Leadership Styles and Its Implications on Organizational Survival

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Abstract: This research examines the leadership styles and its implication in organization survival. Leadership is defined as the art or process of influencing people so that they strive willingly and enthusiastically toward the achievement of group goals. The leadership styles are transformational leadership style, transactional leadership style, democratic leadership style and autocratic leadership style. These leadership styles play a major role in the survival of an organization. They enhance growth and developments in the organization to enable them compete in the changing and competitive business environment. This research go further to look into the theories of leadership styles which are trait theories, behavioral theory, participative theory, contingency theory, great man theory, transactional/management theory and relationship/ transformational theory.

Keywords: Autocratic Leadership Style, Democratic Leadership Style, Transformational Leadership Style and Transactional Leadership Style.

INTRODUCTION

For any organization to succeed and endure in the fiercely competitive economic environment, leadership is crucial. An organization's ability to survive depends greatly on its leadership. The world today is dynamic and constantly shifting. The increased rivalry, mergers and acquisitions, shifting markets, and changing personnel demographics are all causing changes in the worldwide world of today. Although a variety of elements may affect an organization's performance, there is little doubt that one of the most important predictors of its eventual success will be the caliber of leadership that is available to it. Through improving employee job satisfaction, motivation, and performance, leadership behavior plays a critical role in enhancing organizational survival. The growth of organizations is accelerated by effective leadership behavior. There must be a strong relationship between the (management) leaders and employees for any organization to accomplish its stated objectives and aims. Nowadays, a lot of workers want to know more about how leaders think. The ability to motivate employees has been found to be a catalyst for employee performance and, consequently, for organizational success in today's competitive workplace. Managers should arm themselves with this information. Many believe that leaders are created, not born. However, it is becoming more widely recognized that in order to be a successful leader, one must possess the necessary expertise, knowledge, dedication, patience, and most importantly the capacity to compromise and collaborate with others in order to achieve objectives. Thus, effective leaders are created, not born. A never-ending process of self-study, education, training, and the accumulation of appropriate experience is required to build good leadership (Bass & Bass, 2008). Boulding (1956) developed the broad trans-disciplinary theory of knowledge and human, social, and organizational behavior in his book "The Image: Knowledge in Life and Society." Strong character and unselfish devotion to an organization, according to him, serve as the foundation of excellent leadership (Jenkins, 2013). From the viewpoint of the workforce, leadership is made up of all the actions a leader does that have an impact on the accomplishment of goals, the happiness of workers, and the health of the business (Abbasialiya, 2010). Because trust is essential to many kinds of human organizations, including those in business, the military, the government, and international organizations, leadership positions frequently depend on it (Lamb & McKee, 2004; Ivancevich, Konopaske, & Matteson, 2007). In the interpersonal interactions of groups at work, leadership is a crucial component. Groups require both leaders and their followers. The dynamic process of leadership occurs when one person, over a certain length of time, and within a specific organizational framework, convinces the other group members to freely devote themselves to the accomplishment of group tasks or goals.

CONCEPTUAL REVIEW

Leadership is a must for every business and team. Leadership enables managers to influence employee behavior throughout the company. One of the most significant outcomes of great leadership is hence having motivated staff. The body of knowledge on leadership is extensive, and during the past few decades, a lot has been written about it. Academicians, authors, and organizations have offered a variety of definitions, justifications, and suggestions for styles and models. In today's business environment, emphasis is being placed particularly on the need for leaders and the idea of leadership. An executive can direct, guide, and influence others' behavior and work in order to achieve specified objectives in a given scenario through the process of leadership. It is a manager's skill to inspire zeal and assurance in their employees. "Those who choose to lead and those who choose to follow have a reciprocal connection in leadership." According to Carter (2008), leadership is the capacity to apply managerial skills to structured performance processes by igniting, inspiring, and empowering teams to achieve predetermined organizational goals. People are not subjected to

leadership. You do it with other people. Successful managers, in accordance with Abbas & Asgar (2010), are also effective leaders because they can persuade subordinates to contribute to the achievement of organizational objectives. The ability of leaders to inspire followers to work toward common goals or a shared mission or vision is a significant component of leadership effectiveness and is frequently used to describe it (Shamir, Zakay, Breinin, & Popper 1998). The more effective the leader, the more effective the followers, the more motivated the supporters are. In order to obtain the highest returns on investments, managers must pay close attention to how effective leadership may be used within their businesses. Leadership has grown to be a crucial component of every organization. Managing the workforce and the organization as a whole has become easier in recent years thanks to leadership. In order to effectively manage people and enhance employee performance, it is important to strategically integrate new leadership styles.

