LEADERSHIP STYLES AND LEADERSHIP QUALITIES FOR ORGANIZATIONAL SUCCESS: A REVIEW OF LITERATURE

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ABSTRACT

Leadership qualities and styles are paramount in every organization because impact organizational goal achievement. It is believed that, the effective functioning of social systems is largely dependent on the quality and style of leadership it is blessed with. The objective of this study was to identify leadership qualities for achievement of organizational goals. The study employed the qualitative method of research. In going about this, the study sees the importance of good leadership qualities as pivotal to both the success and failure of any organizations. Against this background, leadership styles and qualities needed for achieving organizational goals were discussed. While a long history of development and research has failed to establish an agreement on leadership theories, qualities, and styles, this study provides deeper understanding of the concept and appreciation of its complexities in leadership practice. Based on evidence from literature, the study concludes that an appropriate mix of leadership style and qualities is critical to accomplishing common goals, which leads to organizational overall success. Thus, the study recommends that leaders in organizations should possess leadership qualities and adopt effective leadership styles that facilitates the realization of both cooperate and individual goals.
Keywords: Autocratic leadership, charismatic leadership, leadership qualities, leadership styles, transformational leadership

INTRODUCTION

The leadership qualities and styles existing in an organization impact the organization's performance. Thus, for effective management of any organization, appropriate leadership qualities and styles are required. Organizational leadership with good human relations has grown so important that both effective and efficient performance of organizations is related to leadership qualities of the actors that pilot the organization's activities (Westover, 2020;

Adedokun, 2008). The extent to which managers accomplish goals with existing organizational resources is referred to as effective management of organizations. Setting goals and deadlines for employees, making financial forecasts, organizing work efficiently, coordinating and using organizational resources reasonably, controlling organizational activities, and assisting in improving employee efficiency are all aspects of effective management, which can only be accomplished when leaders demonstrate appropriate leadership qualities (Gardner, 2011; Kevin, 2009). It is important to recognize that when an organization's leadership is incompetent, the organization suffers (Jatto, 2008). Therefore, goal attainment may become unrealistic in such situations. Hence, the objective of this study is to evaluate leadership qualities that facilitate the attainment of organizational effectiveness. The paper discusses various leadership styles and theories using qualitative research approach.

LITERATURE REVIEW

Theories of Leadership
Various theories have been developed and proposed to provide better understanding of factors that influence a person's decision to become a leader, as well as their behavior and leadership style. The following are some of such theories:

Great man theory: The Great Man theory evolved around the mid-19th century. Even though no one has been able to identify with any scientific certainty, which human characteristic or combination of, were responsible for identifying great leaders (Spector, 2016). Everyone recognizes that just as the name suggests; only a man could have the characteristic (s) of a great leader. The Great Man theory assumes that great leaders are born, not made (Perera et al., 2021; Mouton, 2019; Amanchukwu et al., 2015). This theory sees great leaders as those who are destined to become leaders. Furthermore, the belief is that great leaders will rise when confronted with the appropriate situation (Yukl, 2012).

Trait theory: The trait leadership theory believes certain qualities such as intelligence, sense of responsibility, creativity and other values puts anyone in the shoes of a good leader (Akpa et al., 2021; Perera et al., 2021). The theory focuses on analysing mental, physical and social characteristic in order to gain more understanding of what traits or the combination thereof, that are common among leaders (Mouton, 2019; Sode & Onokala, 2017). Leadership should be viewed as a set of personality traits that differentiate leaders from subordinates. Traits theory focuses on the employee rather than the job itself (Abba et al., 2004). It gives more attention to the process of selecting leaders than the training for leadership itself. Because not all leaders possess all of the attributes, and many non-leaders may possess the majority of them, traits theory has not been very productive in explaining leadership (Usman et al., 2019); and there is no uniformity of identified trait or any substantial link of qualities with real instances of leadership in hundreds of studies (Abba et al., 2004).

