

DIFFERENT LEADERSHIP STYLES: IMPACT ON ORGANIZATIONAL PERFORMANCE

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ABSTRACT

Most organizations had a framework of roles, responsibilities, authority and communication relationships, that are designed to accomplish an organization's tasks and objectives. Leadership function is to be constructive, adaptive change through processes, to navigate and establish the direction, vision, motivating the people and to be an inspiration. Leadership style needed for each situation effect upon organizations such as determining values, culture, change tolerance and employee motivation.

The research measured the different styles of leadership impact on organizational performance by the methods of in-depth interview to mid and top-levels managements recommend and reviews accordingly. Different styles of leadership relationship positively or negatively impact the employee's innovativeness, which had gradually significance to accomplish or not performing of organization's tasks and objectives. A conceptual model on the impact of high-performance skill, behaviours and strategic vision are the factors of leadership on organizational effective performance. They can influence the organizational performance through integrating the culture context and the play role also affect many other factors.

Keywords: *Leadership Style, Organizational Performance*

INTRODUCTION

The function of leadership is to be constructive, adaptive change through processes, to navigate and establish the direction, vision, motivating the people and to be an inspiration. Leadership responsibilities and employee's innovation gradually significance to achieve the organizational tasks and objectives. A strategic vision of leadership is a policy of wider perspectives of communicating and resolving the conflicts between various individual, teams and groups. Different styles of leadership found are the following bureaucratic leader, transformational leader, charismatic leader and ethical leader having a variety of understanding about the human nature such as needs, emotions, motivation, employees' attributes. A reality based on the knowledge and innovation is to improve performance of organization that effect upon values, culture, change, and employee's motivation.

LITERATURE REVIEW

Leadership

Leadership is an inspiring role towards the others especially for those who want to pursue vision within the parameters to extent a shared effort, shared vision

and a shared success (Zeitchik, 2012). Leadership is a process of social influence which maximizes the efforts of others towards the achievement of a goal (Kruse, 2013). Cause and effect upon organization determined the values, culture, changes and employee's motivation. The strategies include execution and effectiveness. It is the most vital and experience to successfully execute as stated missions, allocation, services offered and collection development strategies. Share vision can shape the people that experience the beneficial potential impact on organization. Bass theory of leadership stated that there are three basic way to explain how people become the leaders (Stogdill, 1989; Bass, 1990). Great Events Theory stated how people can choose to become leaders. People can learn leadership skill, this is the transformational or Process leadership. Total leadership possessed a clear direction to gain respect and to be ethical by a stronger vision of the future. Self-serving leaders are not effective on their employee by only obeying them. Good leadership is an honorable character and selfless services to organization through trust, confidence in employee satisfaction and effective communication to understand the company's overall business strategy. The leadership is all about continuous

participation in work and study to improve leadership skills by influences others to accomplish. The objective of leadership through social influences is a leadership skill and knowledge such as beliefs, values, ethics and to other attributes giving the certain making it a unique. An organization was equivalent to conduct a synchronizing. “Good leader is made, not Born, if you have desire and willpower, you can become an effective leader. Good leaders develop through a never-ending process of self-study, education, training and experience” (Jago, 1982).

Leaders and Top Management

Both leadership and management are essential for successful organization, Management is a set of process that keep functioning such as planning, budgeting, organizing, staffing, performance evaluation and problem solving. Accordingly, different types of firms and industries, management and leadership have a great deal in a common such as working with people and accomplishing the goals of the organization they do differ in their primary functions (Kotter, 1990). Leadership function is all about movement, constructive and adaptive change through the process by establishing direction, visioning, aligning to all the members motivation and inspiration. The manager or the supervisor has the authority to accomplish the tasks and objectives in an organization. The followers also want to achieve goal through a clear strategy needs to be collaborative within system and processes smoothly running an operation. “A balance between management and leadership depends on the environment, management is essential, but more leadership really is not.” said Kotter. Plan will succeed or fail on the strategic thinking and future details of strategic plan upon leaders and top management. Author Peter Drucker highlighted that “Effective Management is probably the main resource of developed countries and the most needed resource of developing Ones”. Leadership and Management represent the concepts is resolving the conflicts between various individuals and teams as important function in a small and medium business. If the members do not trust or lack confidence in their leader will be uninspired. Organizations too survived in changing environment in touch with external environment and need of market and societies. Essential for prosperity of society efficiently management leads to economical production turns to help increase the welfare. This organization members of the people benefit to growth and survival, improve standard of living, higher profitable which in business get maximum output at low expenses.