THEORIES OF LEADERSHIP

There are as many diverse perspectives on leadership as there are qualities that set leaders apart from followers. Although the majority of research today has moved away from traditional trait- or personality-based theories in favor of a situation theory, which contends that the circumstances in which leadership is practiced are dictated by the leader's leadership abilities and attributes (Avolio, Walumbwa, & Weber, 2009). The three viewpoints of leadership as a process or connection, leadership as a collection of attributes or personality characteristics, or leadership as specific behaviors, or, as they are more often known, leadership skills, can be applied to all contemporary ideas. However, Charry (2012), noting that scholarly interest in leadership increased significantly during the early part of the twentieth century, identified eight major leadership theories. Later ideas examined additional factors, such as situational variables and proficiency levels, while the older theories concentrated on the characteristics that set leaders apart from followers. However, contemporary theories are constantly being developed.

CONTINGENCY THEORY

The leadership contingency theory places a high emphasis on particular contextual elements that may have an impact on which leadership style is best suited in a particular work environment. This notion contends that no one leadership approach is suitable for every circumstance. Several factors, such as the leader's style, the followers' characteristics, and the circumstances, affect success (Charry, 2012). Any circumstance in a pertinent environment that should be taken into account while creating a corporate institution or one of its parts is thus referred to as a contingency issues (Naylor, 1999). According to Lamb (2013) contingency theory is the effectiveness of a leader depends on how well their traits and style match what the situation requires. The theory of contingency advise that no leadership style is exact on its own because it depends on a variety of conditions, including the followers' quality, situation, and other things. According to this theory, there is no single right way to lead because the internal and external dimensions of the environment require the leader to adapt to that particular situation. In most cases, leaders do not change only the dynamics and environment, employees within the organization change. The theory of contingency are a subset of behavioral theory that, in a straightforward sense, contests the idea that there is a single best way to lead or organize, and that a leadership approach that works well in one set of circumstances may not work well in another (Greenleaf, 1977). Contingency theorists assumed that the leader was the focus of leader-subordinate relationship; situational theorists opined that the subordinates played a pivotal role in defining the relationship. Although situational leadership continues to place the majority of the concentration on the leader, it also makes the significance of the focus on group dynamics. These studies of the relationships between groups and their leaders have led to some of our modern theories of group dynamics and leadership. The theory of situational leadership proposes that style of leadership should be accorded with the maturity of the subordinates (Bass, 1997). The situational leadership model, first introduced in 1969, theorized that there was no unsurpassed way to lead and those leaders, to be effective, must be able to adapt to the situation and transform their leadership style between task-oriented and relationship oriented.

BEHAVIOURAL THEORY

The behavioral theory of leadership holds that great leaders may be created, not born. This leadership paradigm puts less emphasis on the minds or more on the actions of leader and their mental states. The behavioural approach claims that training and observation can help people develop their leadership skills. According to Naylor (1999), a thorough comparison of democratic and authoritarian leadership styles has sparked interest in leadership behaviour. These forms of leadership have been found to affect how groups behave differently:

- Groups that are led autocratically will work better while the leader is present.
- Democratically led organizations do almost as well as the autocratic group, but group members frequently disapprove of the leadership style and show animosity. Members of the group, however, feel more positively and are not hostile. Most significantly, the group's work goes on even without the leader there.

Feidler and House (1994) recognized two more leadership focuses that are centered on leadership effectiveness. According to these researchers, starting structure (a focus on productivity and task behaviours) and consideration (a focus on interpersonal and relational behaviours) were very significant traits. The level of trust and rapport a leader instills in his followers is taken into account. On the other hand, initiating structure represents how much the leader constructs, directs, and defines both his or her own and the subordinates' duties as they contribute to organizational success, profit, and purpose fulfillment. The three types of leaders were

presented by several researchers: authoritarian, democratic, and laissez-faire. Without involving subordinates, the autocratic leader makes decisions, laissez-faire leader lets subordinates make the decision and hence takes no real leadership role other than assuming the position and the democratic leader accesses his subordinates then takes his decision. He further assumed that all leaders could fit into one of these three categories.

