

Comparative Study of various Leadership Styles

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Abstract:

Leadership is a process by which a manager or an executive can influence the behavior of others in order to fulfill the organizational goal. A leader can direct the employees and organization in such a way which makes it consistent and cogent. The objective of this study is to understand the concept of different leadership styles and to compare various leadership styles. This study helps to find out the best leadership style. The research methodology used for this paper is descriptive. Throughout the study it is found that transformational leadership is the most effective and best because it focuses on motivating the employees and team building. According to the study Transformational leader collaborates with the employees of the organization at different level to change for better and influence the employees by providing incentives and rewards. Leader should lead himself with organizational support.

Keywords: -Leader, Leadership Styles, Team Building, Relationship

Introduction

Leadership is a process or ability of an individual to guide others. Leadership style is an approach of influencing, providing directions and motivating others towards the organizational goal. The first study of leadership styles was conducted by Kurt Lewin in 1939. He led a group of different researchers to find out different styles of leadership. Leadership style defines leader's characteristics, behavior and how a leader uses its power to guide other people. An effective leader can develop different styles of leadership through training and practical experiences to enhance the performance of an organization. A good leader will be aware about different styles of leadership and he mixes them to enhance the employee performance. A leader should be equipped with some specific skills and qualities such as decision making capabilities, commitments, creativity and innovation. Hersey and Blanchard have given leadership model in 1969. Further Blanchard expanded the model by putting more stress on developmental and skill level of followers. leadership styles are also used to reduce employee's turnover. James McGregor has given the concept of transformational leadership styles in 1978 in his book, "Leadership". He gave the definition of transformational leadership that it is a process in which leaders and their subordinates helps one another to reach on higher level of morality and motivation. Later Bernard M. Bass developed and expanded the concept of transformational leadership style in his book "Leadership and Performance beyond Expectations." According to his book he defined the transformational leadership as a model of fairness and integrity and it helps people to look beyond their own interest.

Bohn and Grafton 2002 stated that leadership is a way to create a clear vision, filling the followers with confidence which can be created through interaction with them in detail. Kouzes and Posner in 2007 described leadership as a way by which a leader can create the employees who can make something extraordinary happen.

Theoretical Background & Implementation of leadership Styles by some well-known leaders

Essentially, leadership is a form of social influence in which a leader tries to enlist the help of subordinates in order to achieve organisational goals. Someone who delegated or persuaded others to act in order to achieve a goal can be described as a "leader." Numerous of leadership style has been introduced in the past studies. For example, Autocratic leadership, this style of leadership is also known as Authoritarian, directive and monothetic leadership. It is the oldest style of leadership. Autocratic style of leadership is suitable where the leader knows the solution of the problems and can get the task completed efficiently. This style is used by military commanders. North Korean dictator Kim Jung-un uses this kind of leadership. Bureaucratic leaders work upon the rules which are fixed by higher authorities. This style is used where the employees involved with high risk. These leaders work punctiliously and ensure that the procedures are being followed by precisely by their subordinates. Civil Service employees are the example of this kind of leadership. Charismatic leaders create their self- image so that the subordinates naturally draw to them. These leaders are always full of energy and passion the believe in motivating others to move forward. The Indian Prime Minister, Narendra Modi is the example of charismatic leadership. Laissez- Faire Leadership is also called Free- Rein leadership. This style is based on trust. In laissez- Faire leadership style the leader gives full freedom to his employees. Mahatma Gandhi adopted laissez- Faire style of leadership. Participative Leadership is also known as democratic or Ideographic leadership. In this the leader gives due importance to the opinion of his employee and involve them in decision – making. This kind of leadership style is used when the leaders have a part of information and the employees have the other part of information. Carlo Ghosn, the CEO of Renault uses this style of leadership. Relationship- Oriented Leadership focuses on supporting and developing the people with the term leaders have with their subordinates. This style put emphasis on team members. Relationship- oriented leaders have interest in the wellbeing of employees. Mahendra Singh Dhoni is a Relationship Oriented leader. He always encourages his team members. Servant Leadership is used by the people who provide their services to Non- Government organization. These leaders have strong ethics and very generous. These leaders spent their whole life in the service of other people. Mother Teresa followed servant leadership. She spent her whole life in service of others. Transformational Leadership is also known as developmental style of leadership. This leadership style considered as the best style used in current scenarios. These leaders hold positive expectations for their subordinates. They inspire them to enhance their level of performance. Steve Jobs followed transformational leadership style. He always worked hard and allowed his employees to think bigger and extraordinary. Task- Oriented leaders are those who follow this style of leadership primarily focus on getting the task complete. They are goal focused and work according to the predetermined goals. In task- oriented leadership the leader defined the roles of the employees in groups then divides the team members and ensures the procedures and processes. Lenin is a Russian political leader who follows this style of leadership. Transactional leadership style is also known as telling style. This leadership style focuses on Performance and supervision. These leaders link the goals with rewards. Bill Gates uses this style of leadership style. He uses reward punishment motivation strategy for his employees.

