily and diligently toward organizational goals. The peculiarities of the time and place circumstances influence the kinds of behaviors that follow the leader's accomplishment (Zahedi, 1999).

Leadership is a particularly sensitive topic in educational and research organizations because, in these businesses, educated individuals are seen as human resources (as employees and faculty) as well as clients, such as students or other external institutions (Davies, 2003). The leadership style and the characteristics of those attitudes and styles that set leaders apart have long garnered the attention of researchers, academic institutions, and organizations. One of the many hypotheses that have been offered about the variations among leaders is the theory of leadership styles. The theoretical and practical aspects of educational administration have only recently been studied (El-Hout, 1994), even though the strategy notion is one of its components.

The term "strategy" was first used in the literature on educational administration in the 1980s. But it received little attention until 1988 (Fidler, 1989). All universities in Britain are required to have a development plan under a statute on education reform that was implemented in 1988. The results of using strategic leadership in these organizations include the development of empowerment strategy, specific organization orientation, translation of strategy into operations, employee empowerment in the design and implementation of the strategy, identification of key points, cooperation in the task, and determination of key points (Davies & Davies, 2006).

III. CHARACTER, DEMOGRAPHICS, EFFECTIVENESS, AND EFFICIENCY MAKE UP A PERSON

The leadership ideologies of an organization's leaders have an impact on the organization's composition, demographics, character, effectiveness, and efficiency:

➤ *Composition:*

The combination of individuals' abilities, talents, and experiences is referred to as an organization's composition. A leader's leadership beliefs can affect the make-up of an organization by drawing in and keeping particular types of personnel. For instance, a leader who places a strong emphasis on transformational leadership may be more likely to draw individuals with an innovative and creative mind-set.

➤ *Demographics:*

The characteristics of an organization's members, such as their age, gender, race, and ethnicity, are referred to as its demographics. A leader's leadership philosophy can also affect an organization's demographics by fostering a welcoming and inclusive workplace culture.

➤ *Character:*

A company's values and beliefs make up its character. By establishing a positive example for followers, a leader's leadership beliefs can have an impact on the culture of an organization. For instance, a leader who places a strong emphasis on real leadership is more likely to build an organization based on respect and trust.

➤ *Effectiveness:*

The ability of an organization to accomplish its objectives is referred to as effectiveness. A leader's leadership philosophy can affect an organization's success by articulating a clear vision, establishing attainable goals, and inspiring followers to work toward those objectives.

➤ *Efficiency:*

An organization's capacity for resource management is referred to as efficiency. A leader's leadership principles can affect an organization's efficiency by fostering a productive and organized work environment.

IV. LEADERSHIP

According to Mat (2008), over the years, many scholars have been concerned with the qualities of a successful leader and describing who he is. As a result, academics are still working to clarify these definitions to make them more understandable and realistic during everyday business use. However, it is quite challenging to offer a universal definition of leadership. According to Almaaitah et al. (2017), people are still talking about leadership and the difficulties that surround it.

Çınar & Kaban, (2012), argue that leaders who emphasize vision are more successful. Çınar & Kaban, (20120), contend that vision-driven leaders are more effective. For an employee to feel driven, emotionally engaged, committed to the future, and aware of the future vision thanks to daring leaders' contributions, a great leader must always involve them firmly in their work (Kantabutra & Avery, 2011). For employees to feel inspired, emotionally engaged, dedicated to the future, and aware of the future vision through the participation of courageous leaders, leaders are always expected to involve them firmly in their job (Kantabutra & Avery, 2011).

According to (Hitt, 1998), "The essence of leadership is found in a person's ability to successfully take an organization from state A to state B, that is, to a higher level performance. He or she must translate vision into meaningful deeds. The importance for leaders to create a supportive environment with their team members is reaffirmed by this passage from Hitt. The capacity to do so will motivate the workforce at a whole new level. The effectiveness of each employee's job is correlated with the leader's capacity to create opportunities for advancement by presenting each with hard and worthwhile work.

In the words of Lee and Chuang (2009), a great leader not only motivates their followers to increase productivity but also attends to their needs as the organization works to accomplish its objectives. Leadership is the individual behavior that directs a group toward a common goal, according to Stodgily (1957). According to Fry (2003), leadership is the employment of a leading approach to provide an inspiring reason and maximize the staff's potential for development. The goal of this project was to determine the Chief of Police's current leadership philosophies by polling his subordinates.

A supportive and nurturing environment will be created by forging a connection between the leader and the employee with an emphasis on organizational performance. Leadership is about having a clear vision, one that allows everyone to freely express their opinions and be heard, as well as one that fosters an environment where the facts may be discussed in public. Collins (2001) identifies four practices: (a) lead with questions rather than answers; (b) participate in discourse and debate without compulsion; (c) conduct autopsies without assigning guilt; and (d) develop "red flag" procedures. These best practices enable leaders to

enter a space where involving the workforce promotes honesty and self-purpose.

Leadership is regarded as being crucial in every organization since it is believed that the actions of the leaders are what make or break the group. The leadership style used by the company determines its inclinations. The behaviors and practices of an organization's leaders are thought to be what motivates their followers to accomplish the goals since leadership aids in designing the organization's future orientations. As a result, when carrying out their obligations, followers frequently imitate their leaders' actions (Almaaitah et al., 2017).

According to Stodgily (1957), leadership is the behavior of a person who directs a group of people toward a common goal. According to Fry (2003), leadership is the employment of a leading approach to provide an inspiring reason and maximize the staff's potential for development. There should be a connection between leadership style and organizational effectiveness, according to several factors. According to Santara et al. (1999; Venkataraman, 1997), today's competitive and dynamic markets are characterized by innovation-based competition, price/performance competition, falling returns, and the creative destruction of established competencies.

Effective leadership practices may help firms function better when they are faced with these new problems, according to studies (McGrath and MacMillan, 2000). Understanding how leadership affects performance is crucial since, according to some experts, it is one of the main factors influencing an organization's performance. Effective management is viewed as a powerful management tool.

A. Leadership Styles

The majority of people in a variety of sectors have found success to be a result of effective leadership. A clear vision and understanding are given to the followers by the leadership (Yukl, 1998). There are primarily two categories of leadership positions. Democratic leadership is the term used for the first role. Additionally known as transformational leadership. Transactional or autocratic leadership is the other function (Lussier, 2000). A visionary democratic leader is sensitive to his followers' demands. It aids followers in becoming more capable of contributing to decision-making. An authoritarian leader, on the other hand, directly controls events without consulting his people (Avolio, 1999).

The people in a company who create the tone and culture are known as leaders. According to Northouse (2004), leadership is the process through which one person persuades a group of people to accomplish a shared objective. An effective leader may influence their followers to accomplish the organization's objectives. Managers and leaders can be distinguished from one another with ease. Leaders bring about change and inspire their team members, whilst managers establish order and stability. To develop a relationship with his or her followers, a leader must have respect for the character traits of people who are prepared to

devote their time and abilities to achieving common goals (Bass, 1985). To describe the attributes, characteristics, and styles of many leaders and leadership philosophies that have developed over time (Bass, 1985).

B. Transformational Leaders

Leadership that is transformational places a strong emphasis on encouraging and inspiring followers to go beyond what they first believed was possible. Typically, transformational leaders can communicate their vision for the future in a way that motivates others to follow them. According to Scaunasu (2012), transformational leaders are risk-takers, opportunities, and new working techniques seekers who are also efficient and effective. They also oppose the status quo. They are characterized as proactive and have a reputation for influencing events (Avolio & Bass 1988). Bass (1985b) proposed that true transformational leadership practices employee empowerment and independence rather than relying on followers for support and success.

When a leader and their followers have a connection that aims to maximize the worth and motivation of the followers, this is referred to as transformational leadership. Those that practice transformational leadership have faith in their leaders and the goals and objectives of their organizations. Employees also view transformational leadership as being nice and helpful (Burns, 1978). According to Gardner & Luthans (2005), a key component of transformational leadership is for leaders to alter the needs, values, and beliefs of their followers.

In the words of Fitzgerald & Schutte (2010), transformational leaders must be able to inspire their teams to work toward the organization's vision while also recognizing their needs and assisting them in realizing their full potential. All of that will contribute to raising organizational results. According to Kreitner & Kinicki (2007), adopting the transformational style will cause leaders to alter the needs, values, and beliefs of their followers. First, the behaviors of transformational leaders are influenced by the diversity of personnel and organizational traits. These leaders also have personalities that are more pleasant, outgoing, proactive, and less neurotic than those who use other leadership styles. The experiences of the workforce are crucial in strengthening the transformational leadership that is taken into account.

According to Jung, Yammarino, and Lee (2009), transformational leadership is congruent with a subordinate's viewpoints. Employees can pursue the accomplishment of work goals that they and the organization consider meaningful and vital with this constancy. Employees that experience transformational leadership are more motivated by their respect and regard for the leader, their intrinsic motives, and their challenges than by contractual responsibilities. Today's workforce is looking for leaders who will pay attention to their demands for growth and development. Such attentiveness might be observed by assuming the position of a human (Limsila & Ogunlana, 2008).

Laissez-faire leadership, in contrast to transformational and transactional leadership, does not involve any agreements or transactions between the leader and the followers (Bass 1985a; Bass & Avolio 1993). Followers are completely free to make decisions and complete duties in any manner they see fit (Robbins, Decenzo, & Coulter 2010). According to a few studies, laissez-faire leadership is the best style of leadership for certain industries, such as healthcare, pharmaceutical research and development, architecture, engineering, and product design, where employees are subject matter experts who make the best decisions and serve as the best advisors (Brinn 2014; Leahey, 2014).

➤ Transformational Leaders' Examples:

- *Nelson Mandela:*

Mandela was a political figure, philanthropist, and anti-apartheid activist from South Africa who presided over that country from 1994 to 1999. He was the first completely representative democratic election to elect a black head of state in the history of the nation. His administration concentrated on addressing institutionalized racism and promoting racial harmony to undo the effects of apartheid. He presided over the African National Congress (ANC) party from 1991 to 1997 and was, ideologically, an African nationalist and socialist (en.wikipedia.org/wiki/Nelson_Mandela).

- *Mahatma Gandhi:*

Gandhi was the foremost representative of Indian nationalism in India during British rule. Gandhi led India to independence through nonviolent civil disobedience, inspiring movements for freedom and civil rights all around the world. In South Africa in 1914, the honorific moniker Mahatma—which translates to "high-souled"—was first used to refer to him; by the 1920s, it had spread widely in India (www.tallengestore.com/products/nelson-ma).