Leadership styles

Leadership styles needed for each situation effect upon organizations such as to determine values, culture change and employee motivation. A person who lacks motivation requires a different approach to understand the human nature such as needs, emotions, motivation, employee's attributes. Leaders confront a reality based on the knowledge and innovation to improve performance of organization.

(A) Bureaucratic leaders

Bureaucratic leader's policy is to meet organizational goals, execution, strategy, objectives and goals are most comfortable relying on a policy to convince followers to get on board. Strongly committed to procedures and processes instead of people, and as result may appear highly change adverse. The specific risks with bureaucratic leaders are the perception of policies and complaints to usually meet resistance, thoughtlessness and blind implement. Force to hard work with lack of communication and decrease interdepartmental knowledge caused frustration to whole of organization. Even leadership offers an analysis of change to reform and learned from multiple ways of services at high level.

(B) Transformational leaders

This leadership style is dependent upon the higher levels of communication and visibilities to meet goals, motivation, enhance productivity and efficiency. The role of transformational leader is to change different skills and closely associated with two other leadership styles such as charismatic and visionary leadership and represent that sustainable to persuade followers. Practically applied the knowledge, expertise and vision that tend the followers to deeply embedded the leader created. Leaders involved in management focus on the wider perspectives within an organization and delegate the tasks to the team to achieve the goals. Charisma style of leading role also can find in this leadership situation. Best leaders strongly desired to change responses, challenges, suited for fast-paced, demand creative problem solving and customer commitment to outcome by the developed people.

(C) Charismatic leaders

Most of managers and people in large organization lack charisma, can find it like a transformational leadership style, enthusiasm and energetic to drive forward more than a team. Identify the risks and leading to overcome

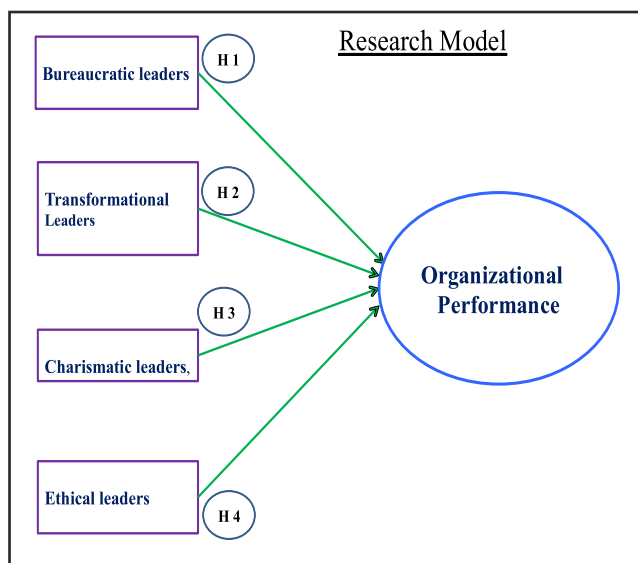
the way of risks at the project organization. Charismatic leaders carried out the implementation and takes the great responsibilities for the long-term commitment.

(D) Ethical leader

Ethical leader is very hard to implement and develop multidisciplinary, consider to financial stability of the supplier also consider the solutions that may require an investment to generate more value over for the long-term. This leadership style is persuading followers to do activities and set a goal, process of directing towards a desired objective. Ethical leaders extend trust to their workers, employees, suppliers and customers. Aristotle cited that the ethical leaders were skilful, and the findings of the researchers can be viewed as an area of expertise. The ethical leader helps to keep the ethical compass on track which are related to the arrangement of workspace to increase as core value and bringing favourable conditions to followers, organization that are reflected in perceived leaders' effectiveness, followers' job satisfaction, increased dedication and problem reporting (Brown, Treviño & Harrison, 2005).

RESEARCH METHODOLOGY

The research measures the different styles of leadership impact on organizational performance by the methods of in-depth interview to mid, top-levels management and owner also. Recommend and reviews have allowed and investigation concerning with the leadership styles and the influence of leadership to individual, employee's motivation and organization performance.



DISCUSSION

Organization, Management and Leadership

Organizational structure is a framework of roles, responsibilities, authorities and communication are designed to accomplish organizational tasks and objectives. Vision can implement the people experiences to create beneficial potential impact on organizations, market more cohesive and coherent the process of an individual influences a group to achieve common goals. Successful corporate habit indicates continuity of leaders and ongoing leadership developed and contribute significantly to be employee manage time, information, human resource, change management, revenue, expenses and information technology. Develop personal and professional will to mentor others to do the right way on inspired standards to motivate other subordinates. Effective leaders use successful strategies for management and assigned priority to projects results.

