

The Effect of Strategic Leadership, Leadership Theories, Leadership Styles in Policing to Assist Development Management and Leadership

Dr. John Motsamai Modise
South African Police Service

Abstract:- Generally speaking, leadership is considered as being essential to performance, and enhancing police leadership is a fundamental component of the police reform agenda. There hasn't been any concrete research to far that links specific police leadership philosophies to effective police performance. There has never been a commonly acknowledged leadership theory against which practice could be evaluated or any clarity regarding how police leadership may need to alter whenever police performance has been criticized and police leadership has as a result come under examination. It appears very likely that some of the currently used styles will be more successful than others. In order to satisfy the demands of the modernization and police reform agendas, this research was created to help the Police Leadership Development Board assess how police leadership has to improve.

Keywords:- Characteristics, Effective Leadership, Group, Methods, Organization, Research, Leadership; Organizational Change, Transformational Leadership.

I. INTRODUCTION

Due to the bureaucratic nature of law enforcement organizations, the police culture, and the civil nature of the profession, police leadership is frequently underdeveloped (Crank, 1998). Leadership represents an essential part of research conducted in management and organizational behavior. According to Robbins and Coulter (2009), leadership is a process of influencing people towards achieving individual and organizational goals. This impact may come from a formal right that the organization has granted to administrative roles, or it may occur simultaneously. Leadership can be largely defined as “the relationship between an individual and a group built around some mutual interest wherein the group behaves in a manner directed or determined by the leader” (Rehman et al., 2012: 1). Thus, leadership is the capacity to influence, motivate and allow others to contribute to the efficiency and success of an organization (House et al., 2002). Effective leadership, by highlighting the importance of the work accomplished by employees, positively affects motivation at work and incites individuals to perform tasks according to the leader's expectation (Fullen, 2001). Therefore, leadership may play a crucial role in developing organizational commitment.

Police leadership serves as catalysts in bringing and nurturing innovation at individual, team and overall organization level. In order to encourage innovation in their enterprises, the role of the leader has expanded significantly (Hemlin, 2012, Kim and Yoon, 2015). The significance of leadership has been highlighted by studies (Brown and Campbell, 1994; Friedmann, 1992; Tang and Hammontree, 1992) that found that police leaders' actions, values, beliefs, goals, and styles had a significant impact on rank-and-file officers, particularly any process of change within the police organization. Police chiefs also had power over a number of important factors that affect officers' attitudes and departmental philosophy, such as how rules are interpreted, the level of assistance, and supervision. Unfavorable characteristics of police leadership behaviors, such as routinely empty and ritualistic gestures, authoritarian, conservative, and cautious management styles, inadequate communication skills, and a lack of managerial support, have also been noted in a number of studies (Delattre, 1996; Goldsmith, 1990; Waters, 1995).

A specific kind of influencing behavior is leadership. It can be observed in action in a variety of circumstances, but it particularly stands out when individuals must cooperate to accomplish a shared objective. The role of leadership in organizations is to command an employee in a single, straight line of command toward the accomplishment of work objectives. Someone participating in a set of behaviors known as leadership is considered to be in an elected, appointed, or other specific position of influence in a social system. Since followers look up to the leader for direction, taking up a leadership role is considered as appropriate, whether formally or informally.

II. CONCEPTUAL FRAMEWORK ON LEADERSHIP

The human capital theory served as the conceptual foundation for this investigation. The human capital hypothesis was first proposed by Schultz (1961) in the 1960s. It holds that education or training conveys practical knowledge and abilities, which in turn raises workers' future income by increasing their lifetime wages. According to the human capital theory, improved organizational performance and efficiency result from higher individual performance due to expenditures in education (Schultz, 1961). Human capital is made up of abilities, skills, knowledge, experience, behavior, and personal time investment, all of which are

products of conscious investments in the individuals that make up a business (Khan & Hudson, 2014).

Business leadership must adapt to the new competitive needs of the 21st century as company environments change. A change in leadership studies reflects this need to progress. Previous leadership research, according to Avery and Bergsteiner (2011), tended to be more individualized, whereas current research takes a more comprehensive approach to leadership skills and how they affect both the internal and external corporate environment. The idea of human capital, which is a key factor in long-term organizational performance, is a topic of this research that is becoming more and more significant (Schultz, 1961). The processes related to education, training, and other professional activities for raising the levels of knowledge, skills, talents, values, and social assets of employees are referred to as human capital theory; human capital is the most valuable resource for a business (Khan & Hudson, 2014). Enhancing these procedures may result in happier employees who work harder and produce better work, as well as improved organizational performance (Gamerschlag, 2013).

Successful organizational leaders share their visions with followers and encourage, persuade, and motivate them to take initiative and be innovative inside their organizations (Al-sharafi & Rajjani, 2013). To meet the problems in the areas where these organizations operate, law enforcement officers must undergo a comprehensive range of leadership training due to ongoing change (McMullen & Adobor, 2011).

III. HISTORICAL OVERVIEW OF LEADERSHIP

The Anglo-Saxon phrase "lead," which denotes a road, a path, or the course of a ship at sea, is where the terms "leader," "leadership," and "lead" first appeared. The causal versions of the verb "lead" are to go, to travel, to lead, or to have led. The word "shape," which meaning to give anything shape, is where the suffix "ship" in the word "leadership" comes from. As shown by the word's etymology, the idea of leadership can be connected to a journey (Adair, 2010). As a result, a leader is someone who sets the course for others they travel with. Even if there are various opinions on the exact function of leaders, this steersman analogy is still relevant today. The proponents of this metaphor can be divided into two groups: (1) those who regard leaders as individuals who move chess pieces on a human scale, and (2) those who see leaders as those who persuade others to go on the journey by appealing to their collective imagination. The second type of leader inspires workers to pledge. When looked at from multiple angles, the concept of leadership can be explored in many ways and characterized in a variety of ways. Generally, there are four parts that make up leadership (Nourthouse, 2010):

- *Leadership is A Process:*

Leadership is a result of a leader's and his or her followers' mutual engagement. In other words, the leader is both influenced by and subject to the impact of his or her

followers. This element highlights the fact that leadership is viewed as both a linear effect and an interaction process.

- *Leadership Requires Impact*

Without the effect, leadership cannot be mentioned. This requirement is the sine qua non of leadership. According to Maxwell (1993), while everyone has a general understanding of what leadership is, very few people genuinely understand it. Similarly, while many individuals aspire to be leaders, very few actually succeed in doing so. He summarized his 40 years of research on leadership by defining it as impact—neither more nor less. The ability to draw followers has an impact.

- *Leadership Develops in Groups:*

This element explains the environment in which leadership develops. Leadership entails guiding a particular group toward a shared objective. This particular group may be tiny, large, or a task team. In any event, it is the leader's job to persuade the group to think about the common objectives.

- *Leadership Demands Calling Attention to Shared Objectives:*

A leader is someone who channels the group's energy toward the achievement of shared objectives. In this regard, the group's leader must set clear, transparent, and understandable goals and make sure that everyone in the group can agree on them. She or he must also plan activities that allow everyone to comprehend these shared objectives clearly.

Many authors (including Pointer (2005), Pomey, Denis, Baker, Prével, and Macintosh-Murray (2008), as well as Goleman, Boyatzis, and McKee (2002)) claim that successful people seek to achieve their own as well as their professional and organizational goals. Leaders, in particular, have a tendency to naturally possess and then develop specific leadership qualities and abilities in order to cope with issues that may arise in a variety of contexts throughout life and assist others in effectively overcoming obstacles. As a result, those without fully developed, acceptable leadership qualities frequently run into insurmountable challenges and face career stagnation (Pomey et al. 2008).

In accordance with Palestini (2009), a leader's first duty is to forge a workable vision, and their second duty is to show appreciation. Between these two duties, according to Palestini, a leader must be the servant of the servants. In this situation, Palestini emphasized that being a leader entails having access to possibilities that might significantly impact the lives of followers. In other words, the leader deals with the root of the problem and prevents pain rather than causing it. Leadership, according to Robbins and Judge (2017), is the capacity to persuade a group to pursue its objectives and vision. This impact may come from a formal right that the organization has granted to administrative roles, or it may occur simultaneously. Not all executives should be leaders in this situation, and not all leaders should be executives (Kocel, 2005).