Objectives of the study

1. To review the dimensions and components of leadership styles reflected in previous studies.
2. To compare various leadership styles adopted by organizations.

Research Methodology

The research methodology used for this paper is descriptive. For the study purpose secondary data is used from various books and previous research papers. Different databases are used to extract

research papers on different styles of leadership. The research papers were extracted using following keywords.

(Leadership styles OR Leaders OR Leadership) AND (Literature review OR Review OR Systematic literature review)

Dimensions and Components of Leadership Styles

Businesses require leaders who can navigate the complexity of today's quickly evolving global environment. As long as the task is well-structured and the leader has a solid rapport with the employees, the employees' effectiveness will be high. In addition, democratic leaders take great care to include all team members in discussions and can function with a small, but highly motivated staff. Following table is the review of the existing literature on various styles of leadership. The table includes the different dimensions, components, and outcomes of leadership taken by many researchers in past studies.

| Author | Dimensions of leadership styles | Components | Outcomes |
|---|--|---|---|
| Berson Jonathan Linton | ✓ Transformational Leadership, Transactional ✓ Non- Transactional, ✓ Laissez-Faire Leadership | Employee Satisfaction | Telecommunication corporations' R&D departments are more likely to benefit from transformative leadership approaches. |
| Goh Yuan Sheng et al | ✓ Transformational Leadership, ✓ Transactional leadership, | ✓ JobPerformance, ✓ Deontology ✓ Ethical Approach, ✓ Teleology ✓ Ethical Approach. | There is a strong correlation between the ethical behaviour of a leader and the job performance of their staff. |
| Liliana pedraja- rejas,Emilion Rodriguez- Ponce,Y Juan Rodriguez- Ponce | ✓ Participativestyle ✓ Supportivestyle ✓ Instrumentalstyle | Effectiveness | SMEs are more effective when their leaders are supportive and participative. In small firms, instrumental leadership has a detrimental effect on effectiveness. |
| Bunmi Omolayo | ✓ Autocratic Leadership Style ✓ Democratic Leadership Style | ✓ Job- Related Tension ✓ Psychological Sense Of Community In Work Organizations | There is no difference in job-related tension between workers under democratic and authoritarian leadership styles, according to the results. |
| Jui-Kuei Chen and I-Shuo Chen | Active Participant Style | ✓ Big- Five Personal Traits | It was found that leadership style has a substantial impact on innovative operations. |
| Lirong Long and Minxin Mao | ✓ Transformational Leadership ✓ Transactional Leadership | ✓ Organizational change | Both transformational leadership and transactional leadership have positive effects on organisational change, according to the research. |