- *Martin Luther King Jr:*

From 1955 until his assassination in 1968, King, an American Baptist clergyman, and activist, was the movement's most prominent voice and leader. King is most known for advancing civil rights through nonviolence and civil disobedience; these were strategies that were inspired by Mahatma Gandhi's nonviolent activism as well as his Christian beliefs (www.raypellecchia.com/blog/my-resolutions).

- *Abraham Lincoln:*

From 1861 until his murder in 1865, Abraham Lincoln—an American statesman and attorney—served as the 16th president of the United States. Lincoln guided the country through the deadliest and arguably greatest moral, political, and constitutional crisis in its history, the American Civil War. By doing this, he strengthened the federal government, ended slavery, preserved the Union, and revolutionized the American economy (fzqc.laoniy.site/103.php).

- *Steve Jobs:*

Jobs was a successful American businessman, industrial designer, media mogul, and investor. He served as the chairman, chief executive officer (CEO), and co-founder of Apple Inc., as well as the majority shareholder and chairman of Pixar. He also served as the founder, chairman, and CEO of NeXT and as a member of the board of directors of The Walt Disney Company, which acquired Pixar. Along with his early business colleague and fellow Apple co-founder Steve Wozniak, Jobs is widely regarded as a pioneer of the personal computer revolution of the 1970s and 1980s (www.scribd.com/document/360754903/Histo).

These are but a few illustrations of transformational leaders. The ability to inspire and motivate others to accomplish great things is a trait of transformational leaders. They are frequently visionaries who can recognize the potential in others and assist them in realizing that potential. They can also engender excitement and a sense of purpose that can encourage change and creativity.

C. Strategic Leadership

The managers who are ultimately in charge of the organization are the focus of research on strategic leadership (Hambrick & Mason, 1984). To find strategic leadership, researchers use the Bass (1985, 1998) paradigm. This paradigm (Lenkov, Judge, & Wright, 2005) covered organizational-level factors like structure, culture, learning, and innovation as well as transformational and transactional leadership, and explained the performance of top managers. The degree to which a leader develops an organizational future and steers everyone in that direction is referred to as ideal motivation (Banihashemian, Golestan Jahromi, Ganbari Pirkashani, & Sharafi, 2011).

According to Burns (1978), the foundation of transactional leadership is an exchange in which the employer offers reward or punishment based on the performance and effort of his employee. According to Bass (1985), a transaction or exchange necessitates transactional management, which is regarded as a crucial element for having interaction between the leader and the follower. By exception, the leader typically depends on management and dependent compensation. According to Brown & Dodd (1999), transactional leadership is frequently characterized as having a quid-pro-quo nature, which arises from leaders' capabilities for managing access to organizational rewards and creating consistency between the efforts exerted by followers to achieve the organization's goals and the rewards they receive. A leadership style known as strategic leadership focuses on the long-term objectives and course of an organization. Strategic leaders are tasked with crafting a vision for the future, objectives, and a strategy to reach those objectives. To keep the organization going forward, they must also be able to adapt to change.

➤ Characteristics of Strategic Leaders:

- *Visionary:*

Strategic executives have a distinct vision for the direction of their company. They have a vision for what the company might become and can communicate that to others.

- *Goal-Oriented:*

Results are the primary concern of strategic leaders. They can inspire others to work toward their well-defined organizational goals.

- *Adaptable:*

Strategic leaders can evolve with the times. They can recognize opportunities for change and are not afraid of it.

- *Communicator:*

The ability to communicate their vision to others and inspire people to work toward that vision makes strategic leaders effective communicators.

- *Decision-Maker:*

Strategic leaders can make choices. They can make decisions that are in the best interests of the company and are not scared to make difficult choices.

➤ Advantages of Strategic Leadership:

- *Increased Organizational Performance:*

Performance improvements within organizations can result from strategic leadership. Leaders are better able to inspire followers to work toward their objectives when they have a clear vision and set of goals. Increased productivity, innovation, and profitability may result from this.

- *Improved Decision-Making:*

Better decisions can be made by strategic leaders. They can view the big picture and weigh all of the possibilities before choosing. Better judgments that are best for the organization may result from this.

- *Increased Employee Engagement:*

Employee engagement can be raised by strategic leaders. Employees are more likely to be engaged in their work when they believe in the organization's vision and are driven to work toward those goals. Increased retention, pleasure, and productivity may result from this.

➤ Strategic Leadership's Difficulties

- *Lack of Vision:*

The absence of vision is one of the main problems in strategic leadership. It will be challenging for leaders to inspire others to work toward their vision if they lack a clear vision for the future.

- *Resistance to Change:*

Resistance to change is another issue that strategic leadership must overcome. Employees who are accustomed to the status quo may oppose change when leaders attempt to implement it.

- *Lack of Resources:*

Lack of resources may provide difficulties for strategic leaders as well. It will be difficult for them to succeed if they lack the resources necessary to accomplish their objectives.

Additionally, according to Kreitner & Kinicki (2007), transactional leadership focuses on defining the roles and responsibilities of employees and delivering positive and negative reinforcement (i.e., incentives or penalties) by their performance. The basic managerial tasks of goal-setting and tracking progress toward achieving those goals are also included in transactional leadership. Employees will therefore be rewarded and penalized based on how well they execute their goals. That is centered on the use of extrinsic motivation to boost workers' productivity levels. Additionally, according to Caldwell & Spinks (1992), transactional leadership involves several behaviors, including performance monitoring, granting employees personal rewards, and providing them with contingent material benefits when they complete their responsibilities on time.

The transactional leader, according to Luthans (2005), also makes clear the position and duty that are given to followers and offers them both negative and positive rewards based on successful performance. Three elements influence it. The first factor is contingent reward, where the leader finds a way to link goal achievement and reward, offers praise for successful performance, trades support promises and resources, clarifies expectations, sets up mutually agreeable agreements, bargains for resources, and exchanges effort assistance. Management by exception (active) is mentioned in the second factor. The leader will use this component to keep an eye on the followers' performance, rectify any deviations from the norm, and enforce the rules for error prevention. The third aspect, which is passive management by exception, is mentioned. Through it, the leader must only step in if there is a major issue, but he or she may postpone taking any action until he or she is informed of the flaws found.

In summary, strategic leadership is a crucial ability for leaders who wish to succeed over the long haul. Strategic leaders must have a clear sense of purpose, and be flexible, adaptable, and effective communicators. They must be able to make judgments and inspire others to work toward the organization's objectives.

D. *Ethical Leadership*

Research on ethical leadership is necessary to comprehend the moral philosophy of leadership (Walumbwa et al., 2011). According to Brown, Trevio, and Harrison (2005), ethical leadership is the presentation of normatively appropriate behavior through one's actions and interpersonal relationships as well as the development of such behavior in followers through two-way interaction, reinforcement, and decision-making. It frequently seems that moral leadership should take the shape of gentle, calm leadership with no other options than the truth. To lead ethically, one must always properly exercise their power.

Ethical leaders regularly make an effort to incorporate moral and humanitarian standards and principles into their views as well as the norms and behaviors at work. In addition to being foresighted and wise, showing pride in the right way and situation, being patient and tolerant, emphasizing moral principles highlighted in desirable work relationships, and being hard-working, resistant, and persistent, these leaders have a high commitment to and sense of responsibility for their high-level goals (Khuntia & Suar, 2004). As additional qualities of ethical leaders, other researchers have identified honesty, tenacity, adaptability, righteousness, tractability, modesty, and sentiments of daring and responsibility (Guillen & Gonzalez, 2001).

Leadership kindness is sometimes necessary due to the circumstances. Anger and pessimism, on the other hand, cannot be sustained under rigid and severe leadership for a long time (Rezvanpour, 2008). Employees are more likely to anticipate an ethical workplace climate when ethical leaders communicate to them that doing things the right way is expected, encouraged, and valued (Mayer, Kuenzi, & Greenbaum, 2010). To promote ethical behavior or deter unethical actions, ethical leaders use rewards and punishments in communication with their subordinates (Trevio, Hartman, & Brown, 2000).

One of the first writers to utilize the term "ethical leadership" in literature was (Enderle et al. 1987), who did it under the moniker "managerial ethical leadership." Management ethical leadership, according to Enderle, is "a style of leadership that accepts responsibility in challenging moral situations." Despite the promise of the ethical leadership topic, few studies have examined the relationship between ethical leadership and employee work outcomes (Toor & Ofori, 2009). Up to this point, ethical leadership has been investigated as a predictor of work-related attitudes and behaviors such as organizational commitment (Kim & Brymer, 2011), organizational citizenship behavior (Mayer, Aquino, Greenbaum, & Kuenzi, 2012), trust (Van den Aker, Heres, Lasthuizen, & Six, 2009).

Studies were done by Ganji and Dalvi (2014) and Polanski, Avey, and Jiraporn (2014) to examine the impact of ethical leadership on the likelihood of turnover. According to the findings of Serra Yurtkoru, Ensari, and Kaarabay 14, there is a bad link between ethical leadership and turnover intention (as well as job-seeking behaviors). Similar research was conducted by Babalola, Stouten, and Euwema (2016) to determine how ethical leadership and frequent change combine to lessen turnover intentions. The results demonstrated that ethical leadership reduced the association between frequent change and turnover intention; hence, the connection was only favorable under conditions of low ethical leadership. So far, it has been mentioned how ethical leadership directly affects the intention of employees to leave the company. These are the findings from a small number of studies, though, as was previously mentioned. We, therefore, aim to study the relationship between the perception of ethical leadership and employees' intention to leave their current position to close this gap.

➤ *Important Traits of Moral Leadership:*

- *Integrity:*
Honest and reliable leaders uphold moral principles. They follow through on their commitments and keep their word.
- *Transparency:*
Openness and honesty are characteristics of ethical leaders. They exchange details regarding the objectives, choices, and actions of the company.
- *Accountability:*
Responsible leaders take responsibility for their actions. They acknowledge their errors and accept responsibility for them.
- *Fairness:*
All people are treated equitably by ethical leaders, regardless of their level or position. They establish a fair and equitable work environment.
- *Social Responsibility:*
Leaders that uphold ethics are conscious of how their actions affect society. They are committed to sustainability and make judgments that are in the best interests of the neighborhood.

Because it increases credibility and trust, ethical leadership is crucial. Leaders who uphold moral principles are more likely to be trusted and obeyed by their followers. Increased productivity, innovation, and profitability may result from this. Additionally, ethical leadership can contribute to the development of a more favorable and effective workplace.