IV. POLICE LEADERSHIP

By arguing that it is this heroic perception of police leadership that has been rooted in the fictitious characteristics of authoritarian, centrally-controlled, mindless subordinates trained to shoot first and ask questions later, Kopel and Blackman (1997) also agreed with the military-based modeling of the police leadership. The obstacles preventing advancements in how law enforcement agencies go about their work of policing society are brought about by this false perception of leadership in the police organizations. To cope with crime situations and societal disasters, for instance, police leaders must effectively communicate and foster a shared understanding of the situation at hand to reduce the fear and ambiguity that subordinates on the ground may experience (Al-Jenaibi, 2013).

These challenging and complicated jobs are what make police leadership an important responsibility, a titanic undertaking, and an opportunity to change how an organization is run. Yet, the idea of leadership is influenced by culture in such a way that societies that value hierarchy or clan tend to have police officers that exhibit authoritarian traits, as opposed to democratic societies where leaders would exhibit participative traits (Cameron and Quinn, 1999). This study seeks to understand the intricate structure of police leadership and the impact of the environment on the fundamental idea.

Powerful senior law enforcement professionals that lead their departments exercise a lot of control. It is crucial to achieve a compromise between fundamental, usually antagonistic ideals because of their position in uncertain situations like a turbulent global economy (Goldstein, 1977). In order to survive in such situations, senior law enforcement officials are constantly under pressure to adapt and change. The elements of police leadership are of the utmost significance to sector professionals. Officials in the police department have been cautioned to recognize that leadership may be shown at any level of the organization. Police leadership, according to Haberfeld (2006: 3), is the "capacity to take command of a potentially combustible scenario that arises on the street" in an instant. She argues that police executives and policy makers need to be aware that line officers are "the genuine leaders on the streets, exercising their leadership talents in everyday encounters with the community" (Haberfeld, 2006: 3).

According to Baker (2006:41), police managers demonstrate successful leadership in many ways based on their position within the organization. Senior leadership should devote their time to creating and communicating the organization's vision, planning the trip by deciding on strategic objectives, and engaging in cooperative work and job delegation. Middle managers in the police force organize and plan, mentor and coach, create teams, and provide their employees power and recognition. First-line managers oversee teams, teach them, and assess performance while setting an example for others to follow. These characteristics emphasize how important it is for a police leadership to

incorporate and value all members of the organization. Coaching and mentoring of those responsible for the agency's daily operations ensures that the leader's vision will be carried out and the business will succeed. Also, managers could improve leadership by learning about the requirements and expectations of their staff members. Due to the police culture, the bureaucratic character of law enforcement agencies, and the civil nature of the profession, police leadership is frequently not properly developed (Crank, 1998).

The importance of leadership in police organizations, the negative behaviors of police leaders, and the specific elements of the legal system that have an impact on leadership were revealed by a survey of the literature on police leadership. Studies (Brown and Campbell, 1994; Friedmann, 1992; Tang and Hammontree, 1992) have shown that police commanders have a significant influence on rank-and-file employees, particularly during periods of organizational instability. Additionally, police leaders had power over a number of crucial factors that affect individual police attitudes and departmental philosophy (such as how regulations are interpreted, the level of support, and monitoring). Detrimental police leadership behaviors, such as the frequent use of ritualistic and empty gestures, authoritarian, cautious, and conservative management approaches, ineffective communication techniques, and a lack of managerial support, have also been highlighted in numerous studies (Delattre, 1996; Goldsmith, 1990; Waters, 1995).

Formal rank and control are essential elements of police leadership, according to studies (Delattre, 1996; Kerr and Jermier, 1978; Wilson and McLaren, 1972), although they could be replaced or altered by the environment or by those who do not hold official positions (i.e. situational variables). Furthermore, police commanders must foster a realistic view of what constitutes success because policing inherently entails a high degree of failure (Delattre, 1996). Police personnel are held accountable for their actions despite the fact that there is frequently no clear understanding of what is expected of them. This is known as the accountability paradox. In response, police officials instruct police officers on how to behave in an effort to maintain control (Crank, 1998).

V. LEADERSHIP AND EFFECTIVE LEADERSHIP

Several attempts have been made to define leadership. This demonstrates unequivocally that a wide range of subjects are covered in discussions and debates concerning leadership. Komaki (2013), (2013), His definition states that leaders are successful when they inspire and motivate their subordinates. Willcocks (2012) defined leaders as the manner in which leaders carry out their responsibilities. Leadership is effective if leaders regularly accomplish organizational goals while carrying out their duties in an efficient manner. Lanny (2003) views a leader as someone who is sought after for his or her knowledge in data, guidelines, and consultation, contrary to Deborah (2001),

who believes that a leader is someone who can see a better environment in the future and persuade others to accompany them on the journey. However, Fischer (2016) argued that a leader is produced, not born, since experience plays a crucial part in the above-mentioned description of the leader. By claiming that all leaders are born, just like all individuals, but that they came to be in positions of leadership because of events in their lives, other circumstances, or other reasons, Marques (2010) provided more evidence for Fischer's (2016) claim that leaders are made rather than born. While the plausibility of Fischer (2016) and Marques (2010)'s arguments cannot be disputed, by acknowledging that leaders may have been born with particular qualities that increased their likelihood of becoming a leader. The relationship between a person and a group that is based on a shared interest, wherein the group acts in a way that is directed or decided by the leader, can be broadly defined as leadership (Rehman et al., 2012: 1). Thus, creating organizational commitment may require strong leadership. Bass (1990) defines leadership as the ability to influence the attitudes and behaviors of individuals within a group and among group members to achieve the desired objectives. Leadership is the practice of influencing others to achieve both personal and organizational goals, claim Robbins and Coulter (2009). Hence, according to House et al. (2004), leadership is the ability to persuade, inspire, and enable people to contribute to the effectiveness and success of an organization. Good leadership increases employee motivation at work and motivates people to complete tasks in accordance with the leader's expectations by recognizing the value of the work they have completed (Fullen, 2001).

Adair (1989) backed the argument for leaders in Great Leaders by pointing out that while leadership potential may be developed, it is not a prerequisite for having it. Adair (1989) intended for leadership to be a process or practice of being able to persuade others to achieve a goal and to steer an organization in the direction of a more organized and consistent state. Northouse (2013: 5) stated that "Leadership is a process wherein an individual inspires a group of individuals to attain a common target," and this idea supports that statement. Managers employ these techniques through their innovative and knowledgeable leadership abilities. The concept of born theory of leadership, which contends that leaders are born with specific qualities that set them apart from others, was born, however, from the idea that every individual has distinctive qualities or features that can impact one's own behaviors (Northouse, 2013).

Gehring (2007) provided an explanation of how leaders typically have a variety of personal qualities that set them apart from followers, including emotional intelligence, self-confidence, and determination, based on the idea of the born theory of leadership. A leader is defined by Bass (1990: 12) as someone who possesses the "highest number of desirable character and personality attributes." Any organization that has effective leadership is successfully led. Once more, a leader may be defined as someone with followers (Killian, 2007); hence, all leaders ought to have sway over their subordinates. Hence, it is crucial to distinguish between management and leadership because

these two aspects of organizational life are sometimes viewed as a single phenomena (Bargau, 2015).

Leadership, according to Willcocks (2012), is the manner in which a person carries out their responsibilities. When the leaders' followers receive advantages, leadership is effective. The concept of situational leadership is successfully linked to effective leadership because it depends on a leader's capacity to adjust to the environment in which they are leading (McDermott et al., 2011). Strategic planning, good communication, and successful decision-making have all been highlighted in the studies on effective leadership (Birasnav et al., 2011; Paulsen et al., 2013). This demonstrates that effective leadership is built on the pillars of planning, communication, and decision-making, and that this can only happen with strategic planning for both short- and long-term objectives. Based on various definitions, it is clear that leadership is demonstrated by a leader's capacity to inspire followers to achieve goals, make wise decisions, resolve conflicts, and ensure effective communication.