Behavioural theories: In reaction to the trait theory, the behavioural theories offered a new perspective, one that focuses on the behaviours of leaders as opposed to their mental, physical or social characteristics. Thus, with evolutions in psychometrics, notably the factor analysis, researchers were able to measure the cause and effects relationship of specific human behaviours from leaders (Aalateeg, 2017; Avolio et al., 2009). Behavioural theory promotes the value of leadership styles with an emphasis on concern for people and collaboration (Weihrich et al.,

2011; Blake & Mouton 1964). It promotes participative decision making and team development by supporting individuals' needs and aligning individual and group objectives. This theory helps managers find the right balance between different styles of leadership, and helps them decide how to behave as leaders, depending on concerns for people and for productivity (Aalateeg, 2017).

Situational theories: This theory assume that the most effective leaders are those able to adapt their style to given situations and look at signs such as type of task, nature of group, and other factors that might contribute to getting the job done (Cherry, 2018; Abba et al., 2004). This theory is recognized by many as a standard for training leaders; it is a practical approach, which is easily understood and easily applied; it sets forth a clear set of prescriptions for how leaders should act if they want to enhance their effectiveness; and it recognizes and stresses that there is no one best style of leadership; instead, leaders need to be flexible and adapt their style to the requirements of the situation (Northouse, 2010). Northouse (2010) opines that effective leadership occurs when leaders accurately diagnose the development level of subordinates in a task situation and then exhibit the prescribed leadership style that matches that situation. Rather than focusing on leaders' personality traits, this approach focuses on what the leader really does. This idea provides a well-articulated foundation for leadership training, which is beneficial, notwithstanding the debate over whether we are born or produced, and whether leadership is art or science.

Contingency theory: Contingency theory argues that there is no single way of leading and that every leadership style should be based on certain situations, which signifies that there are certain people who perform at the maximum level in certain places; but at minimal performance when taken out of their element. To a certain extent, contingency leadership theories are extensions of the trait theory, in the sense that human traits are related to the situation in which the leaders exercise their leadership. It is generally accepted within the contingency theory that leader are more likely to express their leadership when they feel that their followers will be responsive. Contingency theory is backed by a large amount of research, it is the first leadership theory to emphasize the impact of situations on leaders, it is predictive of leadership effectiveness, it allows leaders not to be effective in all situations, and it provide useful leadership profile data (Northouse, 2010). Shala et al. (2021) points out that contingency theory has made substantial contribution to our understanding of leadership processes. This approach is useful because, despite some structural similarities, each organization is distinct. It focuses on the culture of the organization as a whole, rather than the personality or the leader in particular. An effective leader, according to this approach, is one who grasps the situation's forces and efficiently employs them (Shala et al., 2021). As a result, anyone can become a leader if the circumstances allow them to accomplish the tasks required by the situation.

Transactional leadership theory: Transactional theory, also known as exchange theory of leadership is characterized by transactions between leaders and followers (Changar & Atan, 2021; Ene, 2020). Transactional theory state that human beings in general seeks to maximize pleasurable experiences and to diminish non-pleasurable ones. Therefore, this theory focus on controlling, short-term planning, immediate task accomplishment, and being organized (Russel, 2011). The exchange between leader and subordinate involves four magnitudes, namely; contingent reward, active management by exception, passive management by exception and free rein (Sode & Onokala, 2017). The use of contingent rewards has the leaders linking the goal to

rewards while clarifying expectations. Leaders set specific, measurable, attainable, realistic, and time-bound (SMART) goals for subordinates. In active management by exception the leader monitors subordinates to ensure adherence to rule and policy. For the period of passive management by exception the leader intervenes only when standards are not achieved. While the free rein or laissez-faire leader delegate responsibility and make no decisions (Sode & Onokala, 2017).