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|--|--|---|--|
| Hsien-Che Lee Yi-Wen Liu | <ul style="list-style-type: none"> ✓ Transactional Leadership ✓ Transformation Leadership | <ul style="list-style-type: none"> ✓ Organizational Innovation Performance, ✓ Organizational Innovation Capability | Leader's style influences innovation performance in organisations, and leadership style moderates the relationship between innovation capabilities and performance in organisations. |
| Chung-Hsiung Fang et al | <ul style="list-style-type: none"> ✓ Leadership Style | <ul style="list-style-type: none"> ✓ Staff Work Satisfaction, ✓ Organizational Commitment ✓ Work Performance | A leader's influence on job satisfaction is large, positive, and direct, and it can have an indirect impact on organisational commitment and performance through work satisfaction as well. |
| Yafang Tsai, Shih-Wang Wu, and Hsien-Jui Chung | <ul style="list-style-type: none"> ✓ Charismatic leadership ✓ Transformational leadership ✓ Transactional leadership ✓ Teamleadership | <ul style="list-style-type: none"> ✓ Organizational Culture ✓ Ideological Culture ✓ Hierarchical Culture ✓ Coordinate Culture | According to the research findings, organisational cultures have a significant impact on leadership styles in organisations. Transformative leadership is positively related to ideological culture. Hierarchical culture and charismatic leadership have a beneficial relationship. A positive association exists between team leadership and coordinate culture A positive association exists between transactional leadership and rational culture. |
| Cong Yang Yu Wei | Leader's Charm, | <ul style="list-style-type: none"> ✓ Staffs Psychological Empowerment | As a result of a leader's appeal, employees are more satisfied and service innovation increases. |
| Duanxu Wang et al | <ul style="list-style-type: none"> ✓ Authoritarian Leadership ✓ Transformational Leadership ✓ Transactional Leadership ✓ Benevolent Leadership | <ul style="list-style-type: none"> ✓ Staffs Satisfaction. ✓ Team Innovations ✓ Team Communications. Knowledge Sharing | According to a study, information sharing and team communication entirely buffered the negative association between authoritarian leadership and creative teamwork. |
| Li-Ren Yang and Yen-Ting Chen | <ul style="list-style-type: none"> ✓ Transactional Leadership ✓ Transformation Leadership | <ul style="list-style-type: none"> ✓ Teamwork ✓ Communication, ✓ Collaboration ✓ Cohesiveness Performance | Results from these analyses reveal that the relationship between a project manager's leadership style as well as teamwork and project performance is quite strong In addition, teamwork aspects may partially or totally moderate the association between leadership style and project performance, based on the study. |
| Voon et al | <ul style="list-style-type: none"> ✓ Transactional Leadership ✓ Transformation Leadership | Job Satisfaction. | There was a greater correlation between job satisfaction and transformational leadership style, according to the findings. Transformational leadership is judged suited for managing government organisations, based on the above statement. |

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|-------------|---|---|--|
| Lu Ye et al | <ul style="list-style-type: none"> ✓ Transactional Leadership ✓ Transformation Leadership | <ul style="list-style-type: none"> ✓ Innovation Climate, ✓ Job Independency, JobChallenging | <p>Researchers found that employees' evaluations of the executive's leadership style, whether transactional or transformational, are strongly correlated to their opinions regarding its innovation climate as a result of executive encouraging elements. Leaders' cognition and motivation have been most affected by transformational leadership style.</p> |
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Source: Authors findings

Comparison of Various Leadership Styles

In comparison of all leadership styles transformation leadership style is effective because Leaders who use transformational leadership are very passionate and motivated. These leaders put their efforts to increase the abilities of their subordinates which encourage them to achieve unexpected organizational objectives. Authoritarian Leadership Style make employee highly competitive and these kinds of leaders are goal specific and higher performance is only attained when goals are specific, but highly authoritarian style is not desirable as this will reduce employee morale and creativity. Bureaucratic Leadership will lower the performance and motivation of an employee due to more and more ruled and regulations. In Charismatic Leadership employees become inspired and follow the leader but they get totally dependent upon the leader and if the leader leaves the organization they become directionless. Laissez- faire Leadership Style demotivates the employee, employees will never work diligently if they are set free, they become careless and quitter. Employees will get unproductive and inefficient in their work. Participative Leadership, as this style fosters employee productivity due to feeling of empowerment. Relationship Oriented Leadership Style leader supports the employees as if there is good relationship between employer and employee it will boost the employee morale and he will do his work diligently because they know they will get help from leader when needed and employees will take risk. Servant Leadership Style improves the overall performance. This leadership styles encourage the employees by cultivating skills in them. In servant leadership the employees are the one who has to deal with customers or clients of the company. Task oriented leadership style enhances the employee's performance because the tasks are predetermined in this type of leadership style and employees know what their task is and they learn to manage time accordingly. Task oriented leaders ensure that the employees do their duties timely and in productive manner. Transactional leadership style establishes give and take relationship between the employees and the leader. Employees accomplish the work on time and achieve targets and leaders give them rewards or incentives in return. If leader uses this type of leadership style it will enhance the performance level of employees because employees will work for rewards. But they will not remain loyal with their leader.