VI. LEADERSHIP THEORIES

Classical theories of leadership represent consequential attempts to defining precisely and comprehensively what is effective leadership, who is the effective leader, and in what context are the foci of leadership and organizational theories (Hibbert, Sillince, & Diefenbach, 2014). Theories on measuring leadership effectiveness have evolved over the years ("The Insight Edge: An Introduction to the Theory and Practice of Evolutionary Management," 2010) with the main focus on building a construct to explain effective leadership qualities and behaviors that increase employees' motivation and efforts (De Vries et al., 2009). Yukl (2006) postulated that leadership theories developed during the last century have undergone a major shift in focus from leader, to leader-followers, to leader-context, which can be summarized as follows:

➤ *Leader Focus:*

- Personality (Great Man & Trait Theories)
- Influence (Power and Persuasion Theories)
- Behavior (Actions of the Leader)

➤ *Situational and Context Focus:*

- Situation Leadership theory
- Contingency Model
- Path-Goal theory
- Leadership Substitute Theory

➤ *Leader-Follower Focus:*

- Transformational Leadership
- Transactional Leadership
- Political leadership
- Servant Leadership
- Group Leader

While each of these approaches contributed to the body of knowledge on leadership, only a few research efforts have attempted to discuss leadership styles from the nonprofit sector vantage point (McKenna, Rooney, & Boal, 2009; Rowold & Rohmann, 2009). Historically, the leadership traits approach is one of the earliest efforts to understand the leadership concept focused on basic personal characteristics that might differentiate leaders from non-leaders (Calloway & Awadzi, 2008). This theory assumes that leaders are born with special personal attributes and cannot be made (Karkoulian, Messarra, & Sidani, 2009). The results of hundreds of studies on personality traits were so inconsistent and found that these traits were unable to predict effective leadership the list of identified characteristics serve no practical purpose (Moorhead & Griffin, 1998; Stogdill, 1948). Failing to identify successfully clear leadership attributes led to the rejection of the concept that leaders are only born (van Eeden, Cilliers, & van Deventer, 2008). Subsequently, Hemphill, in 1949, concluded from several studies that leadership is a dynamic concept involving processes executed in three domains: the encountered situations, the leaders themselves as well as their followers (Hemphill, 1949).

Traits theory failed to develop a prevailing theoretical frame explicating those findings (House & Aditya, 1997) and the focus of studies shifted from traits to behavior (van Eeden, et al., 2008). The emphasis on behavioral patterns and leadership style has emerged as a result of the research done on leadership during the early 1950s (Stogdill & Coons, 1957). The fundamental assumption in behavioral theories of leadership is that effective leaders consistently display behavior that fits the needs of the situation, subordinates and problem at hand (Cojocar, 2009).

VII. LEADERSHIP FRAMES

While seeking to define organizations as having enormous appetites and almost consuming endless resources yet frequently generating unsatisfactory results, Bolman and Deal attach human aspects to them. Several ideas have surfaced to study organizations.

➤ *Transformational Leadership*

Transformational leadership is demonstrated by staff members who are committed to, actively pursue, and demonstrate a deep understanding of the mission, purposes, and objectives of the team to which they belong. Each team member must also be prepared to put the needs of the entire group ahead of their own. (Bass, 1990). It is safe to presume that the team in question is led by a transformative leader whenever such an incident occurs. (Bass, 1990). A transformational leadership strategy like this one tries to develop leaders who have a long-term perspective, focus on and long-term target objectives, motivate their people to go above and beyond what they regularly do, and serve as change agents rather than merely monitors and controllers (Dunham & Klafehn, 1990). The highest levels of performance, however, only result from transformational leadership when managers and staff members collaborate to sustain one another's higher standards of morals, inspiration,

and ideals (Burns, 1978). Burns believes that given this, and in view of (1978: 6-11). "Transforming leadership" provides a relationship of reciprocal stimulation and elevation that converts employees into leaders and may transform leaders into moral actors, transforming both leaders and employees. As a result, transformational leaders can be recognized, described, and described as individuals who are open to taking risks and being available when needed. They also possess the ability to keep staff members highly motivated and willing to give their all in order to successfully accomplish organizational goals and objectives. Transformational leaders have a distinct collective vision and can persuade others to adopt it through effective communication. They ensure that staff members comprehend and fervently embrace the organization's vision (Bass, 1985). To accomplish that, the leader must exhibit the traits and behaviors that motivate staff to put the interests of the entire organization above their own (Bass, 1990). Several situations and settings can benefit greatly from transformational leadership. Thus, a particular organization's structure and setting must be created to foster, recognize, and honor transformational leadership and transformational leaders (Shamir & Howel, 1999). The widespread sway that transformative leaders have on their organizations' workforce is inversely correlated with their popularity. The development or presence of vision, intellect, stimulation, challenge, and inspiration, according to Bass, was what gave transformational leaders the most influence over their workforces. Together, these elements result in excellent leadership and distinctive leaders (Avolio & Bass, 1995).

Employees are inspired and stimulated to achieve to their best potential by transformational leaders (Hartog et al. 1997). Transformational leaders that adopt a mentoring style of leadership and set a positive example boost the sense of loyalty and devotion to the organization among employees. Leaders who appear to be making personal sacrifices or taking risks that benefit the work team are more likely to be loved and inspire greater dedication in their followers (Avolio, 1999). As an alternative to the contingency theory, Bass (1985) introduced the model of transformational leadership, which was incorporated into the theoretical construct that is known as House's (1977) theory of charismatic leadership. This theoretical concept is based on the assumption that transformational leadership motivates followers beyond the expectations by raising consciousness about the value and importance of specific and idealized goals (Rowold & Kersting, 2008; Walter & Bruch, 2009). The leader addresses higher-level needs by transcending self-interest for the good of the organization (Babcock-Roberson & Strickland, 2010).

Leaders who exhibit transformational leadership have a strong set of values and ideals, and are effective in motivating followers to support greater good over self-interest (Babcock-Roberson & Strickland, 2010). Bass presented a powerful formal theory as well as models and measurements of its behavioral factors to include a full-spectrum leadership perspective (van Eeden, et al., 2008). Through his research, Bass has further refined his transformational leadership theory, indicating that

transformational leadership is about building highly effective relationships. In sum, transformational leadership theory emphasizes character and relational skills. Transformational leaders exhibit four behaviors known as the "four I's": idealistic influence, inspirational motivation, intellectual stimulation, and personalized consideration in order to advance their followers' levels of personal and professional development (Barroso Castro, Villegas Perinan, & Casillas Bueno, 2008).

Transformational leaders transcend self-interest for the greater good. In return, the leader receives trust, emulation of the leader's behavior, adoption of the leader's values and commitment to achieving the leader's vision. Loyalty and commitment are built on trust. Without trust, an organization's ability to solve problems and the ability of the leader to lead is seriously hampered (Spinosa, Glennon, & Sota, 2008). Transformation conjures up ideas of change, particularly good change. What causes this transformation is a valid question. Charisma, stimulating the minds of people who work for and with the leader, and the capacity to take developmental factors into account are all characteristics of transformational leadership (Washington, 2007). Although Downton first used the phrase "transformational leadership" in 1973, Johnson (2007) claims that it actually has its theoretical foundations in the work of political sociologist James MacGregor Burns (1978).

VIII. TRANSATIONAL LEADERSHIP

This is a management style of leadership, focusing on the mutual benefits where the leader delivers contingent rewards or recognition in return for compliance or loyalty of the followers. However, this style lacks congruency with concept of empowerment (Burpitt, 2009). Transactional approach is critical style of management to the leadership in organizations that are community-based and religious congregations such as American Muslim organizations (Asgari, et al., 2008). As shown in the perceived leadership model, the BOD is mainly management-by-exception and contingent rewards as an effective way to achieve expected goals. The main elements of transactional leadership are two: contingent reward—the exchange process between leaders and subordinates in which the effort by subordinates is traded for specific rewards; and management-by-Exception (Hardy et al., 2010; Vecchio, et al., 2008; Watson, 2009). The leadership becomes involved when there are exceptions because expectations are well known to the followers, so when the leader becomes involved he may use negative feedback or corrective criticism (Toor & Ofori, 2009). According to Burns (1978), the transactional leader mostly considers how to preserve and increase the quality of performance of his followers.