➤ *The Advantages of Ethical/Moral Leadership:*

- *Increased Trust and Credibility:*
Ethical leaders establish credibility and trust with their people. Increased productivity, innovation, and profitability may result from this.
- *Positive Work Environment:*
Positive and effective work environments are produced by ethical leaders. Increased employee satisfaction, engagement, and retention may result from this.
- *Educated Risk:*
Legal and regulatory issues are less likely to arise under ethical leaders. They lessen the chance of suffering monetary setbacks and reputational harm.
- *Better Decision-Making:*
Better decisions are made by moral leaders. They are more inclined to weigh all the choices and take judgments that are best for the group and society.

➤ *A Moral Leader can Take the Following Actions:*

- *Set A Good Example:* Be trustworthy and sincere in how you conduct yourself.
- *Be Transparent:* Inform your followers about the objectives, choices, and actions of the company.
- *Be Accountable:* Own up to your mistakes and draw lessons from them.
- *Be Fair:* Regardless of a person's level or position, treat them all fairly.
- *Respect Others:* Pay attention to all points of view and respect everyone's contributions.
- *Be Socially Responsible:* Consider how your choices will affect society and choose options that will help the neighborhood.

Although it is not always simple, ethical leadership is worthwhile. Trust, credibility, and a productive workplace are all created by ethical leaders. They also make wiser choices and lower the possibility of facing legal and regulatory issues.

E. Transactional Leadership

The exchange of rewards and penalties for desired behavior is the main theme of this philosophy. Clear expectations are generally set for followers by transactional leaders, and they frequently offer rewards when followers satisfy these expectations. According to Bass (1985a), transactional leaders are people who work within an existing system or culture, avoid risks, take time constraints and efficiency into consideration, and prioritize process over content when it comes to maintaining control. When activity is monitored against historical performance as a strategy, they are prospectively effective in non-volatile, stable environments. Similar to the path-goal theory (Evans 1974; House and Mitchell 1974; Avolio & Bass 1988), this leadership approach places a strong emphasis on ensuring that followers accomplish agreed-upon goals.

The focus of transactional leadership is on the exchange of rewards and penalties for desired behavior. Transactional leaders generally provide their follower's prizes when they satisfy their expectations by setting clear expectations for them. They might also impose penalties for failing to live up to expectations. A more conventional leadership stance is generally considered to be transactional leadership. It is predicated on the notion that rewards and penalties can inspire people. Typically, transactional leaders employ a carrot-and-stick strategy, rewarding good behavior and punishing bad behavior.

➤ *The Two Primary Forms of Transactional Leadership are as Follows:*

- *Contingent Reward Leadership:*
In this style of leadership, incentives are used to encourage desired actions. Leaders that use the contingent reward system establish clear expectations for their followers and then reward them when they meet those standards.

- *Management by Exception:*

The goal of this style of leadership is to stop undesirable behaviors. Leadership by exception leaders examine their followers' behavior after setting clear expectations for them. Management by exception leaders will take corrective measures if followers fail to live up to expectations.

Transactional leadership can be useful in some situations. In situations where simple chores need to be completed, for example, it might be effective. It also works well when there are incentives and consequences to spur on the followers.

While transactional leadership can also have certain drawbacks. For instance, it could make followers rely too heavily on compliments and corrections. It might also discourage followers from taking initiative or using their imaginations. Consider the advantages and cons carefully if you're thinking about utilizing transactional leadership. Additionally, it is crucial to make sure that you are employing transactional leadership in a just and moral manner.

➤ *Transactional Leadership Advantages:*

- *Increased Productivity:*

By rewarding followers for certain behaviors, transactional leaders can encourage followers to attain specified objectives.

- *Improved Performance:*

By giving feedback and coaching to followers, transactional leaders can aid in the improvement of performance.

- *Reduced Costs:*

By avoiding errors and ensuring that work is done effectively, transactional leaders can contribute to cost savings.

➤ *Transactional Leadership Drawback Aspects:*

- *Dependency:*

Rewards and penalties may cause followers to grow reliant on them, which can result in a lack of innovation and motivation.

- *Compliance:*

Followers may be just driven to perform the necessary tasks rather than going above and beyond.

- *Unethical Behavior:*

Rewards and penalties may be used by transactional leaders unethically, such as to influence or take advantage of followers.

All things considered, transactional leadership can be a successful leadership style under some circumstances. Before employing this approach, it's crucial to be informed of any potential downsides.

F. Authentic Leadership

Being sincere and truthful with followers is important, according to this ideology. Since they foster an atmosphere where employees feel secure to be themselves, authentic leaders are often open and honest about their values and beliefs. There are various leadership philosophies, and each has advantages and disadvantages. (Awan & Mahmood, 2010). (i.e., strengths and flaws). The manager must adopt a different leadership style for each workplace (Jogulu, 2010; Afza, Mujtaba, & Habib, 2011).

An organization is a network of linked resources that enables the achievement of particular goals. Objectives are declarations of what a department or office is formally expected to accomplish in public administration. This goal forces organizational operations to work toward its fulfillment, giving the drive for good leadership. An approach to leadership known as authentic leadership places a strong emphasis on the value of being sincere and truthful with followers. Genuine leaders frequently make their values and ideas known openly, and they foster a climate where employees feel free to express their true selves.

Compared to other types of leaders, authentic leaders are frequently viewed as more credible and reliable. They are also better capable of inspiring and motivating their following.

➤ *Important Traits of Genuine Leadership*

- *Self-Awareness:*

Genuine leaders are conscious of their advantages and disadvantages. In addition, they are conscious of their values and ideas.

- *Integrity:*

Genuine leaders are dependable and honest. They follow through on their commitments and keep their word.

- *Transparency:*

Genuine leaders are forthcoming and truthful with their people. They talk about their ideas, emotions, and life experiences.

- *Humility:*

Genuine leaders are modest. They don't think of themselves as superior to others. They are also open to picking up tips from others.

- *Empathy:*

Empathetic leaders are real. They are aware of and considerate of their followers' needs.

- *Courage:*

Genuine leaders have bravery. Even when it is controversial, they are prepared to defend what they believe in.

A difficult yet rewarding leadership approach is authentic leadership. Being upfront and honest with others requires bravery, but it can be incredibly helpful in establishing credibility and trust.

➤ *The Benefits of Authentic Leadership:*

• *Increased Trust and Credibility:*

Genuine leaders establish credibility and trust among their followers. Increased productivity, innovation, and profitability may result from this.

• *Positive Work Environment:*

A positive and effective work atmosphere is produced by authentic leaders. Increased employee satisfaction, engagement, and retention may result from this.

• *Better Decision-Making:*

Genuine leaders make wiser choices. They are more inclined to weigh all the choices and take judgments that are best for the group and society.

• *Increased Innovation:*

Genuine leaders foster an environment that fosters innovation. They are more likely to take chances and pay attention to novel ideas.

➤ *A True Leader Performs The Following:*

- *Be Self-Aware:* Know your advantages and disadvantages. Recognize your ideals and convictions.
- *Be Honest and Trustworthy:* Keep your promises and carry out what you have promised.
- *Be Open and Honest With Your Followers:* Share details about your personal beliefs, emotions, and experiences.
- *Be Humble:* Do not think of yourself as superior to others. Be open to picking up tips from others.
- *Be Empathetic:* Knowing and attending to your followers' requirements.
- *Be Courageous:* Be prepared to defend your beliefs even when they are controversial.

Although it is not always simple, authentic leadership is worthwhile. Genuine leaders foster a culture of trust, credibility, and a productive workplace. Additionally, they make wiser choices and foster innovation.

G. Trust in Leader

Organizational members are informed about what they can and should do by the ethical atmosphere (Victor & Cullen, 1988). Because unethical behavior can be expensive to organizations and society as a whole, the relationship between ethical climate and employee behavior is crucial (Barsky, 2008). Today, it is crucial for businesses to create an environment where employees' moral philosophies are supported and encouraged. Accordingly, less immoral decision-making will occur the more the organizational climate is seen as ethical. Studies from up to this point (Grojean, Resick, Dickson, & Smith 2004; Wimbush & Shepard, 1994) frequently provide convincing proof that an organization's ethical atmosphere is connected to a range of

behaviors. However, it is noted that most studies have concentrated on elucidating the determinants of an ethical atmosphere rather than the direct or indirect effects. In this study, we investigate whether the link between ethical leadership, organizational justice, and turnover intention is mediated by the ethical atmosphere.

According to researchers, trust is a key factor in determining behavioral intentions and attitudes about one's job (Davis, Schoorman, Mayer & Tan, 2000). Fairness and trust are two crucial aspects of social transactions. Fair treatment will improve the social exchange connection and, as in the justice paradigm outlined above, will raise the degree of trust between the two parties (DeConinck, 2010). Leaders' trust is crucial because when there is a high level of trust between managers and employees, employees commit to the organization, have high job satisfaction, and have a better quality of working life (Demir, 2011). Organizational trust is important for reducing employees' deviant behavior in organizations. These factors seem to be the reasons for wanting to stay.

As a result, trust is frequently considered to be a key indicator of turnover intention (Mulki et al., 2006). Yet, just a few studies have looked at the mediating function of ethical atmosphere (Mayer, Kuenzi, & Greenbaum, 2010; Zehir, Müceldili, Altında, & Zehir, 2014; Elçi, Karabay, & Akyüz, 2015). According to numerous studies (Dirks & Ferrin, 2002; Gillespie & Mann 2004) there is a significant connection between leadership behavior and trust within organizations.

Few research, however, has directly examined the relationship between followers' trust in their leaders and ethical leadership behaviors. Van den Akker et al. (2009) looked into the connection between trust and moral leadership practices. Findings demonstrated a significant relationship between ethical leader behaviors and workers' management trust. They also suggested that a leader will earn followers' trust by acting in ways that followers perceive to be appropriate ethical leader behavior. However, there isn't much evidence in the literature to support the mediating role of trust (Aryee, Budhwar, & Chen, 2002; Mulki et al., 2006; Chan, Huang, & Ng, 2008).

The confidence that a leader is trustworthy, dependable, and has the interests of their followers at heart is known as trust in leadership. Because it enables leaders to inspire and encourage their people, trust is crucial for effective leadership.

➤ *Many Factors can Contribute to Trust in Leadership, Including:*

• *The Leader's Personal Qualities:*

Trustworthy leaders are typically honest, reliable, and fair. They are also typically open and transparent with their followers.

- *The Leader's Behavior:*

Trustworthy leaders behave in a way that is consistent with their words. They keep their promises and they are always willing to help their followers.

- *The Leader's Actions:*

Trustworthy leaders act in the best interests of their followers. They make decisions that are fair and they are always willing to listen to their followers' concerns.

When trust is present in a leadership relationship, it can lead to several positive outcomes, including:

- *Increased Productivity:*

Followers are more likely to be productive when they trust their leader. They are more likely to put in their best effort and go the extra mile.