PARTICIPATIVE THEORY

The best leadership approach, according to participative leadership theories, is one that considers others' opinions. When their leaders aggressively promote their involvement and contributions, a group's members are more likely to feel dedicated to and engaged in the decision-making process. A manager who employs participative leadership strives to involve people in the decision-making process rather than making all the decisions. This increases dedication and collaboration, which leads to wiser decisions and a successful business (Lamb, 2013).

TRANSACTIONAL/MANAGEMENT THEORY

The focus of transactional theories, sometimes called management theory, is on group dynamics, organizational functions, and interactions between leaders (superiors) and followers (subordinates). These theories contend that a system of incentives and sanctions produces leadership (Charry, 2012). On the notion that it is the duty of a leader to provide structures that are unambiguous as to what is expected of subordinates and the results (rewards and penalties) associated with fulfilling or failing to fulfill expectations (Lamb, 2013). Employees are praised or disciplined for their shortcomings and given rewards for their accomplishments (Charry, 2012). The idea and managerial practices are often related to managerial theory since it is still a very prevalent element of many organizational systems and leadership paradigms (Lamb, 2013).

RELATIONSHIP/TRANSFORMATIONAL THEORY

Relationship theory, also referred to as transformational theory, is concerned with the bonds that are formed between leaders (superiors) and followers (subordinates). These viewpoints contend that the art of leadership involves relating to other people in a way that strengthens bonds and motivates both leaders and followers. By supporting their subordinates in understanding the significance and increased benefit of the current task, relationship leaders inspire and motivate their teams. These leaders care about each person realizing their full potential as well as the group's output. These leaders frequently uphold strong moral and ethical principles (Charry, 2012).

SKILLS THEORY

This point of view contends that knowledge gained as well as acquired skills and abilities are crucial elements of good leadership. A developed style, learned skills, and acquired knowledge are the main drivers of leadership effectiveness, according to the skills theory, which recognizes natural features and the capacity to lead well. Strong adherence to the skills hypothesis typically calls for significant time and money investment in leadership training (Wolinski, 2010).

GREAT-MAN THEORY

Since most civilizations rely on heroes to recount their victories and offer an explanation for their setbacks, efforts to pinpoint universal traits of leadership have been made for a very long time. Thomas Carlyle declared in 1847 that universal history, or the history of what man has accomplished in this world, is at the bottom of the history of the great men who have labored here, in the best interests of the heroes. According to Carlyle's "great man theory," only men who are born with heroic potential may ever become leaders. He believed that great men were born, not created. Sidney Hook, an American philosopher, elaborated on Carlyle's ideas by emphasizing the difference between the impact that an eventful individual could have and an event-making man (Dobbins & Platz, 1986).

TRAITS THEORY

Early theorists believed that leaders were born with unique physical and psychological features that set them apart from non-leaders. Whether leadership traits were inherited or learned was not taken into consideration by trait theories. Height, intelligence, attractiveness, and self-assurance are examples of emerging qualities that are significantly influenced by inheritance. Charisma is an essential element of leadership that falls under the category of effectiveness traits, which are based on experience or learning (Ekvall & Arvonen, 1991).

THE LEADERSHIP STYLES

Various leadership philosophies are employed based on the strength of the direction, empowerment, and decision-making power that suits the personnel. According to Kenneth and Heresy, an effective leader must be a skilled diagnostician and adapt their style to the needs of the environment in which they work. In the past fifty years, a variety of leadership theories have been put forth, and it is claimed that these ideas have had an impact on the general success of the organizations where they have been used. Employing leadership philosophies that help firms thrive in a dynamic environment is essential in the competitive world with technological advances in the corporate environment (Maritz, 1995, Bass, 1997). Efforts to inspire followers are made using several leadership philosophies. There is no "one size fits all" approach to leadership. The right leadership style should be chosen and modified to

match different types of organizations, circumstances, groups, and people. Therefore, having a good awareness of the various leadership styles is beneficial since it broadens the range of tools at your disposal. To assess how different leadership philosophies relate to one another and its implications on organizational survival, which is the study's primary goal, it makes sense to take a close look at various leadership philosophies.