Leaders of transactional style also consists of two forms of reinforcement: active—the leader is a preventative strategy where continuous observation of followers by leaders helps to identify mistakes/rule violations in order to correct them in a timely manner (Song, et al., 2009); and passive—the leader has standards to measure performance that are based on expectations, and intervenes only after

problems have arisen (Spatig, 2009; Spinosa, Glennon, & Sota, 2008; Spoelstra, 2009; Stanley, 2008; Toor & Ofori, 2009). In this approach to leadership, leaders do not individualize the needs of subordinates nor focus on their personal development; rather, they exchange things of value with subordinates to further the agendas of both in mutual advantages that are generated via a contract (Robinson, et al., 2008).

IX. POLITICAL LEADERSHIP

Organizations are seen by Political Leadership as political settings that may accommodate a wide range of individual and collective interests. The following collection of presumptions form the foundation of the political framework: First off, organizations are coalitions made up of many people and interest groups, such as departments, professional groups, subgroups based on gender and ethnicity, and hierarchical levels. Second, there are significant disparities in values, preferences, beliefs, knowledge, and reality perceptions among people and groups. If at all, such distinctions alter slowly. Thirdly, it is crucial for organizations to make judgments regarding the distribution of limited resources, which determine who receives what. Fourthly, because resources are limited and there are deep-seated disparities between individuals, power is the most valuable resource and conflict is unavoidable. Last but not least, organizational objectives and choices result from bargaining, negotiation, and struggle for influence among coalition members. Conflict over limited resources and divergent interests are unavoidable aspects of organizational life.

The issue is how each group expresses its preferences and wields its influence to achieve its goals. Conflict is not always a bad thing in politics. Thus, rather than the resolution as is frequently the case in both structural and human resource frames, the emphasis is on their approach and methods. Political leaders are advocates and negotiators who place an emphasis on procedures like networking, forging alliances and power bases, and striking deals.

➤ *Group Leadership*

In contrast to individual leadership, some organizations have adopted group leadership. In this situation, more than one person provides direction to the group as a whole. Some organizations have taken this approach in hopes of increasing creativity, reducing costs, or downsizing. Others may see the traditional leadership of a boss as costing too much in team performance. In some situations, the team members best able to handle any given phase of the project become the temporary leaders. Additionally, as each team member has the opportunity to experience the elevated level of empowerment, it energizes staff and feeds the cycle of success. Leaders who demonstrate persistence, tenacity, determination, and synergistic communication skills will bring out the same qualities in their groups. Good leaders use their own inner mentors to energize their team and organizations and lead a team to achieve success.

➤ *Symbolic Leadership*

The fundamental question of meaning and of individual and collective interests is to be interpreted and elaborated upon by symbolic leadership. The following collection of presumptions form the foundation of the political framework: First of all, organizations are coalitions made up of various people and interest groups, such as departments, professional groups, subgroups by gender and race, and hierarchical levels. Second, there are significant disparities in values, preferences, beliefs, knowledge, and reality perceptions among people and groups. If at all, such distinctions change gradually. Thirdly, it is crucial for organizations to make judgments regarding the distribution of limited resources, which determine who receives what. Fourthly, because resources are limited and there exist persistent disparities between individuals, power is the most significant resource and conflict is unavoidable.

Finally, decisions made by the organization are the result of bargaining, negotiating, and positional competition among coalition members. Conflict over limited resources and divergent interests are unavoidable aspects of organizational life. How will each group express its preferences and wield power to achieve its goals is the key question. Conflict isn't always a bad thing in politics. Thus, rather than the resolution as is frequently the case in both structural and human resource frames, the emphasis is on their approach and methods. Political leaders are advocates and negotiators who place an emphasis on procedures like networking, forging alliances and power bases, and striking deals.

➤ *Servant Leadership*

This phrase, coined by Robert Greenleaf in the 1970s, refers to a leader who is frequently not publicly acknowledged as such. A "servant leader" is someone who, at whatever level within an organization, just takes care of the requirements of the team to lead. Some, however, contend that those who employ servant leadership may find themselves falling behind leaders who employ alternative leadership philosophies in competitive leadership environments. This leadership approach needs time to be applied appropriately, therefore it is unsuitable for situations requiring you to make hasty judgments or adhere to strict deadlines.

X. SIGNIFICANCE OF CHARACTERISTICS OF EFFECTIVE LEADERSHIP

Leaders are required to build confidence and self-esteem. In addition, they need to maintain a strong integrity in terms of themselves and others. With this the leaders form the viewpoint that all the factors within the organization need to be reinforced in an effectual and satisfactory manner. The leaders must prioritize improving intergroup communication and encouraging teamwork. They must make sure that everyone in the group develops friendly relationships with others. As disputes and conflicts arise among the group's members, the leaders educate them on peaceful conflict resolution techniques and encourage goodwill and cooperation. On the other side, when staff

members have issues or complaints, they typically speak with their managers. They can be communicated verbally or online. So, it is the responsibility of leaders to effectively comprehend issues and concerns and offer solutions. Hence, when leaders concentrate on encouraging teamwork and offering solutions to issues, the relevance of traits of effective leadership is understood.

For leaders, achieving difficult and demanding goals and objectives is essential. To achieve difficult objectives in an efficient manner, they must assert their qualities and guide and lead their subordinates in the proper direction. In some cases, the subordinates are not well-aware in terms of measures and approaches in terms of implementation of tasks and functions and achieving goals and objectives. So, the leaders must encourage and motivate them to adopt the necessary mindsets for carrying out tasks and functions. When people encounter obstacles, leaders must provide information to help them overcome them and advance company objectives. Employees are more likely to realize the importance of the traits of effective leadership, feel satisfied in their work, perform well, and keep their employment when they believe that their leaders have an accessible personality, a friendly attitude, and are understanding. Employees are motivated to accomplish their job obligations and attain goals, thus the value of successful leadership traits is understood in this situation.

Within the course of implementation of job duties, there are occurrence of risks. Risks normally cause apprehensiveness and vulnerability among individuals. As leaders, the individuals need to maintain high levels of trust through consistent levels of honesty, professionalism, righteousness, confidence and clarity. Furthermore, they need to augment their understanding and generate awareness in terms of various factors that would alleviate risks. It is the job duty of the leaders to ensure that employees are not overwhelmed by risks. The risks should not become impediments within the course of implementation of job duties and achievement of goals and objectives. Successful leaders are wise and astute and understand the problems and needs of others, know the need for commitment, augment energy levels and inculcate the traits of morality and ethics. Therefore, it can be stated, the significance of characteristics of effective leadership is recognized, when the leaders make provision of support and assistance to the employees to cope with risks and eliminate problems and concerns.

XI. CHARACTERISTICS AND QUALITIES OF LEADERSHIP

Good leaders have traits like competence and ability, competence and ability, responsibility, passion and dedication, resilience, emotional intelligence, humility, transparency, vision and purpose, teamwork, and instructional tactics. They also have traits like creativity and invention, empathy, and emotional intelligence. Effective leadership possesses the qualities stated below:

➤ *Integrity and Sincerity*

Being honest and demonstrating a constant and unwavering adherence to high moral and ethical standards are both manifestations of integrity. Honesty, accuracy, and truthfulness are considered to be the three pillars of integrity. Leaders strive to hold onto their positions once they have attained them. It is obvious that people must have an excellent understanding of their job obligations and put these attributes into practice in order to maintain their jobs and feel satisfied with their work. Giving correct information is emphasized by these characteristics. Leaders decide to be open and truthful with everyone they work with throughout their careers, despite the disturbing truths. Since honesty and integrity are regarded as crucial traits that might boost a leader's performance, this is often true.