- *Improved Decision-Making:*

Leaders who are trusted by their followers are more likely to make good decisions. Followers are more likely to be open and honest with their leader, which allows the leader to gather more information and make better decisions.

- *Reduced Conflict:*

When trust is present in a leadership relationship, conflict is less likely to occur. Followers are more likely to be willing to work together and resolve problems peacefully.

- *Increased Job Satisfaction:*

Followers who trust their leader are more likely to be satisfied with their job. They are more likely to feel valued and appreciated, which can lead to increased job satisfaction.

Trust in leadership is essential for effective leadership. When trust is present, leaders are more likely to be successful in achieving their goals.

Building trust in leadership:

- *Be Honest and Transparent:* Always be honest with your followers and keep your promises.
- *Be Fair and Consistent:* Treat all of your followers fairly and consistently.
- *Be Open to Feedback:* Be willing to listen to feedback from your followers and make changes if necessary.
- *Be Supportive:* Be there for your followers when they need you and help them to succeed.
- *Be Reliable:* Be someone that your followers can count on.

It takes time and work to develop trust, but it is worthwhile. The presence of trust in a leadership relationship can have a range of advantageous effects, such as boosting output, enhancing decision-making, reducing conflict, and enhancing job satisfaction.

H. Organizational Leadership

An organization's success is greatly influenced by its leadership. Effective leaders inspire and motivate teams to work together toward a single objective by providing vision, direction, and guidance. What Is the Importance of Leadership? Editorial Team, What Is the Importance of Leadership, (2022). Leaders foster values, creativity, and growth while balancing individual interests with those of the business.

Any organization, according to Khuntia and Suar (2004), has both short-term and long-term objectives. Without efficient leadership and management, these objectives cannot be accomplished. With the acts they do and the decisions they make, managers and supervisors can either improve or undermine employee commitment, satisfaction, performance, and ethical behavior. In actuality, according to the definitions of leadership, a leader's position and status as a leader are less important than their unique skills and forces (mental and social). This emphasizes presenting theories and the current research studies have an impact on the development of ethical leadership (Golparvar & Nayyeri, 2010).

The organization is the result of many people working together toward a common objective. Employees are the most important component of the firm and are a great resource. Every organization needs strong leadership. Employee engagement is impacted by a variety of factors, including the collective influence of leadership styles, and will help the organization achieve its aim of organizational performance and operate successfully.

Organizations have not just been successful due to the employee's contributions to the organization's overarching objectives. The active leadership styles of the leaders who lead their followers in the organization, on the other hand, are a crucial factor that is highly important to an organization's success and employee performance (Johnson, 1995). The leaders become the main source of direction for the staff in the business as they play their part on behalf of the organization, accompany employees, and help them through various situations (Mester, Visser, and Roodt, 2003).

Companies, both domestic and foreign, have begun to pay attention to this issue and develop the most effective leadership philosophies based on the company and the type of work that will increase its success in this area. A state of mind related to work is employee engagement. It can be described as being vigorous, committed, and absorbed. Organizational traits like honesty, openness, and an innovative culture have a significant impact on engagement. An important component of employee engagement is their emotional dedication to the organization and their job.

Engagement is at the core of employer-employee interaction in the workplace. The secret to unlocking productivity may lie in engagement. Employees who are engaged have a sense of personal attachment to their jobs and employers. They have the drive and capacity to offer the

company their all. Engagement is mostly driven by an organization's increased performance and productivity. Employee commitment and emotions are required, not a mechanistic approach, to succeed. The remaining portions of the paper are outlined below. Successful leaders can inspire and motivate their followers to accomplish great things. They can also develop a welcoming and effective workplace.

Following are some ways that leadership might affect an organization's success:

- *Setting Direction:*

Leaders set the vision and direction for the organization. They are responsible for developing a strategy and for communicating that strategy to the organization's members.

- *Motivating and Inspiring:*

Leaders motivate and inspire their followers to achieve great things. They create a sense of purpose and excitement, and they help their followers to believe in themselves and the organization's goals.

- *Creating a Positive Work Environment:*

Leaders create a positive and productive work environment. They treat their followers with respect, and they create an environment where people feel valued and appreciated.

- *Making Decisions:*

Leaders make decisions that are in the best interests of the organization. They gather information, weigh the options, and make decisions that are likely to be successful.

- *Solving Problems:*

Leaders solve problems that arise in the organization. They can identify problems, develop solutions, and implement those solutions.

- *Managing Change:*

Leaders manage change effectively. They can identify and adapt to changes in the environment, and they help the organization to thrive in a changing world.

All of these skills are possessed by effective leaders. They can establish direction, inspire and motivate others, foster a productive workplace, make choices, address issues, and manage change. Effective leaders may assist their organizations in accomplishing great things.

V. ORGANIZATIONAL EFFICACY

Organizational effectiveness gained more attention and changed from being a construct to a concept in the 1980s (Henry, 2011). This idea has to do with things like how well an organization can access and use resources to further its objectives (Federman, 2006). Through its key strategies, a business must successfully achieve its goals (McCann, 2004). Organizational effectiveness places a strong emphasis on people and teams, assisting people in

developing the confidence and abilities necessary to navigate a new environment while also seeking safety and support (Vinitwatanakhun, 1998).

Organizational effectiveness is a complex concept; there are several approaches to explain what it means. Different organizational theories are structured based on different conditions and organizational contexts. The organizations, laboratories, and universities that are engaged in scientific research suffer the most because they must present effective management, behave more responsibly, and do jobs with limited resources (Baker and Branch, 2002). A good organizational structure simplifies management challenges and offers considerable potential for enhancing an organization's capacity for innovation, competitiveness, and labor relations while reducing costs. The relationship between organizational factors and innovation is examined in light of the operational benefits, including increases in flexibility and productivity, advantages in business processes, information sharing, task coordination, managerial control, and competitive success, which is characterized by an increase in sales, market share, and profits (McDermott & Stock, 2006).

A successful organization is thought to consist of a team of individuals that share a shared culture, set of beliefs, and set of objectives and who cooperate in a flexible organizational structure while drawing on their own experiences and expertise to advance the organization. Contrarily, job satisfaction is one of the most crucial—and possibly the most contentious—concepts that is crucial at all levels of management and human resources in organizations (Avery, Smillie, & Fife-Schaw, 2015; Bessokirnaia & Temnitskii, 2015; Wolfe & Kim, 2013). Today, job satisfaction serves as a gauge of the efficiency of management and leadership. To boost employees' motivation and, in turn, their efficiency, productivity, organizational commitment, and customer happiness, managers can adopt the right leadership style (Akhtar Shojaei, Nazari, & Vahidi, 2004). All of these offer firms the right conditions to empower workers, satisfy consumers, and ultimately improve organizational performance.

All of the aforementioned management goals can inspire employees and motivate them to take action. According to Ghahremani Gerami and Hasanzadeh (2015), leadership is regarded as one of the crucial and unique strategies for empowering people and fostering employee happiness. Leadership is the capacity to persuade others to carry out the desired objectives. According to Yukl (1994), a leader is someone who can persuade others to strive toward achieving organizational goals. In reality, according to many studies, leadership plays a crucial role in determining whether an organization succeeds or fails. They assert that without leadership, an organization is nothing more than a dispersed group of offices and separated individuals. For some researchers, the fundamental question has always been how to manage and lead groups.

Different perspectives on management in light of current circumstances were raised by bringing strategic management to businesses (Al Hijji, 2014; Gannon, Roper, & Doherty, 2012; Jackson, Schuler, & Jiang, 2014). Many of these leadership philosophies were chosen to address the demands of a highly competitive environment and ever-changing economic concerns, and their outcomes demonstrated the best use of organizational resources and earning the biggest competitive advantage.

The strategic leadership style is one of the ones being addressed in today's business management, and its contribution to the development of competitive advantage is debatable. This study, which relied on strategic leadership, looked at its effects on the employees at Guilan University's sense of empowerment and job satisfaction. The study's unique contribution is the introduction of strategic leadership in Iranian enterprises, particularly those in the field of education. As a result, the examination of the relationships in the current model used in the current study was done by looking at the theoretical underpinnings and coming up with a detailed framework.

The extent to which a company meets its objectives is referred to as organizational effectiveness. It is a gauge of how effectively a company is operating. Organizational success is influenced by a variety of elements, including leadership, culture, structure, and strategy.

Important components of an effective organization are:

- *Goals:*
Organizations need to have clear and specific goals. These goals should be measurable and achievable.
- *Leadership:*
Effective leaders set the vision and direction for the organization. They motivate and inspire their followers to achieve those goals.
- *Culture:*
The culture of an organization is the shared values and beliefs of its members. A positive culture can help to promote organizational effectiveness.
- *Structure:*
The structure of an organization is how it is organized. A well-structured organization can help to promote efficiency and effectiveness.
- *Strategy:*
The strategy of an organization is its plan for achieving its goals. A good strategy can help to ensure that the organization is effective.

Organizational effectiveness is important because it can lead to several benefits, including:

- *Increased Productivity:*
Effective organizations are more likely to be productive. They can get more work done with fewer resources.
 - *Improved Decision-Making:*
Effective organizations are more likely to make good decisions. They can gather information, weigh the options, and make decisions that are likely to be successful.
 - *Reduced Costs:*
Effective organizations are more likely to be cost-effective. They can use their resources efficiently and avoid waste.
 - *Increased Customer Satisfaction:*
Effective organizations are more likely to satisfy their customers. They can meet the needs of their customers and provide a good customer experience.
 - *Increased Employee Satisfaction:*
Effective organizations are more likely to have satisfied employees. Employees are more likely to be happy with their work and to be productive.
- Although it is a difficult topic to grasp, organizational effectiveness is crucial to the success of every firm. Organizations can enhance their performance and accomplish their objectives by comprehending the essential components of organizational effectiveness.
- *How to Increase the Effectiveness of an Organization:*
- *Set Clear and Specific Goals:*
Organizations need to have clear and specific goals. These goals should be measurable and achievable.
 - *Implement a Performance Management System:*
A performance management system can help to track progress toward goals and to identify areas where improvement is needed.
 - *Provide Training and Development Opportunities:*
Training and development opportunities can help employees to develop the skills and knowledge they need to be effective.
 - *Create a Positive Work Environment:*
A positive work environment can help to motivate and inspire employees.
 - *Reward and Recognize Employees:*
Rewarding and recognizing employees can help to boost morale and productivity.
 - *Measure and Track Performance:*
Measuring and tracking performance can help to identify areas where improvement is needed.