Transformational leadership theory: The transformational leadership theory is the view that a person interacts with others and is able to create solid relationships that result in high level of trust that in turn result in increased motivation in both leaders and followers. This theory contends that, to enhance subordinates' motivation and performance levels, leadership must create positive change in subordinates by taking care of them (Sode & Onokala, 2017). The essence of this theory is that leaders transform followers through inspiration and charisma. Rules and regulations are flexible, guided by group norms. These attributes provide a sense of belonging for followers as they can easily identify with the leader and the organizations' purpose. This theory incorporates multiple leadership theories like behaviour, charismatic, situational and transactional (Kabeyi, 2018; Odumeru & Ogbonna, 2013; Russel, 2011).

Concept of Leadership

The concept of leadership has been construed differently by different authors. MacGregor (1978, as cited in Igwe & Ateke, 2019) conceive leadership as a reciprocal process by which individuals with certain motives and values and various economic, political and other resources mobilize others in a context of competition and conflict, to achieve goals independently or mutually held. Astin and Leland (1991, as cited in Igwe & Ateke, 2019), see leadership as a process by which members of a group are empowered to work together synergistically toward a common goal or vision that create change, transform institutions and improve the quality of lives. Others define leadership as the art or process of persuading people to work willingly and enthusiastically toward the achievement of group objectives (Weihrich et al., 2011). This notion can be understood as encompassing not only a willingness to work, but also zeal and confidence. In the words of Asika (2004), leadership is the process of influencing people to direct their efforts towards achievement of stated goals. Jones and George (2004) view it as the process by which an individual exerts influence over others and inspires, motivate and directs their activities to achieve the group goals.

The foregoing definitions present leadership as a process of inducing compliance through the use of influence as a persuasive instrument for achieving corporate goals. It entails duties being assigned and principles being used effectively to achieve organizational goals. As a result, the leadership concepts outlined above are suited for organizations since they capture the reason for organizations' existence, which is to achieve objectives through persuasion of people. However, an organization's leadership should be able to influence its members to act willingly toward accomplishing goals, and structure the organization's activities in such a way that employees can achieve both corporate and personal goals. Therefore, the emphasis is on encouraging people to create not only a desire to work, but also a desire to work with zeal and confidence.

Regardless of the disparities in the above views on leadership, the aforementioned definitions of leadership can be used to draw three essential conclusions. To begin with, leadership is a process that involves active participants. It is a continuous process in an organization. Second, it

incorporates other people in the form of subordinates who are influenced by the leader due to their willingness. Finally, the purpose of leadership is to achieve goals. Therefore, organizational leadership is the process of influencing employees' actions in order to achieve organizational goals. It entails persuading employees to change their behavior.

Leadership Styles
Leadership style is the method and approach to providing direction, implementing plans, and motivating people. As seen by the employees, it includes the total pattern of explicit and implicit actions performed by their leader (Newstrom & Davis, 1993). Abba et al. (2004) view leadership styles as the process and method of getting people to do what the leader wants; that is, the right of a manager to assign duties to subordinates. In order to get the best results from subordinates, managers must be able to raise subordinates' morale, by implication, a spirit of involvement and co-operation, and a willingness to work. Abba, et al. (2004) and Weihrich et al. (2011) identified three major leadership styles namely, autocratic, laissez-faire and democratic leadership. These are leadership styles, which concerns the McGregor's Theory "X and Y" assumptions. In modern leadership theories, five leadership styles have been presented, including; charismatic leadership, transactional leadership, transformational leadership, visionary leadership, and culture-based leadership (DeRue & Myers, 2013; Ojokuku et al., 2012). However, below is a brief examination of some common leadership styles mentioned above and their potential impact on a group as well as their relative usefulness.

Autocratic leadership: This is a leadership style in which decisions are made exclusively by the leader. Autocracy believes that human beings are evil, weak, unwilling to work, incapable of self-determination, and have limited reasoning. Therefore, they must be directed, dictated to, pushed, and forced to work (Adedokun, 2008). The autocratic leader provides direction, determine policy and expect compliance. They are assertive and optimistic in nature and also lead by the ability to withhold or give rewards and sanctions. The negative side of autocratic leadership is the feeling of aggravation on the part of subordinates mostly due to the downgrading of their expansions, ideas and needs. Also there will be good production but only when the leaders is present, but drop in his absence (Ukaidi, 2016). Hence, subordinates merely do what they are told, no question is allowed and no explanation given. However, this style of leadership can be effective when unskilled labour is used or in high stress situations requiring immediate actions as long as the advantages outweigh the disadvantages (Germain, 2012; Zaccaro, 2007).