Effective leadership is seen to require honesty and integrity above all else. Leaders must exhibit honesty and integrity while carrying out their duties. (Hasan, 2019). There are several things to consider while illustrating honesty and integrity. Maintaining good terms and relationships with others, keeping one's word and commitments, realizing one's job duties and responsibilities, paying attention to factors in the internal and external environment, staying focused, striking a balance between one's personal and professional lives, imparting factual information to others, instilling the qualities of morality, ethics, diligence, and conscientiousness, and treating subordinates with respect and consideration are some of these. These elements would significantly strengthen the qualities of honesty and integrity. Successful leaders understand that despite the many challenges they face while doing their work, they must continually demonstrate honesty and integrity. Thus, these qualities are well regarded.

➤ *Confidence*

The emotion or conviction that one can trust or rely on someone or something is referred to as confidence. It is having faith in oneself. It is the notion that one must overcome obstacles and problems. Realistic perceptions of one's capabilities and a sense of security in that knowledge are prerequisites for confidence. The leaders must make sure they are proficient in their job-related information. Additionally, they must possess the knowledge and confidence to apply it in a sensible and beneficial way. The leaders must see to it that their subordinates receive knowledge on how to boost their confidence levels and get over feelings of vulnerability and apprehension. If the company's executives and other workers understand how to increase confidence, they will be able to carry out their responsibilities and achieve the desired results.

Being confident is not innate or a predetermined trait. It is a skill that can be learnt and improved with practice (Confidence, 2020). The practice of it on a regular basis is one of the key techniques to build confidence levels. When leaders are confident, they frequently adopt the mindset that they can effectively address a variety of issues and obstacles. The leaders' confidence levels, on the other hand, would enable them to carry out their tasks in a well-organized manner, free from issues and difficulties, even if

they were overwhelmed by the volume of their job duties. Regardless of the types of businesses that the leaders work for, they must improve their knowledge and abilities, practice frequently, and collaborate with others to boost their confidence levels.

➤ *Skills and Abilities*

It is clear that in order to perform their work obligations effectively and win the respect and admiration of their fellow employees, leaders must have the necessary skills and abilities. The various sorts of skills that leaders must possess include interpersonal, organizational, time management, leadership, analytical, critical thinking, decision-making, technical, work-ethic, and conflict resolution techniques. These are the abilities that must be utilized in all employment settings. Furthermore, the leaders need to generate information and put into practice the methods and approaches to up-grade these skills throughout their jobs. Leaders may enlist in educational institutions and training facilities to advance their knowledge and abilities, particularly when they need to boost their confidence and effectively carry out their professional responsibilities.

➤ *Commitment and Passion*

Dedicating oneself to anything is referred to as the commitment. When making a commitment, one must thoroughly consider and put into practice useful and effective strategies. The leaders are required to take action by commitment. One of those terms that people commonly overuse is passion without realizing what it truly means. Strong feelings that exhibit an extreme desire or unbridled enthusiasm are referred to as being passionate. To perform well at work and accomplish the aims and objectives of the organization, leaders must be passionate and committed to carrying out their duties. The leaders need to be aware about a variety of techniques for fostering passion and commitment. Additionally, they must impart them to their subordinates. There are many ways to increase commitment and passion, such as encouraging and empowering others, believing in one's judgment and decisions, learning something new, developing a routine, staying motivated, maintaining accountability, reviewing goals frequently, considering the big picture, increasing awareness of various issues, and making sensible and helpful decisions.

➤ *Accountability*

Regarding their job tasks, the leaders are answerable. Culture is defined by leadership, and if an organization's members want to foster an environment where everyone is held accountable for their actions, it starts with the leaders and spreads from there. Accountability is not one-time, but it is an all the time aspect. The leaders are all the time looking for opportunities. When they will acquire more opportunities, they will be accountable in terms of them. When the leaders accept accountability, they understand and accept the consequences of their actions in areas in which they assume responsibility. For instance, a leader is required to work on a project and complete it within a specified time. In such cases, he will devote time towards it and ensure it is completed within the specified time frame. Therefore, it can

be stated, the leader is accountable for the project as well as other job duties, which they need to put into operation.

When the leaders understand the meaning and significance of accountability, they will be able to bring about changes and implement the job duties in an efficacious manner. The leaders have the main objective of generating the desired outcomes and augmenting the overall structure of the organization. In carrying out these tasks and functions in a well-organized manner, they need to recognize the meaning and significance of accountability. Furthermore, constructive learning and changes are possible, when accountability is a norm. Accountability will enable the individuals to form the viewpoint that they need to work efficiently and not to feel stressed and overwhelmed, particularly, when there are occurrence of any problems and difficulties. As a result, it may be claimed that accountability is a critical component of good leadership, enabling others to fulfill their duties and realize their goals.

➤ *Delegation and Empowerment*

Delegation is the assignment of any authority to another person, normally from a manager to a subordinate to carry out specific activities. It is one of the core concepts of management leadership. In an organization, a manager is expected to do all the work, so the job duties are delegated to the subordinates and along with the delegation of work, there is also a delegation of authority so that the subordinates can accomplish their tasks. The person, who is delegated the work is accountable for the outcomes. Empowerment is the power or authority given to someone to do something. It is the process to becoming stronger and more confident, especially in controlling one's life and claiming one's rights. Through empowerment opportunities, there is an increase in autonomy and self-determination among individuals to represent their interests in a responsible and self-determined way through acting on their own authority.

In the organizations, the leaders assign job duties to capable individuals. When they are overwhelmed by number of job duties, they assign the tasks to their subordinates. When the subordinates are assigned additional job duties, they are able to hone their skills and abilities. On the other hand, the leaders need to ensure that subordinates are provided with empowerment opportunities as well. They should be allowed to express their ideas and viewpoints and even participate in the decision making processes. The leaders need to ensure that the women are provided with equal rights and opportunities as their male counterparts. The characteristics of delegation and empowerment are beneficial to the subordinates and they incur the feeling of job satisfaction. Consequently, it may be said that the leaders must regularly demonstrate these traits. They are promoting the health of the workers and the business as a whole in this way.

➤ *Creativity and Innovation*

The fulfillment of tasks and functions must be done with imagination and invention in light of the current state of development as well as the arrival of modernity and

globalization. In all types of organizations, creativity is recognized and members are making use of modern, technical and pioneering methods in the implementation of job duties. Creativity is referred to imagination or original ideas to create something. It is a phenomenon, whereby something new or somehow valuable is informed. The use of a new concept is innovation. Invention is the process of producing anything novel that is accepted to be the outcome of an original thought. When creativity and innovation are to be put into operation, the leaders need to work in collaboration with the other members of the organization as well. The individuals need to discuss various ideas and perspectives and make a decision. Therefore, the characteristics of creativity and innovation require the leaders and other members to work in collaboration and integration with each other.

The implementation of the characteristics of creativity and innovation require the members of the organization to bring about improvements in tasks and activities and achievement of goals. These characteristics have made the implementation of tasks and activities more manageable. Before the advent of technologies and machines, the employees used to carry out all tasks and activities manually. But with the advent of technologies and machines, they are making use of them. In this manner, they are able to contribute effectively in enhancing productivity and profitability. Normally, the implementation of these characteristics is not simple and straightforward, the leaders need to make use of resources in an efficient manner and inculcate the traits of diligence, resourcefulness and conscientiousness. Therefore, when the leaders are well-equipped with these traits and put into operation modern, technical, pioneering and innovative methods, they are able to augment creativity and innovation.

➤ *Empathy*

The capacity to comprehend another person's feelings as though they were one's own is referred to as empathy. The personnel of businesses are occasionally overwhelmed by the sheer volume of issues and challenges. These could be related to the responsibilities of the job, the workplace's infrastructure, amenities, and facilities, technology, tools, and materials, as well as other people, pay and reimbursements, and general working conditions. When one or more of these problems become impediments within the course of implementation of job duties and achievement of goals and objectives, they need to report to the leaders. The leaders need to understand the feelings and problems of others and provide them solutions. The leaders need to understand that employees have personal responsibilities as well, which they need to pay attention to. Hence, when they are assigning them job duties, they need to provide sufficient time, so they are able to complete them in a manageable manner.