- *Make Changes as Needed:*

Organizations need to be willing to make changes as needed. This will help to ensure that the organization is always adapting to the changing environment.

It takes time to increase organizational effectiveness. Organizations can succeed and achieve their goals by taking action to increase effectiveness.

VI. ENGAGEMENT OF EMPLOYEES

Employee engagement, according to Kahn in 1990, is "the harnessing of the self of organizational members to their work roles"(p. 694). It describes how engaged and focused an individual is while carrying out his duties at work. According to Kahn (1990), this indicates that when employees are engaged in their work, they aren't just physically involved; they're also aware cognitively and emotionally at that concerned moment of involvement. However, the degree of work engagement varies from employee to employee due to differences in the amount of commitment and energy each puts into their work (Almaaitah, Harada & Sakdan, 2017). According to the Trends in Global Employee Engagement Report published by Aon Hewitt in 2015, leaders are the key to fostering employee engagement. Leaders are crucial to a company's ability to engage its workforce and become the best employer. They both, directly and indirectly, do this. First, leaders have a multiplier effect on all of the top engagement drivers and other best employer indices indirectly. Leaders ultimately decide on branding, performance standards, compensation and recognition, employee communications, work procedures, and innovation.

Most recent workforce and engagement studies, including those from Gallup (2013), Aon Hewitt (2015), and SHRM (2014), have emphasized the importance of strong leadership in fostering employee engagement. The effect of leadership on employee engagement has received extensive scholarly study. Kahn (1990) said that by fostering an environment where one feels secure enough to fully engage in a task, effective leadership has the greatest potential to affect followers' perceptions of psychological safety. According to Luthans and Peterson's study (2002: 376), "the most profitable work units of companies have people doing what they best at, with people they like, and with a strong sense of psychological ownership." Their findings suggested that employees need to have a supportive environment, job resources, and support necessary to complete their work, which paralleled early theories of engagement (Kahn, 1990; Maslach, Schaufeli, and Leiter, 2001) and extended the theory about a manager's role in creating a supportive psychological climate (Brown & Leigh, 1996).

Saks (2006) identified employee engagement as a multidimensional construct and identified the following factors as predictors of employee engagement: perceived supervisor support, rewards and recognition, procedural fairness, distributive justice, and perceived organizational support. As antecedents of work engagement, which results in performance, Bakker and Demerouti (2008) included job

resources (such as autonomy and performance feedback) and personal resources (such as self-efficacy and optimism). Zhang (2010) identified eight frequently cited favorable predictors of employee engagement in the literature, including open and honest communication, trust and integrity, fulfilling work, supportive direct supervisors, opportunities for career advancement, contribution to organizational success, pride in the company, and cooperative coworkers and team members. Through a methodical literature analysis, Wollard and Shuck (2011) identified 42 antecedents of engagement, of which half were personal (such as optimism and self-esteem) and the other half were organizational (such as feedback and a supportive corporate culture).

Aon Hewitt, 2014; Branham & Hirschfield, 2010; Vance, 2006) mentions management practices, the immediate supervisor, career development opportunities, recognition, teamwork, a supportive environment, pay rewards, and benefits, among other factors that affect employee engagement. Employee participation in decision-making, helpful criticism, obtaining formal evaluations, and the implementation of performance development plans are further factors that influence employee engagement (Gallup, 2008; Robinson, Perryman, & Hayday, 2004). An in-depth examination of these factors reveals that, conceptually, leadership has a significant role in promoting employee engagement. Research by Wang and Walumbwa (2007) and Macey and Schneider (2008), which reveals that leadership is one of the single biggest determinants determining employee views in the workplace and workforce engagement, provides evidence in support of this claim.

According to Attridge (2009), a leader's leadership style, as it relates to interactions with followers, is essential for fostering employee engagement. According to Wellins et al. (2005)'s research on DDI, businesses can actively leverage the three sources of influence for change—employees, leaders, and organizational structures and strategies—to increase engagement. To build a productive workplace where leadership is essential, these three factors must cooperate. Their model's "work environment factors" are significantly influenced by leadership effectiveness. The DDI studies also demonstrate that shifts in a leader's behavior can have a large and tangible effect on staff engagement. Higher staff engagement ratings were found in research on pre- and post-training engagement levels when leadership abilities were improved. Given the aforementioned, firms now hold their leaders accountable for increasing employee engagement.

The ability of an organization's members to integrate their personal lives into their job duties is known as employee engagement. During role performances in engagement, people use and express their physical, cognitive, and emotional selves (Kahn, 1990). According to Harter, Schmidt, and Hayes (2002), the phrase "engagement" relates to a person's interest in, contentment with, and excitement for their work. Employees who are engaged are cognitively alert to the team's direction and emotionally attached (Harter, 2002). Employee engagement

occurs when they are aware of what to expect, have the tools necessary to finish their tasks, participate in opportunities for development and feedback, and believe they have a major impact on the company. Only 30% of the world's workforce is thought to be actively engaged, even though they are more productive, profitable, safe, healthy, and less likely to leave their company (Fleming & Asplund, 2007). Employee engagement is typically described as an emotional and intellectual dedication to the company (Baumruk, 2004; Richman, 2006).

The fact that there are various definitions makes it challenging to assess the current level of knowledge regarding employee engagement because every study looks at employee engagement using a different methodology. Further, employee engagement cannot be controlled and efforts to develop it cannot be known to be effective until it can be generally defined and assessed (Ferguson, 2007). Although employee engagement has indeed been defined in a variety of ways, it is also asserted that these definitions frequently resemble other, more well-known, and well-established constructs, such as organizational commitment and organizational citizenship behavior (OCB) (Robinson, 2004).

Within each organization, employees exhibit a wide range of levels of workplace engagement as well as levels of commitment and focus. Over the past 20 years, the concept of employee engagement as a system has gained traction (Rafferty, Maben, West & Robinson, 2005). Employee engagement has a very favorable impact on how well firms operate. According to empirical research conducted by The Gallup Organization, employee engagement significantly predicts key organizational outcomes like employee retention, productivity, and profitability (Peterson, & Luthans 2003). According to the Corporate Leadership Council (2004), it also reduces employee turnover intentions by up to 87%. Employers are more aware of the importance of employee engagement since it can increase staff productivity and efficiency, according to Markos & Sridevi (2010). To encourage employee loyalty and retention, engagement is crucial (Almaaitah et al., 2020).

VII. CONFIDENCE AND SELF EFFICACY

According to research, persons who have high levels of self-efficacy view problems as opportunities, are very dedicated to the tasks they complete and put more time and effort into their daily routines (Bandura, 2001). Self-efficacy has proven to be a strong motivator and well-being predictor in the context of healthcare professionals, such as nurses (Munir et al., 2009). Future cooperative organizational performance approaches are supported by it (LeBlanc, 2010). The main personal resource for understanding intrinsic motivational processes like work engagement is self-efficacy beliefs.

According to Cummings and Bromiley (1996), trust is the confidence of one person or group that another person or group will attempt to maintain promises, will be honest, and will not take advantage of the situation at hand. According

to Golembiewski and McConkie (1975), the factor having the greatest ability to affect individual and group behavior is trust. Understanding the factors that affect team trust may therefore be crucial to encouraging team effectiveness. To be more precise, team members' behavior-focused leadership tactics can serve as audible cues to other team members that they are attempting to keep their end of bargains, are trustworthy, and don't abuse their position as team leaders (Cummings & Bromiley, 1996).

The level of involvement, zeal, and dedication that employees have for their work is known as employee engagement. It gauges how strongly linked workers feel to their workplace and organization.

➤ *Employee Engagement is Influenced by a Variety of Factors, Including:*

- *Leadership:*
Effective leaders set the tone for the organization and create a positive work environment.
- *Culture:*
A positive culture can help to promote employee engagement.
- *Work-Life Balance:*
Employees who feel like they have a good work-life balance are more likely to be engaged.
- *Rewards and Recognition:*
Employees who are rewarded and recognized for their work are more likely to be engaged.
- *Communication:*
Employees who feel like they are well informed about the organization and its goals are more likely to be engaged.
- *Training and Development:*
Employees who have opportunities to learn and grow are more likely to be engaged.
- *Flexibility:*
Employees who have flexibility in their work arrangements are more likely to be engaged.

Employee engagement is important because it can lead to several benefits, including:

- *Increased productivity:*
Engaged employees are more likely to be productive. They are more likely to be focused on their work and to be willing to go the extra mile.
- *Improved decision-making:*
Engaged employees are more likely to be involved in decision-making. They are more likely to share their ideas and to be willing to challenge the status quo.

- *Reduced turnover:*

Engaged employees are less likely to leave the organization. They are more likely to be happy with their work and to feel like they are part of the team.

- *Increased customer satisfaction:*

Engaged employees are more likely to provide good customer service. They are more likely to be enthusiastic about their work and be willing to go the extra mile for customers.

- *Increased innovation:*

Engaged employees are more likely to be innovative. They are more likely to come up with new ideas and to be willing to take risks.

Although it is a difficult notion to grasp, employee engagement is crucial to the success of any firm. Organizations can enhance performance and accomplish their objectives by comprehending the elements that affect employee engagement.

Ways to improve employee engagement:

- *Set clear and achievable goals:*

Employees need to know what is expected of them and they need to feel like they can achieve their goals.

- *Provide regular feedback:*

Employees need to know how they are doing and they need to receive feedback on their performance.

- *Give employees a voice:*

Employees need to feel like they have a voice in the organization and that their opinions matter.

- *Celebrate success:*

When employees achieve success, it is important to celebrate their accomplishments.

- *Provide growth opportunities:*

Employees need to have opportunities to learn and grow. They need to feel like they are developing their skills and knowledge.

- *Create a positive work environment:*

A positive work environment is one where employees feel respected, valued, and supported.

Employee engagement improvement is a continuous effort. Organizations can succeed and achieve their goals by taking action to increase participation.

VIII. IMPLICATIONS FOR PRACTICE

The current study is based on how different leadership philosophies relate to one another and how they affect organizational effectiveness and employee engagement at work:

- Depending on the nature of the work and environment, organizations need to evaluate the leadership styles of their managers to increase staff productivity. The necessity for a leadership style that can foster employee development and drive to perform better will also be determined by researching the personality of the workforce.
- The human resources department should train managers to build and enhance their leadership styles to get the necessary output from their workforce.
- Employees who report to a boss with a particular management style should also receive training to help them change their perception of diverse circumstances and task accomplishment so that they can devote themselves entirely to their jobs.
- Employees who report to a boss with a particular management style should also receive training to help them change their perception of diverse circumstances and task accomplishment so that they can devote themselves entirely to their jobs.