Difference between Various leadership styles

| Leadership Styles | Basis For Comparison | | | |
|--------------------------------|--|--|------------------------------------|----------|
| | Authority | Suitability | Control | Autonomy |
| 1. Autocratic Leadership Style | Centralized, Superior enjoys full authority. | Suitable when employees are unskilled and uneducated | High Level control over employees. | Less |

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|--|--|---|---|--|
| 2. Bureaucratic Leadership Style | Authority remains with the superior. Every subordinate is answerable to his superior. | Suitable when there is technical work which goes according to predetermined set of rules. | Management control the employees | Less as there are many layers of authority |
| 3. Charismatic Leadership Style | Authority is in the hands of leaders. | Suitable for inspiring and motivating the followers. | Moderate level of control | Less |
| 4. Laissez-Faire Leadership Style | Authority remains with subordinates as they make decisions on their own. | Suitable when the employees are highly skilled motivated and capable of making decision on their own. | It is completely a “Hands off approach” | High |
| 5. Participative Leadership Style | Decentralized, Leader involves the employees in decision making. | Suitable when employees are qualified and experienced. | Low level of control over employees. | High |
| 6. Relationship Oriented Leadership Style | Authority is in the hands of leader as leader has his interest in enhancing the productivity of followers. | Suitable where the leader want to work in a team. | Moderate level of control | Less |
| 7. Servant Leadership Style | Informal authority with the superior. | Suitable for the organization s where customer’s satisfaction is more important. | Moderate level of control | High |
| 8. Task Oriented Leadership Style | Authority remains with superior, they direct the employees according to goals of organizations. | Suitable for the followers who don’t manage their time well | High level of control | No autonomy |
| 9. Transformational Leadership | Delegation of authority by the leader to make the employees self-confident | Suitable for Turbulent Environment | Low Level Control | High |
| 10. Transactional Leadership | Authority remains with the leader. | Suitable for Settled Environment | Moderate Level of control | Less |

Source: Authors findings

Conclusion

This study reveals that the *transformational leadership* is an effective style of leadership in comparison to other styles of leadership. Transformational leaders focus on developing future by inspiring and motivating their employees. These leaders are very passionate and they push their employees to enhance their performance and productivity. They encourage their subordinates to think different and change for better. Transformational leaders have more flexible and satisfied employees. These leaders assigned task to their subordinates according to their abilities and capacity. These leaders have the faith of their employees with them. The *Autocratic leadership style* is useful when the employees are novice they do not have much knowledge about their task or jobs. And if the employees do not perform their jobs properly and misusing their powers and not following the rules of the organization. The *Participative leadership style* is useful when the employees are talented and have competition with each other. It is used when the leaders want innovative work from their employees. The *Bureaucratic leadership style* is useful when there is technical work and will goes according to the predetermined set of rules. The *charismatic leadership style* used when the leader wants to inspire and motivates its followers. The *transactional leadership style* is used where there is settled environment with certain set of rules. The *Servant leadership style* is used where the leader serves the followers and improves their productivity. From the existing literature, it appears that all of the research undertaken are related to the major sector in which interns demonstrate that leadership style, organisational commitment, and job happiness are interrelated. As a result, leadership styles can have a significant impact on the quality of work life for employees. There is a need to explore the impact of transformational and transactional leadership styles on the Quality of Work Life of people working in diverse firms, since little research has been done in this regard.

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