The employees in some cases experience physical health problems, especially when they are engaged in manufacturing and production processes and are working with chemicals, tools and machines. In such cases, the leaders need to provide safety guidelines and measures,

which would enable them to carry out their job duties well and take care of their physical health conditions. On the other hand, in some cases, the psychological problems of stress, anger, anxiety and frustration are experienced by the employees. In such cases, the leaders need to acquire an efficient understanding of the causes behind the occurrence of these problems and provide effectual and meaningful solutions. Therefore, it can be stated, when the leaders put into practice the characteristic of empathy, both they as well as employees will benefit. The major benefit is, the implementation of job duties will take place in a well-organized manner and the overall working environmental conditions will be enhanced.

➤ *Resilience*

Resilience is referred to the capacity to recover in a rapid manner from problems and difficulties. It is apparent that in all types of organizations, the leaders will want that all the members are implementing their job duties satisfactorily, there are availability of sufficient resources, there are not occurrence of any types of barriers, the employees are well-aware in terms of goals and objectives, there is mutual understanding and overall functioning of the organization takes place in an effectual manner. Both the leaders and the other members must acquire the quality of resilience to deal with obstacles and difficulties as they present themselves and prevent them from taking on a big form. The leaders must be aware of the techniques and methods required to improve this quality. These are crucial for putting this attribute into reality in a way that satisfies the expectations and specifications of both the organization as a whole and the individual members.

Resilience is defined as the process of adapting well during the time of adversity, trauma, threats or significant sources of stress (Building Your Resilience, 2012), such as, lack of resources, tedious job duties, inability to complete the target on time, health problems and illnesses, and so forth. When these problems takes place within the organizations, the leaders and other members will experience stress, anxiety and frustration, but the characteristic of resilience will enable them to cope with these problems and prevent them from having unfavorable effects upon the members as well as overall functioning of the organization. The characteristic of resilience will render a significant contribution in augmenting the capacities and aptitude of the leaders to not only cope with problems within the organization but also the psychological problems of anger, stress, anxiety, depression, and frustration. Therefore, it is understood that the characteristic of resilience is effectual and worthwhile in leading to effective functioning of the organization and achieving the desired goals.

➤ *Emotional Intelligence*

Emotional intelligence is referred to the ability to monitor one's own and the emotions of other individuals. When the emotions are monitored, then some of the negative emotions are also experienced in some cases. But measures are formulated to cope up with them in an efficacious manner. The emotional intelligence is regarded

as one of the significant characteristics, which the leaders need to put into operation throughout their jobs. This characteristic will prove to be beneficial to them to a major extent. Self-awareness, self-regulation, self-evaluation, internal motivation, empathy, social skills, cognitive abilities, the capacity to deal with psychological issues, the development of friendly connections with others, and raising awareness in a variety of areas are only a few advantages. When the leaders communicate in an effective manner with the staff and control the feelings of anger and frustration, even when the job duties have not been performed satisfactorily, it is stated that they have a high emotional intelligence.

Emotional intelligence of the leaders is primarily depicted in the communication processes (Emotional Intelligence in Leadership, 2020). The leaders need to treat their subordinates with respect and courtesy. The research studies have indicated that in some cases, the colleagues may tend to get involved in conflicting situations and disagreements. Hence, it is the job duty of the leaders to impart them information that they need to control the feelings of anger and frustration and act professionally within the workplace. In the case of occurrence of any problems as well, they need to communicate with others in a polite and respectful manner. Emotional intelligence is regarded as one of the fundamental characteristics that would lead to development of mutual understanding and the functioning of the overall organizational structure takes place in an appropriate manner. Therefore, it can be stated, the leaders need to focus upon up-gradation of this characteristic throughout their jobs.

➤ *Humility*

This is comprehensively understood that individuals will be able to augment their career prospects, achieve personal and professional goals and enrich their overall quality of lives, when they will depict humility. Humility is referred to the quality of having a modest or low view in terms of one's importance. In other words, the individuals have low self-regard and a sense of unworthiness. In organizations, when the leaders depict humility, they do not give credit to themselves for achievements, but to others. When the job duties have been carried out in a satisfactory manner and have proven to be valuable and beneficial for the entire organization, the leaders will acknowledge the efforts and contributions of the employees. When the leaders are appreciated, they normally do not express willingness in listening to their appreciation. Hence, depiction of the characteristic of humility is worthwhile in achieving the desired goals and objectives and augmenting the overall structure of the organization.

When the individuals are assigned the leadership positions, then humility is regarded as one of the essential characteristics, which need to be possessed by the leaders. Leaders must have an understanding disposition. They will focus on the wants and demands of human resources when they are understanding. The most important factor that needs improvement are the human resources. Hence, the characteristic of humility will enable the leaders to make

provision of support and assistance to human resources and lead to their well-being. The characteristic of humility can be reinforced by taking into consideration various factors. These are, listening to others, practicing mindfulness, being open-minded, possessing an approachable nature, asking for support and assistance, obtaining feedback from others in terms of job performance, accepting mistakes, being submissive in nature, revising one's job performance on regular basis, and treating others with respect and courtesy. Hence, leaders that exhibit humility will be able to effectively do their job obligations and win respect and admiration from others.

➤ *Transparency*

Comprehensibility and lucidity are described as the hallmarks of transparent leadership (Rouse, 2020). The leaders have number of job duties to perform. They need to pay attention towards all the job duties and responsibilities and ensure, they are put into operation in an efficacious and well-ordered manner. The leaders need to put into operation time management skills and are able to take out sufficient time for all tasks and functions. The tasks are usually carried out in accordance to their priorities. The tasks, which are more important are carried out first, whereas, the tasks, which are less important are procrastinated. The identification of the characteristic of transparency will enable the leaders to create openness between them and their subordinates. This is an ongoing process, which can have ongoing results. Therefore, not only the leaders, but other members of the organization too need to put it into operation in an effectual and meaningful manner.

There are a number of aspects that need to be considered when this attribute is upgraded. These are, having faith in the employees to participate in the decision making processes, not keeping any job duties and responsibilities confidential, sharing the results, being well-aware in terms of measures and approaches, recruiting the right individuals in the right positions at the right time, establishing open communication channels, providing equal rights and opportunities, understanding the needs and requirements of the employees, not discriminating against them in terms of various factors, such as, caste, creed, race, religion, ethnicity, gender, age, educational qualifications, personality traits and socio-economic background and forming constructive viewpoints in terms of the individuals as well as the overall working environment. Therefore, it can be stated, when the leaders reinforce all these factors, they are able to enhance transparency not only in terms of themselves but other members of the organization as well.

➤ *Vision and Purpose*

Vision and purpose are seen as crucial concepts that everyone should be aware of (Vision, 2020). Within organizations, the various aspects that needs to be taken into account such as, management of resources, implementation of job duties, formulation of laws, policies and rules need to be in accordance to vision and purpose. When the organizations are established, they formulate vision and purpose, but with advancements taking place and initiation of modern, technical, pioneering and scientific methods,

there are transformations made in vision and purpose. When transformations take place in vision and purpose, there are changes taking places in other aspects as well. These, are, management of human, financial, technical, and material resources, implementation of job duties and responsibilities, formulation of laws, policies and procedures and the overall working environmental conditions. The leaders need to communicate with their subordinates on regular basis and impart them information in terms of all types of changes that have taken place. Therefore, vision and purpose are regarded as important characteristics on the basis of which, the job duties of leaders and other members are focused upon.

In achieving vision and purpose, the leaders need to possess certain skills and abilities. These mainly include, communication skills, time management skills, leadership skills, problem solving skills, analytical skills, critical thinking skills, presentation skills, decision making skills, technical skills, work ethics, conflict resolution methods, personal skills and professional skills. The supervisors must see to it that their staff members practice these abilities on a regular basis. As in achieving vision and purpose, the leaders and other members need to possess the necessary knowledge and understanding. But apart from essential knowledge and understanding, the skills and abilities are also regarded as important and need to be up-graded on regular basis. Therefore, it can be stated, vision and purpose is an important characteristic of leadership and individuals need to be well-aware in terms of measures and strategies to achieve them.