Businesses should emphasize their employees and strive to improve any areas where they are sensitive, such as their self-efficacy, trust, reward, and recognition.

IX. CONCLUSION

In conclusion, the research has provided a thorough analysis of leadership, spanning a variety of leadership styles with a focus on interactions and traits. This study has offered a profound grasp of the definitions, contextual elements, and relevance associated with leadership by completing a complete literature review and analysis. It has also thoroughly examined and addressed a variety of leadership philosophies, including transformational leadership, transactional leadership, and ethical leadership, and concludes with a discussion on employee engagement, leadership in an organization, and organizational efficiency. This paper's investigation has illuminated the various strategies and skills that leaders can employ to achieve organizational success.

Managers have a major role in coordinating and boosting organizational productivity as the companies' official representatives. The ability of an organization to increase productivity and accomplish its objectives depends on how well it is managed and what kind of leadership techniques are used. Employing the appropriate leadership style can increase employee engagement in the organization, job happiness, and productivity. Management and leadership in any field of work entail consideration of ethical issues and aspects.

By appreciating and upholding human integrity, leaders can utilize their strengths to reach the highest levels of authority inside organizations. Employees' performance, productivity, work conscience, and job satisfaction all significantly decline when they believe that their leaders' actions are unethical. So that the staff members believe their activity is ethical, leaders, especially in educational organizations, should have high ethical standards.

Any organization that values its employees strives to increase employee engagement through a variety of means because it is essential to its success. Employee engagement has garnered a lot of attention recently, particularly from practitioners and consultants. The significance of employee engagement for organizational effectiveness and business outcomes has been extensively studied. There is essentially no empirical study in the literature that demonstrates the relationship between leadership style and intermediary variables, even though employee engagement has emerged as a hot topic among practitioners and consultants. The findings of this investigation imply the following. Leadership style, employee engagement, and organizational effectiveness are all significantly correlated.

REFERENCE

- [1]. Afza, T., Mujtaba, B.G., & Habib, N. (2011). Stress perceptions of working adult Pakistanis and Americans. *International Journal of Business and Social Science*, 2(5), 32-40.
- [2]. Akhtar Shojaei, E., Nazari, A., & Vahidi, R. (2004). Style of leadership of managers and its relationship with job satisfaction of nurses working in teaching hospitals affiliated to Tabriz University of Medical Sciences. *Hakim Research Journal*, 4, 20–25.
- [3]. Al Hijji, K. Z. (2014). Strategic management model for academic libraries. *Procedia – Social & Behavioral Sciences*, 147, 9–15.
- [4]. Almaaitah, M. F., Harada, Y., & Bin, M. F. (2015). Core principles for talent management system and its impact on competitive advantage" applied study cellular communications companies in Jordan. *International Journal of Academic Research in Business and Social Sciences*, 5(6), 2222-6990.
- [5]. Almaaitah, M. F., Harada, Y., & Sakdan, M. F. (2017). The influence of organizational climate as a mediator on the relationship between human resource practices and employee retention. *Journal of Social Sciences*, 55(June), 1–91.
- [6]. Almaaitah, M., Alsafadi, Y., Althat, S., & Yousfi, A. (2020). The effect of talent management on organizational performance improvement: The mediating role of organizational commitment. *Management Science Letters*, 10(12), 2937-2944. <https://doi.org/10.5267/j.msl.2020.4.012>.
- [7]. Amundsen, S., & Martinsen, Ø. L. (2014). Empowering leadership: Construct clarification, conceptualization, and validation of a new scale. *The Leadership Quarterly*, 25(3), 487–511. <https://doi.org/10.1016/j.leaqua.2013.11.009>
- [8]. Aon Hewitt. (2015). *Inside the employee mindset: Key findings on what differentiates, what rewards, and what communicates*. Retrieved August 4, 2014, from <http://www.aon.com/human-capital-consulting/thought-leadership/talent/inside-the-employee-mindset.jsp>
- [9]. Aryee, S., Budhwar, P. S., & Chen, Z. X. (2002). Trust as a mediator of the relationship between organizational justice and work outcomes: Test of a social exchange model. *Journal of Organizational Behavior*, 23(3), 267–285.
- [10]. Attridge, M. (2009). Measuring and managing employee work engagement: A review of the research and business literature. *Journal of Workplace Behavioral Health*, 24(4), 383–398.
- [11]. Avery, R. E., Smillie, L. D., & Fife-Schaw, C. R. (2015). Employee achievement orientations and personality as predictors of job satisfaction facets. *Personality & Individual Differences*, 76, 56–61.
- [12]. Avolio and Bass, 1988. B. J. Avolio, B. M. Bass Transformational leadership, charisma and beyond J.G. Hunt, B.R. Baliga, H.P. Dachler, C.A. Schriesheim (Eds.), *Emerging leadership vistas*, Lexington Books, Lexington, MA (1988), pp. 29-50
- [13]. Avolio, B. J., Howell, J.M. & Sosik, J. J. (1999). A funny thing happened on the way to the bottom line: humor as a moderator of leadership style effects. *Academy of Management Journal*, 42, 219-227.
- [14]. Avolio, B. J., Jung, D., Murry, W. & Sivasubramaniam, N. (1996). Building Highly Developed Teams: Focusing on Shared Leadership Processes, Efficacy, Trust, and Performance. *Advances in Interdisciplinary Studies of Work Teams*, Vol. 3, 173-209. JAI Press.
- [15]. Avolio, B. J., Sivasubramaniam, N., Murry, W. D. & Jung, D.I. (1996). Assessing team leadership and predicting group performance. Unpublished manuscript.
- [16]. Awan, Muhammad Rafiq and Mahmood, Khalid. 2010. Relationship among leadership style, organizational culture and employee commitment in university libraries. *Library Management* 31(4/5):253-266. DOI: 10.1108/01435121011046326
- [17]. Babalola, M. T. Stouten, J. & Euwema, M. (2016). Frequent change and turnover intention: The moderating role of ethical leadership. *Journal of Business Ethics*, 134(2), 311–322. <https://doi.org/10.1007/s10551-014-2433-z>
- [18]. Baker, K., & Branch, K. M. (2002). Concepts underlying organizational effectiveness: Trends in the organization and management science literature. *Management Benchmark Study*. USA: Office of Planning & Analysis, Department of Energy
- [19]. Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International*, 13, 209–223.
- [20]. Bandura, Albert. 2001. Social Cognitive Theory: An Agentic Perspective. *Asian Journal of Social Psychology* 2(1):21 – 41. DOI: 10.1111/1467-839X.00024

- [21]. Bani-Hashemian, K., Golestan Jahromi, F., Ganbari Pirkashani, N., & Sharafi, M. (2011). Explores the relationship between public health and leadership style and its effect on job satisfaction in Shiraz. *Paramedical Faculty of Tehran University of Medical Sciences*, 5, 32–40.
- [22]. Barsky, A. (2008). Understanding the ethical cost of organizational goal-setting: A review and theory development. *Journal of Business Ethics*, 81(1), 63–81. <https://doi.org/10.1007/s10551-007-9481-6>
- [23]. Bass, B. M., & Bass, R. (2008). *The Bass handbook of leadership: Theory, research, and managerial applications* (4th ed.). New York, NY: Free Press.
- [24]. Baumruk, R. (2004), “The missing link: the role of employee engagement in business success”, *Workspan*, Vol. 47, pp. 48-52.
- [25]. Beato, E. (2020, November 3). *Why is leadership important? · Babson thought & action*. Babson
- [26]. Bessokirnaia, G. P., & Temnitskii, A. L. (2015). Job satisfaction and satisfaction with life. *Sociological Research*, 40(4), 6– 12.
- [27]. Bhalla, Gaurav. 2012. Collaboration and Co-creation: New Platforms for Marketing and Innovation. DOI: 10.1007/978-1-4419-7082-4.
- [28]. Bloor G & Dawson P 1994, ‘Understanding professional culture in organisational contexts’, *Organisation Studies*, vol 15, no 2, pp 275–95.
- [29]. Branham, L. and Hirschfield, M. (2010), *Re-Engage*. Europe: McGraw-Hill.
- [30]. Bronkhorst, B., Steijn, B. and Vermeeren, B. (2015). Transformational leadership, goal setting, and work motivation: The case of a Dutch municipality’ *Review of Public Personnel Administration* [online] 35 (2), 124-145. <http://journals.sagepub.com/doi/abs/10.1177/0734371X13515486>.
- [31]. Brown, F. W., & Dodd, N. G. (1999). Rally the troops or make the trains run on time: The relative importance and interaction of contingent reward and transformational leadership. *Leadership & Organization Development Journal*, 20, 291–299.
- [32]. Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes*, 97(2), 117–134. <https://doi.org/10.1016/j.obhdp.2005.03.002>
- [33]. Brown, S.P., and Leigh, T.W. (1996) A New Look at Psychological Climate and Its Relationship to Job Involvement, Effort and Performance. *Journal of Applied Psychology*, 81, 358-368. <https://doi.org/10.1037/0021-9010.81.4.358>
- [34]. Burns, J.M. (1978) *Leadership*. New York. Harper & Row.
- [35]. Caldwell. B. J. & Spinks. J. M. (1992). *Self-managing School*. London farmer.
- [36]. Cheung, G. W, & Rensvold, R. B. (2002). Evaluating goodness-of-fit indexes for testing measurement invariance. *Structural Equation Modeling*, 9(2), 233–255.
- [37]. Christian, M. S., Garza, A. S., & Slaughter, J. E. (2011). Work Engagement: A Quantitative Review and Test of its Relations with Task and Contextual Performance. *Personnel Psychology*, 64, 89-136.
- [38]. Cinar. F. Kaban. A. 2012. Conflict Management and Visionary Leadership: An Application in Hospital Organizations. *Procedia - Social and Behavioral Sciences* 58:197–206. DOI: 10.1016/j.sbspro.2012.09.993.
- [39]. Collins. Jim. 2001. Level 5 Leadership: The Triumph of Humility and Fierce Resolve. *Harvard Business Review* 79(1):66-76, 175. Source PubMed.
- [40]. Conger, J. A., & Kanungo, R. N. (1988). The empowerment process: Integrating theory and practice. *The Academy of Management Review*, 13(3), 471–482. <https://doi.org/10.2307/258093>
- [41]. Cummings, L., & Bromiley, P. (1996). The organizational trust inventory (OTI). In R. Kramer & T. Tyler (Eds.), *Trust in organizations: Frontiers of theory and research* (pp. 302-330). Thousand Oaks, CA: Sage.
- [42]. Davies, B. (2003) ‘Rethinking strategy and strategic leadership in schools’, *Educational Management and Administration*, 31(3): 295–312.
- [43]. Davies. B & Davies, B. (2006) *Leading the strategically focused school*, London: Sage.
- [44]. Davis. J. H, Schoorman. D. F. Mayer . C. R. and Tan. H. H. 2000. The trusted general manager and business unit performance: Empirical evidence of a competitive advantage. *Strategic Management Journal* 21(5):563 – 576. DOI: 10.1002/(SICI)1097-0266(200005)21:5<563: AID-SMJ99>3.0.CO;2-0
- [45]. DeConinck, J. B. (2010). The effect of organizational justice, perceived organizational support, and perceived supervisor support on marketing employees' level of trust. *Journal of Business Research*, 63(12), 1349–1355. <https://doi.org/10.1016/j.jbusres.2010.01.003>
- [46]. Dirks, K. T., & Ferrin, D. L. (2002). Trust in leadership: Meta-analytic findings and implications for research and practice. *Journal of Applied Psychology*, 87(4), 611–628.
- [47]. Dombayci, M.A., Demir, M., Tarhan, S. and Bacanlı, H. (2011) Quadruple thinking: Caring thinking. *Procedia Social and Behavioral Science*, 12, 552-561. www.sciencedirect.com
- [48]. Elçi, M., Şener, İ., Aksoy, S., & Alpkan, L. (2012). The impact of ethical leadership and leadership effectiveness on employees' turnover intention: The mediating role of work related stress. *Procedia-Social & Behavioral Sciences*, 58, 289.
- [49]. El-Hout, M. S. (1994), “Strategic planning for educational system: necessity and methodology”, *Journal of Educational Planning and Administration*, Vol. 8 No. 1, pp. 47-62.
- [50]. Enderle. George and Patrick E. Murphy. 1987. *Managerial Ethical Leadership: Examples Do Matter*. *Business Ethics Quarterly*. Vol. 5, No. 1, Ethics and Leadership: The 1990s (Jan., 1995), pp. 117-128 (12 pages). Published By: Cambridge University Press.