Laissez-Faire leadership: This is alternatively called "free-rein". It is a leadership style that allows people to determine their own direction and function. The leader uses his power carefully, if at all, giving subordinates a high level of independence in their operations. Such leaders depend largely on subordinates to set their own goals and the means of achieving them, based on their own initiatives (Weihrich et al., 2011). The leader provides subordinates with guidance and materials then lets the subordinates develop courses of action and eventually make the decision; the leader monitor the work and answers questions of subordinates. This style of leadership can be very effective if subordinates are knowledgeable and experienced. The experienced subordinates often assume leadership roles thus accept responsibility. Generally, laissez-faire leadership results in low productivity compared to other styles of leadership (Sode & Onokala, 2017; Ukaidi, 2016).

Democratic leadership: This style of leadership is exemplified by the leader encouraging subordinates' participation in the decision-making processes of the organization. In other words**,** democratic leaders get members involved in decision-making, by guiding them to determine how the group functions. This style demonstrates support for every person in the group; where leadership tasks are shared; and where decision-making and communication are based on discussion, reflection and contribution among group members. In democratic leadership, criticism and praise are objectively given. Performances are usually high. New ideas and changes are developed (Ukaidi, 2016). In this case, the leader still makes final decisions but everyone get involved in brainstorming and discussion. This style works exceptionally well, when the focus is quality and not quantity. Communication is the key to this type of leadership (Sode & Onokala, 2017). This means that subordinates must be able to communicate their ideas and thought effectively so that the leader fully understands their position if the leader is going to use the subordinate input to help complete the task. In addition, to be effective subordinates must have a working knowledge concerning the particulars of the organization. Without knowledge, subordinate cannot provide informative input or make relevant suggestions (Germain, 2012; Zaccaro, 2007).

Bureaucratic leadership: Bureaucracy is a formal system of organization and administration designed to ensure efficiency and effectiveness (Jones & George, 2003). Bureaucratic leadership is characterized by leaders that precisely follow rules and use positional power to influence results (Sode & Onokala, 2017). In order words, bureaucratic leadership is where the leader lead "by the book" everything must be done according to procedure or policy. If it is not covered by the book, the leader refers to the next level above them. The leader is more of a "police officer" than a leader. They enforce the rules. This style is effective when employees: perform routine tasks, need to understand certain standards or procedures; work with dangerous or delicate equipment that requires a definite set of procedures to operate; safety or security training is being conducted; or when employees perform tasks that require handling cash (Amofa et al., 2016). Subordinates are expected to follow orders of the leader because of the authority vested with their position ((Sode & Onokala, 2017). This leadership style is beneficial in hazardous types of jobs where safety is paramount and standards are expected to be follows exactly to ensure accuracy (Germain, 2012; Zaccaro, 2007).

Charismatic leadership: This is the most successful trait-driven leadership style. Charismatic leaders have a vision, as well as a personality that motivates followers to execute that vision. As a result, this leadership type has traditionally been one of the most valued. Charismatic leadership provides fertile ground for creativity and innovation, and is often highly motivational. With charismatic leaders at the helm, the organization's members simply want to follow. It sounds like a best case scenario. There is however, one significant problem that potentially undercuts the value of charismatic leaders: they can leave. Once gone, an organization can appear rudderless and without direction. The struggling can last for years, because charismatic leaders rarely develop replacements. Their leadership is based upon strength of personality. As a result, charismatic leadership usually eliminates other competing, strong personalities and difficult to learn (Germain, 2012; Zaccaro, 2007). The result of weeding out competition is a legion of happy followers, but few future leaders (Michael, 2010).