➤ *Teamwork*

Within all types of organizations, the leaders encourage the employees to work in teams. Teamwork is referred to way of working with each person, committed and working towards the common goal. Hence, the leaders need to put emphasis upon building teamwork skills of the individuals. The members of the team, work in co-ordination and integration with each other and stay committed towards the achievement of desired goals. The main reason being, when the employees work in teams, they are able to benefit in number of ways. Some of the ways are, obtaining support and assistance from others in the implementation of job duties, promoting mutual understanding, developing various types of skills and they are able to exchange ideas and viewpoints in providing solutions to their problems. Through teamwork, the leaders are able to convey the information to the employees that they need to form constructive viewpoints and accept other castes, cultures, religious backgrounds, ethnicities and so forth.

A teamwork environment promotes an atmosphere that fosters friendship and loyalty. These close-knit relationships develop motivation among the employees to work diligently and conscientiously and make provision of support and assistance to each other. It is usually believed, when two or more individuals are working on a project, they will be assigned job duties and responsibilities in accordance to their skills and abilities. When they will experience any

problems and difficulties, they will be able to obtain support and assistance from the other group members. Normally, a group leader is appointed in all groups. The primary job duties of the group leader are to guide and direct the other members well, evaluate their performance and ensure they do not experience any problems and work diligently and enthusiastically towards the achievement of group goals. Therefore, it can be stated, the characteristic of teamwork contributes efficiently in performing one's job duties well and augment the overall structure of the organization.

➤ *Instructional Strategies*

The instructional strategies are referred to the strategies, which are put into operation by the leaders in imparting knowledge and understanding to the employees in terms of various aspects of their job duties as well as the organization as a whole. The instructional strategies are of various types. Some of these are, making use of technologies in imparting information, dictating notes, explaining the concepts on white or dark-colored boards, giving hand-outs and so forth. When the workforce is to be provided with training in terms of usage of machines and tools, then within the training sessions, the instructors make use of machines and tools to impart practical training. The types of instructional strategies implemented are focused upon number of factors, these are, job duties, goals and objectives, and overall structure of the organization. Within the course of time, the leaders need to make changes in their instructional strategies. When changes are brought about, it needs to be ensured, they are valuable and useful to the members as well as the organizations on the whole.

In the implementation of instructional strategies, the instructors need to ensure, they are understandable to the employees. In most cases, the employees are provided with the opportunities to evaluate their instructors and the instructional strategies. In the evaluation process, they are provided with the opportunities to evaluate their instructors in terms of the teaching-learning methods, teaching-learning materials and instructional strategies. When the employees feel there is a need to bring about improvements, they give ideas and suggestions. Therefore, it is understood that the leaders need to be well-aware that in training and development programs, the teaching-learning methods, teaching-learning materials and instructional strategies need to be put into operation in an appropriate and suitable manner to the needs and requirements of the members as well as the organization as a whole.

XII. QUALITIES OF LEADERSHIP

- Humility is essential to learning and becoming a better leader.
- Integrity is essential to building trust and encouraging others to collaborate.
- Collaboration enables teamwork.
- Justice yields decisions that are accepted as legitimate and reasonable by others.
- Courage helps leaders make difficult decisions and challenge the decisions or actions of others.
- Temperance ensures that leaders take reasonable risks.

- Accountability ensures that leaders own and commit to the decisions they make and encourages the same in others.
- Humanity builds empathy and understanding of others.
- Transcendence equips the leader with a sense of optimism and purpose.
- Judgment allows leaders to balance and integrate these virtues in ways that serve the needs of multiple stakeholders in and outside their organizations

XIII. LEADERSHIP STYLES

➤ *A Leader's Technique to Encouraging Others, Implementing Plans, and Giving Guidance is Referred to as their Leadership Style. A Team of Researchers Under Kurt Lewin's Direction Identified Many Leadership Philosophies. This Early Study, which Identified Five Main Leadership Philosophies, had A Significant Impact. The Top Five Leadership Philosophies are:*

- Autocratic or autoregular
- Democratic or participatory
- The laissez faire or Free Reign styles

While weak leaders frequently switch between all three approaches, effective leaders typically use all three, with one of them being dominant.

➤ *Authoritarian (Autocratic)*

Without consulting their followers, leaders that practice this style dictate to their staff what needs to be done and how it should be done. Use it, for example, when you have all the knowledge necessary to address the issue, you're pressed for time, and your staff members are highly motivated. Some people have a tendency to use this approach as a platform for yelling, employing derogatory language, setting the tone with threats, and abusing their position. Bossing people around is an aggressive, unprofessional manner that differs from the authoritarian approach. That doesn't belong in a leader's toolkit. Only very seldom should the authoritarian style be employed. Use the participative method if you have the time and wish to increase staff commitment and motivation.

➤ *Participative (Democratic)*

With this approach, the boss incorporates one or more team members in the decision-making process (determining what to do and how to do it). The leader, however, still has the last say on all decisions. Using this approach is a sign of strength on the part of your personnel rather than weakness. When you only have a portion of the information and your staff have other portions, you typically use this. That enables them to join the team and helps you come to wiser conclusions.

➤ *Laissez Faire Style (Free Reign)*

With this management style, the boss delegated decision-making to the team. Yet, the decision-making remains the leader's responsibility. This is applied when staff members can assess the problem, determine what needs

to be done, and figure out how to achieve it. You can't accomplish everything! You must establish priorities and assign key duties. This is a style to be used when you have complete faith and confidence in the people below you, not so that you can point the finger at them when something goes wrong. Do not be scared to employ it, but do so with caution! Non-transactional behavior excludes any forms of authority.

The laissez-faire leadership abdicates responsibilities and avoids making decisions (Robins, 2009). Laissez-faire is uninvolved in the work of a unit. This style represents the behaviors of leaders who “give their follower complete freedom, provide necessary materials, participate only to answer questions and avoid giving feedback” (Bartol & Martin, 1994: 412). They allow their followers to work in their own way, leaving them the power to make their own decisions about work without interfering. The strategy is to let-things-ride, with a hands-off approach; it refers to a leader who delays decisions, gives no timely feedback and abdicates responsibility (Flynn, 2009; Giri & Santra, 2010; Hinkin & Schriesheim, 2008). Laissez faire style of leadership means leaders provide no or very little guidance to the team members leaving the decision making to the group as a form of delegation (Pedraja-Rejas, Rodríguez-Ponce, Barreda Olavarría, Sagredo Núñez, & Segovia León, 2009). Leaders of this style set the overall instructions and priorities along with what is expected in term of performance from the group and take no action or role until the tasks are accomplished (Yang, 2009). Laissez faire leaders believe in no intervention or corrective measures in their parts, which is in contrast to contingent reward and management-by-exception (Gozubenli, 2010). This leadership style could be effective in situations where most employees or members happen to be highly qualified, skilful and experienced in their area, however, it could often lead to poor roles definition plus a sheer lack in motivation (Hovatter, 2009).

XIV. FORCES

➤ *Depending on the Forces at Play between the Followers, the Leader, and the Situation, A Good Leader will Employ all three Styles. Many Instances Include:*

- Treating a new hire who is still learning the job in an autocratic manner. The leader is capable and an effective coach. The worker is inspired to pick up a new talent. The circumstance is unfamiliar territory for the worker..
- Employing a collaborative manner with a group of knowledgeable employees. Although the leader is aware of the issue, she is not fully informed. The workers are aware of their responsibilities and eager to join the group.
- Adopting a laissez-faire attitude while dealing with a worker who is more skilled than you are. As you are limited in your abilities, the employee must accept responsibility for her work. Also, this permits you to be elsewhere, engaged in other activities. Using all three:

Notifying your staff that a procedure is ineffective and that a new one has to be established (authoritarian). Requesting their thoughts and feedback on developing a new procedure (participative). Task delegation to carry out the new method (delegated). Among the factors influencing the appropriate style were:

- How much time is available?
- Are relationships based on respect and trust or on disrespect?
- Who has the information — you, your employees, or both?
- How well your employees are trained and how well you know the task.
- Internal conflicts.
- Type of task. Is it structured, unstructured, complicated, or simple?
- Laws or established procedures such as OSHA or training plans.