- [51]. Cinar, Fadime. Kaban. Ayqa. 2012. Conflict Management and Visionary Leadership: An Application in Hospital Organizations. *Procedia - Social and Behavioral Sciences* 58:197–206. DOI: 10.1016/j.sbspro.2012.09.993. License CC BY-NC-ND 3.0
- [52]. Federman, M. (2006). Essay: Towards an effective theory of organizational effectiveness. [Online] Available: http://whatisthemessage.blogspot.com/2006_03_01_archive.html
- [53]. Fenwick, F. J. & Gayle, C. A. (2008). Missing Links To Understanding The Relationship Between Leadership And Organizational Performance. *International Business & Economics Research Journal, Volume 7*.
- [54]. Ferguson, A. (2007), Employee engagement: Does it exist, and if so, how does it relate, to performance, other and individual differences?
- [55]. Fidler, B. (1989), "Strategic management: where is the school going?", in Fidler, B. and Bowles, G. (Eds), *Effective Local Management of Schools: A Strategic Approach*, Longman, Harlow, pp. 19-35.
- [56]. Fitzgerald, S. Schutte. S. N. 2010. Increasing transformational leadership through enhancing self-efficacy. *Journal of Management Development*. ISSN: 0262-1711.
- [57]. Fleming, J. H. and Asplund, J. (2007). *Human Sigma: Managing the Employee-Customer Encounter*. Gallup Press, Washington.
- [58]. Fry, L. W. (2003). Towards a Theory of Spiritual Leadership. *The Leadership Quarterly*, 14,
- [59]. Ganji and Dalvi (2014). The Impact of Ethical Leadership on job stress and turnover intention in nurses: Case study of nurses in the hospitals affiliated to Shahrekord University of Medical Sciences. DOI: 10.6007/IJARBS/v4-i2/588
- [60]. Gannon, J.M. Doherty, L. & Roper, A., 2012. The role of strategic groups in understanding strategic human resource management, *Personnel Review*, 41 (4), 513-546
- [61]. Gardner, W. L., Avolio, B. J., Luthans, F., May, D. R., & Walumbwa, F. (2005). "Can you see the real me?" A self-based model of authentic leader and follower development. *The Leadership Quarterly*, 16(3), 343–372. <https://doi.org/10.1016/j.leaqua.2005.03.003>.
- [62]. Ghahremani Germi, M., & Hasanzadeh, M. (2015). Describing model of empowering managers by applying structural equation modeling: A case study of universities in Ardabil. *International Journal of Organizational Leadership*, 4, 127–143.
- [63]. Ghorpade, J., Lackritz, J., & Singh, G. (2007). Burnout and personality: Evidence from academia. *Journal of Career Assessment*, 15(2), 240–256.
- [64]. Giberson, T. R., Resick, C. J., Dickson, M. W., Mitchelson, J. K., Randall, K. R., & Clark, M. A. (2009). Leadership and organizational culture: Linking CEO characteristics to cultural values. *Business Psychology*, 24, 123–137.
- [65]. Gillespie, N. A., & Mann, L. (2004). Transformational leadership and shared values: The building blocks of trust. *Journal of Managerial Psychology*, 19(6), 588–607.
- [66]. Grillo, G. (2013) Gallup Global Employee Engagement Survey Report. http://www.guancha.cn/america/2013_11_08_184201.shtml
- [67]. Grojean, Michael .W. Resick, Christian. J. Dickson. Marcus. W and Smith. Brent. D. 2004. Leaders, Values, and Organizational Climate: Examining Leadership Strategies for Establishing an Organizational Climate regarding Ethics. *Journal of Business Ethics* Vol. 55, No. 3 (Dec., 2004), pp. 223-241 (19 pages).
- [68]. Guillen, M., & Gonzalez, T. F. (2001). The ethical dimension of managerial leadership: Two illustrative case studies in T & M. *Journal of Business Ethics*, 34(3-4), 175-189.
- [69]. Hambrick, D. C., & Mason, P. A. (1984). Upper echelons: The organization as a reflection of its top managers. *The Academy of Management Review*, 9(2), 193–206. <https://doi.org/10.2307/258434>
- [70]. Harter, J. K., & Schmidt, F. L. (2000). Validation of a performance-related and actionable management tool: A meta-analysis and utility analysis. Lincoln, NE: Gallup Technical Report.
- [71]. Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis, *Journal of Applied Psychology*, 87(2), 268-279.
- [72]. Harter, J.K., Schmidt, F.L., & Keyes, C.L. (2002). Well-Being in the Workplace and its Relationship to Business Outcomes: A Review of the Gallup Studies. In C.L. Keyes & J. Haidt (Eds.), *Flourishing: The Positive Person and the Good Life* (pp. 205-224). Washington D.C.: American Psychological Association.
- [73]. Henry, E. A. (2011). Is the influence of organizational culture on organizational effectiveness universal? An examination of the relationship in the electronic media (radio) service sector in the English speaking Caribbean. Unpublished PhD theses. University of Mississippi
- [74]. Hitt, M. 1998. Strategic leadership for the 21st century. *Business Horizons*. Marketing Business and Management
- [75]. House and Mitchell, 1974. R.J. House, T.R. Mitchell. Path-goal theory of leadership. *Journal of Contemporary Business*, 5 (1974), pp. 81-97 <https://entrepreneurship.babson.edu/why-is-leadership-important/>
- [76]. Jackson, S., Schuler, R. and Jiang, K. (2014) An Aspirational Framework for Strategic Human Resource Management. *The Academy of Management Annals*, 8, 1-56. <http://dx.doi.org/10.1080/19416520.2014.872335>
- [77]. Jogulu, U.D. (2010). Culturally-linked leadership styles. *Leadership & Organization Development Journal*.

- [78]. Johnson, Wolf, Cynthia (1995). College student Leadership in multiracial, multi ethnic Environments: AN exploratory and descriptive study. Unpublished doctor thesis. Higher Education administration.
- [79]. Jung, D., Yammarino, F.J. and Lee, J.K. (2009) Moderating Role of Subordinates' Attitudes on Transformational Leadership and Effectiveness: A Multi-Cultural and Multi-Level Perspective. *The Leadership Quarterly*, 20, 586-603. <http://dx.doi.org/10.1016/j.leaqua.2009.04.011>
- [80]. Kahn, W.A. (1990) 'Psychological conditions of personal engagement and disengagement at work', *Academy of Management Journal*, Vol 33, pp692-724.
- [81]. Khuntia, R., & Suar, D. (2004). A Scale to Assess Ethical Leadership of Indian Private and Public Sector Managers. *Journal of Business Ethics*, 49, 13-26. <https://doi.org/10.1023/B:BUSI.0000013853.80287.d>
- [82]. Lee and Chuang (2009). The Impact of Leadership Styles on Job Stress and Turnover Intention: Taiwan Insurance Industry as an Example. www.hclee@ttu.edu.tw
- [83]. Lenkov, D. S., Judge, W., & Wright, P. (2005). Strategic leadership and executive innovation influence: An international multi-cluster comparative study. *Strategic Management Journal*, 26, 665–682.
- [84]. Likert, Rensis. *New Patterns of management*. New York: McGraw-Hill Book Company, 1961.
- [85]. Limsila, K. and Ogunlana, S.O. (2008) Performance and Leadership Outcome Correlates of Leadership Style And subordinate Commitment. *Engineering, Construction and Architectural Management*, 15, 164-184. <http://dx.doi.org/10.1108/09699980810852682>
- [86]. Liu, A. M. M. Chiu, W. M. Fellows, R. 2007. Enhancing commitment through work empowerment. *Engineering Construction & Architectural Management* 14(6):568-580. DOI: 10.1108/09699980710829021
- [87]. Lok, P., & Crawford, J. (2003). The effect of organizational culture and leadership style on job satisfaction and organizational commitment. *Journal of Management Development*, 23(4), 321-338. doi: 10.1108/02621710410529785L
- [88]. Lok, Peter. Westwood Robert Ian. Crawford. John. 2005. Perceptions of Organisational Subculture and their Significance for Organisational Commitment. *Applied Psychology* 54(4). DOI: 10.1111/j.1464-0597.2005.00222.x. Source OAI.
- [89]. Lussier, R. 2000. *Management Fundamentals: Concepts, Applications, Skill Development* / R.N. Lussier. Source OAI
- [90]. Luthans, F. (2002a). Positive organizational behavior: developing and managing psychological strengths. *Academy of Management Executive*, 16, 57– 72.
- [91]. Luthans, K.W. and Jensen, S.M. (2005). The Linkage between Psychological Capital and Commitment to Organizational Mission: A Study of Nurses. *Journal of Nursing Administration*, 35, 304-310
- [92]. Macey, W. H., & Schneider, B. (2006). Employee experiences and customer satisfaction: Toward a framework for survey design with a focus on service climate. In A. I. Kraut (Ed.), *Getting action from organizational surveys* (pp. 53–75). San Francisco: Jossey-Bass.
- [93]. Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual review of psychology*, 52(1), 397-422.
- [94]. Mat, J. (2008). *The Influence of Leadership Style on Internal Marketing in Retailing*. PhD Thesis, University of Stirling.
- [95]. Mayer, D. M., Kuenzi, M., & Greenbaum, R. L. (2010). Examining the link between ethical leadership and employee misconduct: The mediating role of ethical climate. *Journal of Business Ethics*, 95, 7–16.
- [96]. Mayer, D. M., Kuenzi, M., & Greenbaum, R. L. (2010). Examining the link between ethical leadership and employee misconduct: the mediating role of ethical climate. *Journal of Business Ethics*, 95(Suppl 1), 7–16. <https://doi.org/10.1007/s10551-011-0794-0>
- [97]. McDermott, C. M., & Stock, G. N. (1999). Organizational culture and advanced manufacturing technology implementation. *Journal of Operations Management*, 17(5), 521–533.
- [98]. McCann, J. (2004). Organizational effectiveness: Changing concepts for changing environments. *Human Resource Planning*, 27(1).
- [99]. McGregor, J. M. Douglas M. *The human side of enterprise*. McGraw-Hill, 1961.
- [100]. Melisa Erdilek Karabayb, Mehmet Naci Efec, 2012. The Effects of Leadership Styles and the Communication Competency. The Case of Turkish Banks. *Marmara University, Istanbul, 34070, Turkey Beykent University, Istanbul, 34500, Turkey*.
- [101]. Mester, C., Visser, D. and Roodt, G. (2003). "Leadership style and its relation to employee attitudes and behavior". *SA Journal of Industrial Psychology*, Vol.29 No.2, pp. 72-82.
- [102]. Mulki, J. P., Jaramillo, F., & Locander, W. B. (2006). Effects of ethical climate and supervisory trust on salesperson's job attitudes and intentions to quit. *Journal of Personal Selling & Sales Management*, 26(1), 19–26.
- [103]. Mulki, Jay. Jaramillo, Fernando. Jorge. Locander. William B. 2006. Effect of Ethical Climate on Turnover Intention: Linking Attitudinal- and Stress Theory. February 2008. *Journal of Business Ethics* 78(4):559-574. DOI: 10.1007/s10551-007-9368-6. Source RePEc
- [104]. Munir, F. Nielsen, K. and Carneiro, I. G. 2009. Transformational leadership and depressive symptoms: A prospective study. *Journal of Affective Disorders* 120(1-3):235-9. DOI: 10.1016/j.jad.2009.03.020. Source PubMed