Transactional leadership: The wheeler-dealers of leadership styles, transactional leaders are always willing to give something in return for followership. It can be any number of things

including a good performance review, a raise, a promotion, new responsibilities or a desired change in duties. The problem with transactional leaders is expectations. Transactional leadership style is defined as the exchange of rewards and targets between employees and management (Howell & Avolio, 1993). Transactional leaders fulfil employee needs of rewards when targets are met (Humphreys, 2002; Howell & Avolio, 1993; Bass, 1990).

Transformational leadership: Transformational leadership focuses on the development of followers and their needs. According to Bass and Riggo (2006), and Odumeru and Ogbonna (2013), transformational leadership improves follower motivation, morale, and performance by connecting followers' sense of self to the project and the organization's collective identity; being a role model for followers to inspire and motivate them; challenging followers to take greater ownership of their work; and understanding the strengths and weaknesses of followers in order to align followers with tasks that improve their performance. Transformational leaders focus on the development of the value system of employees, their motivational level and moralities with the development of their skills (Ojokuku et al., 2012). It basically helps follower's achieve their goals in the organizational setting; encourages followers to be expressive and adaptive to new and improved practices and changes in the environment (Bass, 2001).

However, the application of any of these styles largely depend on many factors such as type of goal set, the calibre of subordinates or employees, durations for the achievement of targets among many others. For instance, autocratic leadership can enforce a rule stipulating that employees wear a protective covering when handling certain duties, but same cannot be said of laissez-faire leadership. Also, democratic leadership enable leaders gain more knowledge and better commitment from subordinates than autocratic leadership.

Leadership Qualities Needed in Organizations
In deliberating on the qualities of a leader, it will be imperative to know who is a leader. According to Jatto (2008) a leader an influential person in an organization who provides direction, guides group activities and ensures that group objectives are attained. In the words of Jones and George (2003) a leader is an individual who is able to exert influence over others to help them achieve group or organizational goals. A leader is one with power over people, and who exercise authority for the purpose of influencing their behaviour (Allan & Robert, 1969). Based on the above views, a good leader can be someone who is capable of influencing or persuading others to move enthusiastically towards the achievement of group, individual and organizational goals.

However, in discussing the necessary qualities that leaders at the organizational level should possess, it is argued that there are no universal or "best qualities" of a leader (Garner, 2020; Drucker, 1999). It therefore follows, that what constitutes effective leadership under a particular situation may possibly not be adequate in another situation. It is in this context, McGregor (1966) opines that it is more profitable to consider leadership as a relationship between leaders and the situation surrounding them than as a universal pattern of characteristics possessed by certain people. In line with these situational factors, Redding (1970) was of the view that no single style is naturally more effective than the other; and that effectiveness depends on the suitability of the style to the situation in which it is applied.

Regardless of the relationships between leadership and situational factors, there are some qualities that seem common to majority of leaders that can be employed in the organization. These include:

i.   An organizational leader should always be optimistic, as this is essential for motivating subordinates to take action. One thing is certain: leaders must believe in themselves in order to succeed in their job. They should believe that they have what it takes to meet the organization's objectives (Jatto, 2008; Muteswa, 2016).

ii. A good leader should be emotionally stable. Emotional stability is essential for effective leadership. They must be able to keep their emotions under control (Olanrewaju & Okorie, 2019). This does not imply that a leader must be devoid of all apathy and warmth, but rather that they must be able to put personal feelings in control while assessing situational needs (Jatto, 2008; Berkley, 1975).

iii. A good leader should be rational in their judgment. Good leaders make decisions based on reasoning. This assists in analyzing available options and selecting the best for the organization's and employees' benefit (Olanrewaju & Okorie, 2019).

iv. A leader must be competent or proficient (Jatto, 2008). This means that in order for a leader to direct subordinates, they must have a thorough comprehension of the task that they accomplish. Leaders who are technically competent gain the respect of subordinates (Syed, 2021).