XV. RESULT AND DISCUSSIONS

➤ *Advantages of Leadership Styles:*

Autocratic leadership allows for fast decision-making and can be useful for keeping employees motivated:

- Democratic leadership results in dedicated, loyal employees who are willing to work hard to deliver results and to share the credit for getting those results.
- Bureaucratic leadership helps promote consistent output and quality, can cut costs, and improve productivity in some environments.
- This Transformational style of leadership is excellent for encouraging creativity and forward-thinking decision making.

➤ *Disadvantages of Leadership Styles:*

Autocratic leadership isn't a good option for the long-term. It can de-skill the workforce, making them disheartened and too reliant on the leader:

- Democratic leadership style everyone is involved in the decision-making process; decisions can take a long time to make.
- Over time, bureaucratic leadership can de-humanize and discourage the work force. With no investment in training, you can also end up without a well trained work force.
- The Charismatic leader has to invest a great deal of time in fostering his relationships with the team in order to use this style.

➤ *Application (when to use it)*

• *Autocratic Leadership Style:*

Short-term, complex, technical, or urgent projects & Low-skilled positions with monotonous tasks that can lead to low motivation & where there is high turnover in the employees so keeping organizational knowledge in a leader is important.

- *Democratic Style:*

Is useful when it's important that every member of the team contributes their own creativity and knowledge to the process. When you are ready to prioritize training and team development and take the time needed to give everyone a chance to contribute, this style can produce great results. It's a good way to create a new team of people who have not worked together before and need to get in gear quickly.

- *Bureaucratic Management:*

The bureaucratic leadership style is an excellent option if the goal is to project an air of control and regulation. It is also a logical option for businesses where strict controls over health and safety procedures are required.

- *Transformational Style:*

When commitment to a vision is the most important aspect of a team's functioning, the charismatic leadership style can work well.

Particularly if there is the need to work quickly, work hard, and get a new company, division, or product off the ground. It can also be helpful to rejuvenate an organization where team members have gotten stale or disheartened. When companies seek to recreate their image in the face of the public, they will often put forth a charismatic leader as the representative of the new 'element.

➤ *Factors Affecting Style*

Leadership Style may be Dependent on Various Factors:

- Risk - decision making and change initiatives based on degree of risk involved.
- Type of business – creative business or supply driven.
- How important change is change for change's sake.
- Organizational culture may be long embedded and difficult to change
- Nature of the task – needing cooperation, direction, structure.

➤ *Example:*

The greatest leader in South African history was Nelson Mandela, often known as the Great Leader of South Africa. He used his directive, supporting, achievement-oriented, and participative leadership approaches to accomplish his shared objective. Personality traits of a leader: Sincere, Honest, Integrity, Righteousness, Honesty, Fairness, and Boldness.

Intellectual Leader: In spite of all attacks from opposite side he did not get sentimental and touchy, but achieve his goal. Leader because of ability to accomplish thing: Stanley Wolpert says that Mr. Jinnah was most advance leader of the Muslim league. Indeed he stood head and shoulders above them and had therefore become the indispensable leader. Most Important Leadership styles of Quaid-e-Azam are as:

- Directive Style : When Quaid establish 14 points the Quaid says — This is parting of ways
- Achievement Oriented Style
- Participative Style Leadership style is different in different situations
- Supportive: people need a person who had to give them direction, show concern for them, honest with them, Build confidence in people.
- Achievement orientated Leadership style: Task oriented, Remained in touch, work rapidly, and build a basic structure of Policing.

XVI. RECOMMENDATIONS

- An evidence-based model outlining the essential components of efficient police leadership should be developed by important stakeholders, including members of the National Police Leadership, the Police Leadership Development Board (PLDB), and the justice sector.
- To be successful, transformational leadership requires support from all levels of the organization and learning and development plans that incorporate these principles for all employees up to and including National Commissioner and similar grades. The police should implement these training strategies and leadership development procedures as quickly as practicable on a national level.
- The ability to identify individuals who can influence subordinates positively through their leadership style in all recruitment and selection processes for the service, including those for constables, CID, and community beat officers.
- For the purpose of ensuring adequate police leadership standards across the entire service, a strategic plan needs to be prepared. This strategy ought to cover how to deal with bad leadership and make the most of good role models.

XVII. SUMMARY AND CONCLUSION

Having and using an efficient method for assessing and enhancing one's leadership style is a crucial aid to increasing motivation. One example of cross-situational behavioral consistency is leadership style. It describes the way in which a leader deals with his or her followers. As they have ardent supporters and a hidden power within organizations, leaders are preoccupied with the spiritual side of their work. Yet, managers must deal with routine duties including allocating roles, responsibilities, and resources needed to achieve organizational goals, coordinating the allotted activities, and keeping an eye on how the business is run on a daily basis. Leaders are characterized by times of turbulence; managers are connected with periods of stability. Leadership involves developing and sustaining a sense of culture, a sense of vision, and interpersonal relationships. But management is organizing and providing assistance.

Leadership theories are explanations of some aspects of leadership. It have practical value because they are used to better understand, predict, and control successful leadership. Trait theory attempt to explain of some aspects of leadership have practical value because they are used to better understand, predict, and control successful leadership. In Behavioral what the leader actually does on the job. Contingency Try to predict which traits and/or behaviors will result in leadership success given the situational variables. The functionalist paradigm is focused with explaining the status quo, social order, consensus, social integration, solidarity, need fulfilment, and reality, according to leadership conceptions. It emphasizes the supervision of social affairs, effective regulation, and upholding equilibrium and order. A structural leader concentrates on strategy, implementation, adaptability, experimentation, environment, and structure according to the Structural Framework. The fundamental question of meaning and of individual and group interests is one that symbolic leadership attempts to interpret and elaborate on. In group leadership more than ne person provides direction to the group as a whole. Some organizations have taken this approach in hopes of increasing creativity, reducing costs, or downsizing. To inspire their teams and organizations and guide a team to achievement, good leaders draw on their own inner mentors. Self-leadership is a personal trait rather than an action performed by another else. It is a reflection of who we are as individuals. There are numerous variables at play in this process. Quality is also one of them. Leader qualities are Humility, Integrity, Collaboration, Justice, Courage, Temperance, Accountability, Humanity, Judgment, and Transcendence. Leadership style is important because it impacts the motivations of employees, either positive or negative Studies show that roughly 70% of work group performance is a direct reflection of a leader's effort to understand employees & to match a leadership style to employee needs & goals. Autocratic reduced stress due to increased control a more productive group while the leader is watching improved logistics of operations faster decision making. But it is Short-termites approach to management. In Democratic style manager encourages others to become leaders and be involved in leadership development. With Laissez Faire, the boss gives the workers the authority to make decisions. Yet, the decision-making remains the leader's responsibility. This is applied when staff members can assess the problem, determine what needs to be done, and figure out how to achieve it. You can't accomplish everything! Prioritize your duties and assign them to others. Some other styles are Transactional Leadership Style, Task-Oriented Leadership style, People-Oriented/Relations-Oriented Leadership style, Servant Leadership, Transformational Leadership style. All styles having importance in Organization power, Personal power, Information, Expertise, and Goodwill. Some factors which affects leadership styles are the task, the tradition of an organization, the type of labor force, the leader's personality, the time and the gender.

Which leadership style is best depends on function of the leader, subordinates and situations. Some leaders can't work well with high participation of subordinates, Some

employees lack the ability or desire to assume responsibility, Participative decision making may be better when time pressure is not acute. Some frames which describe. In conclusion the impacts of leadership style upon management and department are many and very complex. As has been shown in history, leadership and leadership style theories have been studied and practiced by many. Excellence in theory and actual practice are essential to effective management skills and productive motivation.

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