- [105]. Özaralli, N. (2003). Effects of transformational leadership on empowerment and team effectiveness. *Leadership & Organization Development Journal*, 24(6), 335–344. <https://doi.org/10.1108/01437730310494301>
- [106]. Palanski, M., Avey, J. B., & Jiraporn, N. (2014). The effects of ethical leadership and abusive supervision on job search behaviors in the turnover process. *Journal of Business Ethics*, 121(1), 135–146. Doi: 10.1007/s10551-013-1690-6.
- [107]. Peterson, Suzanne. J & Luthans, Fred. 2003. The positive impact of development of hopeful leaders. *Leadership & Organization Development Journal* 24(1):26-31. DOI: 10.1108/01437730310457302
- [108]. Prestholdt, P. H., Lane, I. M., & Mathews, R. C. (1987). Nurse turnover as reasoned action: Development of a process model. *Journal of Applied Psychology*, 72(2), 221–227. <https://doi.org/10.1037/0021-9010.72.2.221>
- [109]. Rafferty, A. M., Maben, J., West, E., & Robinson, D. (2005). What makes a good
- [110]. Rezvanpour, M. (2008). The role of leadership in organizational integrity and five ethical leadership styles. *The Journal of Car Industry*, 119, 21–23.
- [111]. Robbins, S.P., Decenzo, D.A. and Coulter, M. (2010) Fundamentals of Management: Essentials Concepts and Application. 7th Edition, Prentice Hall, Upper Saddle River.
- [112]. Robert Kreitner, Angelo Kinicki. 2008. Organizational Behavior. McGraw-Hill Irwin, 2008 - Decision making - 564 pages.
- [113]. Robinson, D., Perryman, S. and Hayday, S. (2004) The Drivers of Employee Engagement Report 408. Institute for Employment Studies, UK.
- [114]. Saks, A. M. Antecedents and Consequences of Employee Engagement. *Journal of Managerial Psychology* 21(7):600–619. DOI: 10.1108/02683940610690169
- [115]. Santora, J.C., Seaton, W. & Sarros, J.C. (1999). Changing [31]. Times: Entrepreneurial Leadership in a Community-based Nonprot Organisation. *Journal of Leadership Studies*, 6(3- 4); 101- 109
- [116]. Seibert, S. E., Silver, S. R., & Randolph, W. A. (2004). Taking Empowerment to the Next Level: A Multiple-Level Model of Empowerment, Performance, and Satisfaction. *Academy of Management Journal*, 47(3), 332–349. <https://doi.org/10.2307/20159585>
- [117]. Society for Human Resource Management (SHRM). (2014). Employee job satisfaction and engagement: The road to economic recovery. Retrieved from https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Documents/14-0028%20JobSatEngage_Report_FULL_FNL.pdf
- [118]. Sooksan Kantabutra. Gayle C. Avery. 2011. Follower Effects in the Visionary Leadership Process. *Journal of Business & Economics Research (JBER)* 4(5). DOI: 10.19030/jber.v4i5.2665
- [119]. Stogdill, R. M. & Coons, A. E. 1957. Leader Behavior its Description and Measurement. Ohio: Bureau of Business Research, The Ohio State University, 88, 1-27.
- [120]. Toor, S.-u.-R., & Ofori, G. (2009). Ethical leadership: Examining the relationships with full range leadership model, employee outcomes, and organizational culture. *Journal of Business Ethics*, 90(4), 533–547. <https://doi.org/10.1007/s10551-009-0059-3>.
- [121]. Trevino, L.K., Hartman, L., & Brown, M. (2000). Moral Person and Moral Manager: How Executives Develop a Reputation for Ethical Leadership. *California Management Review*, 4, 128.
- [122]. Van den Akker, L. Heres, K. M. Lasthuizen, F. E. 2012. Ethical leadership and trust: It's all about meeting expectations. *Jurnal, international Journal of leadership Studies*. Vol, 5. Issue 2.
- [123]. Van den Akker, Lenny. Heres, Leonie. Lasthuizen, Karin and Frédérique E. Ethical leadership and trust: It's all about meeting expectations. *Journal of Leadership Studies* 5(2):102-122
- [124]. Vance, R. 2006. Employee engagement and commitment: A guide to understanding, measuring and increasing engagement in your organization. *SHRM* (2006)
- [125]. Venkataraman, S. (1997). The distinctive Domain of [39]. *Entrepreneurship Research: An Editor's Perspective*, in J. Katz & J. Brodtkhaus (eds), *Advances in Entrepreneurship Firm Emergence, and Growth*. Greenwich: CTJAI.
- [126]. Victor, B., & Cullen, J. B. (1988). The organizational bases of ethical work climates. *Administrative Science Quarterly*, 33(1), 101–125. <https://doi.org/10.2307/2392857>
- [127]. Vinitwatanakhun, M. W. (1998). Factors affecting organizational effectiveness of nursing institutes in Thailand. 1-5. [Online] Available: <http://www.journal.au>.
- [128]. Walumbwa, F. O. Mayer, D. M. Wang, P. Wang, H. Workman, K. M. Christensen, A. 2011. Linking Ethical Leadership to Employee Performance: The Roles of Leader-Member Exchange, Self-Efficacy, and Organizational Identification. *July 2011. Organizational Behavior and Human Decision Processes* 115(2):204-213. DOI: 10.1016/j.obhdp.2010.11.002. Source RePEc.
- [129]. Wang, P., & Walumbwa, F. O. (2007). Family-friendly programs, organisational commitment and work withdrawal: The moderating role of transformational leadership. *Personnel Psychology*, 60(2), 397-427.
- [130]. Wellins, R. S., Bernthal, P., & Phelps, M. (2005). Employee engagement: The key to realizing competitive advantage. *Development Dimensions International*, 5, 1- 31.
- [131]. Wolfe, K., & Kim, H. J. (2013). Emotional intelligence, job satisfaction, and job tenure among hotel managers. *Journal of Human Resources in Hospitality & Tourism*, 12(2), 175–191.

- [132]. Wollard, K. K., & Shuck, M. B. (2011). Antecedents to Employee Engagement: A Structured Review of the Literature. *Advances in Developing Human Resources*, 13, 429-446. doi: 10.1177/1523422311431220
- [133]. Wollard, K. K., & Shuck, M. B. (2011). Antecedents to Employee Engagement: A Structured Review of the Literature. *Advances in Developing Human Resources*, 13, 429-446. doi: 10.1177/1523422311431220
- [134]. Yagil, D. (2006). The relationship of abusive and supportive workplace supervision to employee burnout and upward influence tactics. *Journal of Emotional Abuse*, 6(1), 49–65. https://doi.org/10.1300/J135v06n01_03
- [135]. Yasemin Y. Kor. Rita Dorothea Gunther McGrath. Ian C MacMillan. 2000. *The Entrepreneurial Mindset: Strategies for Continuously Creating Opportunity in an Age of Uncertainty*. Academy of Management Review 26(3):457. DOI: 10.2307/259188
- [136]. Yukl, G. (1998). *Leadership in organizations* (4th ed.). Englewood Cliffs, NJ: Prentice Hall.
- [137]. Zahedi, S. (1999). A comparative study of leadership styles. *Journal of Governmental Management*, 45, 14–32.
- [138]. Zehir, C., Müceldili, B., Altındağ, E., Pehitoğlu, Y., & Zehir, S. (2014). Charismatic leadership and organizational citizenship behavior: The mediating role of ethical climate. *Social Behavior & Personality: An International Journal*, 42(8), 1365–1375.
- [139]. Zhang, L. (2010). *The Language Arts of Cosmetic Advertisements*. M.A. Thesis, Wuhan: Central China Normal University.
- [140]. Zhu, W., Chew, I.K., & Spangler, W.D. (2005). CEO transformational leadership and organizational outcomes: The mediating role of human capital-enhancing human resource management. *The Leadership Quarterly*, Vol. 16, No. 1, pp. 39-52.