Assigning appropriate tasks can manage time efficiently, finding creativity and individual ways to all members, colleagues and customers is an important leadership skill. Leading is a process of influencing and directing the activities of an organized group to accomplish goals by communicating and premised on interpersonal relationship, thrives in an organization. Leader's role is to personnel management attention is complexities of understanding people, to implement interventions, accountability, quality-enhancing management strategies. Operation management leaders have possessed encouraging diversity in the workplace, promoting, cross-training, real outcome, build relationship with customers. Change management enables leaders to evaluate the process tools such as decision making and force field analysis data when solving the problems. Organization build ups their competitive advantage by enlarging, enhancing idea through organizational structure. Leadership innovation process implement through the knowledge creation, idea generation and mechanistic structure.

Leadership Styles and Organizational Performance

(A) **Bureaucratic Leaders** found that the real risks of leadership's received greatest benefits and the other for motivating and developing people to ignore are failed to grow the organization's performance. Policies are inadequate to the task of developing commitment, implementing change is one of the most difficult tasks and not work cooperation at all in these situations.

Measured for Leadership style and Organizational performance		Response options					
H. (1)	Bureaucratic leader	1	2	3	4	5	
	Very little collaboration to achieving the goals within their SME/ organization	Strongly disagree	Disagree	Not applicable	Agree	Strongly agree	Total
	Obedience to Authorities / ignored motivating people by Bureaucratic leader	0.30%	6%	15.80%	50.60%	27.30%	100.00%
	Bureaucratic leadership style impossible to complete I the SME. Dynamic changing environment						

(B) Transformational leaders represent the most valuable form of leadership since followers are given chances to transform, develop to change and achieve financial performance. Adapt market change and business environment to keep moving forward such as creative ways to act, fundamental factor of sustainable and higher level for performance.

Measured for Leadership style and Organizational performance		Response options					
H. (2)	Transformational leaders	1	2	3	4	5	
	Stimulates and inspires followers with in the organization to achieved the objective by the Transformational leader.	Strongly disagree	Disagree	Not applicable	Agree	Strongly agree	Total
	Transformational leader conduct positively changes in followers for the interest of the SME/organization	0%	0%	13.30%	50.40%	36.30%	100.00%
	Integrity, consistency, honesty and openness found in transformational leaders						

(C) Charismatic Style of leading role also can find in the transformational leadership style. This leader conducts strongly inspired to their followers and subordinates, take responsibilities and encourages to their audience often implement collaboration within the organization.

Measured for Leadership style and Organizational performance		Response options					
H. (3)	Transformational leaders	1	2	3	4	5	
	Charismatic leader similar to a transformational leadership styles	Strongly disagree	Disagree	Not applicable	Agree	Strongly agree	Total
	Provide to the member for creativity is often highly motivation	0%	0%	14.80%	59.50%	25.70%	100.00%
	Ability to inspire others towards higher level of performance for plan implementation.						

(D) Ethical leaders demonstrate in line with the critical to raise awareness about the respect to others. Depending on the individual leadership style from personality characteristics by different values, attitudes, beliefs, habits and

practices to a certain extent upon the organizational, professional or institutional culture.

Measured for Leadership style and Organizational performance		Response options					
H. (4)	Ethical Leader	1	2	3	4	5	
	Demonstrate increased to respect and service within the organization	Strongly disagree	Disagree	Not applicable	Agree	Strongly agree	Total
	Ethical Leader open to different ideas and create an atmosphere of dynamic and fruitful communication.						
	Integrated into implement daily organization activities follow such as strategies	0%	1.70%	10%	60%	28.30%	100.00%

CONCLUSION

The selection of the organization assigned the right leaders to achieve the function of business and institutions and make a clear decision and policies for which styles of leaders meet the organization's criteria and performance growth. A survey, interview and conceptual models found it effective to the organization's high performance by the transformational and charismatic and followed the ethical leadership style. Innovation plays a critical role towards the improvement of performance and financial growth. Bureaucratic style leader does not meet the modern business environment and can't make it attractive for organization.

RECOMMENDATION

At the present world, the stages in business are very dynamic fluctuation and unstable, in response to the old style of management, traditional ways of performing and bureaucratic style of leaders are impossible to sustain in the organization.

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