v.   Regardless of the situational variables around the organization, a leader should be intelligent and tactful. This helps the leader to comprehend and resolve complex challenges (Jones & George, 2003). It is impossible to find a successful leader who is both dumb and uninteresting (Jatto, 2008).

vi. A successful leader should be able to communicate effectively, which is an important intellectual skill. This is because the power of the tongue in terms of speaking persuasively is critical if a leader want to attain the organization's objectives while also ensuring subordinates' cooperation (Kaiser, 2020).

vii. A good leader must be honest and trustworthy. Dwight D. Eisenhower, the 34th President of the United States, once said, "The highest quality of leadership is unquestionably, integrity" (Hasan, 2022; Syed, 2021). No true success can be achieved without integrity, whether on the football field, in the army, or in the office. Honesty and integrity are two essential qualities in a good leader (Hasan, 2017; Shah & Pathak, 2015) they enable leaders avoid selfish behavior, control their emotions, and admit when they have made a mistake (Hossain, 2015; Jones & George, 2003).

viii. A successful leader should be self-assured enough that, others will obey their instructions. If a leader is uncertain about their own decisions and attributes, subordinates will be reluctant to follow them (Shah & Pathak, 2015). To gain the respect of employees, a leader should show confidence and demonstrate boldness. This does not mean that the leader should be overconfident, but it does mean that they should have the level of confidence necessary to inspire faith in followers. It helps in effectively influencing subordinates and persevering in the face of difficulties (Jones & George, 2003).

ix. Empathy is the important leadership trait a good leader should possess (Westover, 2020). Unfortunately, most leaders adopt an authoritarian approach and completely disregard empathy. As a result, they are unable to form strong relationship with followers.

Understanding and empathizing with subordinates' difficulties is the first step toward becoming a good leader (Hasan, 2017)

x. An effective leader must be able to delegate. Regardless of the situation or position leaders find themselves; it is critical to recognize that they cannot do everything alone. Good leaders understand that delegation entails more than merely delegating a task to another person (Hasan, 2017). It entails trusting and believing in the employees' ability to do the task at hand.

xi. A competent leader must have a deep knowledge of human interactions, especially when task is performed by subordinates. Leaders gain healthy respect when they develop and understand acceptable human relations abilities (Igbaekemen, 2014). According to Ojo (1998), employment should be structured and work schedules should be organized based on the human relations theory to ensure that people have meaningful work, a sense of responsibility, and the opportunity to participate in decisions that influence their careers.

It is critical to indicate that the existence of these qualities does not make them sufficient prerequisites for effective leadership; yet, their complete lack would almost certainly result in ineffective leadership in organizations. In other word, there is no assurance that if a person possesses the aforementioned qualities, they will be successful leaders; yet, if they are absolutely lacking, a person is unlikely to succeed as a leader (Muteswa, 2016; Hossain, 2015; Shah & Pathak, 2015). Persuading others to act in a given way is part of leadership. Leaders must have the appropriate leadership styles and qualities in order for people to follow and trust them. If the leader wants people to trust them and do things for the organization, they must be motivated. Leaders and subordinates encourage each other to be more respectful, good, and enthusiastic.

CONCLUSION AND RECOMMENDATIONS

This paper has shown that leadership is essential to the success of organizations. The presence of good leadership enforces good corporate behaviour, enhances goal attainment, and drives employee satisfaction. Therefore, good leadership is crucial in organizations, which is in itself is critical to good organizational performance in terms of products or service delivery. In other words, leadership in organizations dictate organizations' performance. Leadership with good human relation is central in any organization as it is often said that good leadership is the backbone for organizational growth and development. On the hand, bad leadership lead to poor organizational performance, if the leadership of the organization is incompetent, the activities of its components will be expected to be negatively affected, the structural coordination and control of activities of individual members of the organization will become challenging. Therefore, this paper recommends that leaders in organizations should possess leadership qualities and adopt effective leadership styles that facilitates the realization of both cooperate and individual goals. In addition, leaders should develop good human relations skills and lead subordinates towards purposeful, optimistic and achievable goals.

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