TRANSFORMATIONAL LEADERSHIP

In 1978, Burns was the first to put up the notion of reforming leadership. He claims that transformative leadership happens when one or more people interact with others in a way that inspires followers and leaders to higher moral and motivational standards. According to Burns (1998), a transformational leader molds, transforms, and elevates the followers' motivations, values, and objectives, bringing about a major change in the process. When a leader practices transformational leadership, they make an effort to raise the moral and ethical awareness of their followers, to help them become more mature motivators, and to encourage them to put the needs of the group, the organization, or society ahead of their own self-interests. Such leaders give their followers a sense of purpose that transcends a straightforward payment for their labor. The proactive behaviors of transformative leaders vary and are special. These individuals strive to maximize development rather than merely performance. The maturity of ability, motivation, attitudes, and values are all included in development. Such leaders aim to increase the maturity of their subordinates' demands. They persuade their coworkers to aim for greater accomplishments as well as higher moral and ethical standards. They maximize the growth of their organizations through the development of their associates. High-performing employees create high-performing companies. Additionally, transformational leadership separates the factors that obstruct growth from their indicators and seeks to prevent them. Profit value is taken into account as the foundation of growth in transformational leadership. it is also proactive, catalytic, and tolerant; it focuses more on goals and plans for accomplishing them. Utilizes human resources to the fullest extent possible and seeks out and nurtures new potential. Human potential is released, love is modeled, and people are always led in new directions by transformational leadership. Additionally, transformational leadership coordinates internal processes and structures to support all-encompassing principles and objectives.

TRANSACTIONAL LEADERSHIP

According to Bass and Avolio (1987), the transactional leadership style is built on conventional bureaucratic legitimacy and authority. By assuring subordinates of the incentives and advantages for completing tasks, transactional leaders can motivate workers to perform and consequently achieve desired results (Bass, 1990). Transactional leaders are those who put structure in place and show compassion for their staff (Senior, 1997). Transactional leaders concentrate their efforts on task completion and compliance and rely on organizational rewards and penalties to affect employee performance. Rewards are conditional on followers fulfilling the duties and responsibilities set forth by the leader (Bass and Avolio, 2000; Mester, et al 2003).

DEMOCRATIC LEADERSHIP

Democratic leadership style is exhibited where the focus of power is more towards the group as a whole, and where there is greater interaction within the group (Mullins, 2002). The manager shares the leadership functions with members of the group where he or she takes part as a team member. The manager allows the decision to emerge out of the process of the group discussion, instead of imposing it on the group as a boss. This leadership style is appropriate only in instances where the nature of the responsibility associated with the decision is such that group members are willing to share with their manager, or alternatively the manager is willing to accept responsibility for decisions, which he or she has not made personally. This leadership is viewed as an important aspect of empowerment, teamwork and collaboration. It's been noticed that an organization is more effective when those who will be affected by the organization's decisions are fully taking part in the making of decisions. It is believed that subordinates share a sense of responsibility for the organization when they are allowed to participate actively in the decision-making (Prerez, Milstein, Wood and Jacquez 1999). Democratic decision-makers consult the team before making a final choice, though. Team members are frequently very involved in projects and choices, and they foster creativity. Democratic leadership has several advantages. As a result of their greater involvement, team members frequently report high levels of job satisfaction and productivity. Additionally, this manner fosters skill development in workers. More than simply monetary compensation serves as a motivator for team members since they feel like they are a part of something important and bigger. Democratic leadership poses a risk because it can sputter in circumstances where promptness or effectiveness is crucial. For instance, acquiring information during a crisis can cost a team crucial time. Teams with members who lack the skills or knowledge necessary to contribute in a high-quality manner could also be dangerous.

AUTOCRATIC LEADERSHIP

Bass and Stogdill (1990) defined autocratic leadership as the behavior of a domineering, directive, or coercive leader who infrequently seeks opinion from their followers before making judgments. Similar to this, McClelland (1975) described autocratic leadership as being based on individual dominance and authoritarian actions that serve the leader's self-interest, are self-serving, and take advantage of others. Autocratic leaders are tyrannical, intrusive, and vengeful (House & Howell, 1992). An authoritarian leader takes over the workplace by controlling all decisions and actions, providing the followers precise instructions and direction, and violently demanding what to do and how to complete a task; all of the aforementioned behaviors will restrict employees from being creative and imaginative. The leader communicates professionally and in writing with subordinates. An extreme version of

transactional leadership is autocratic leadership, in which the leader has total control over the workforce. Even if the proposals are for the advantage of the organization, personnel, and team members rarely get the chance to make them. The advantage of autocratic rule is that it is very effective. Decisions are taken swiftly, and effort to put them into action can start right away. One drawback is that most employees dislike being treated in this manner. When choices must be taken swiftly and without debate, autocratic rule is frequently most effective. Dictatorial management is characterized as the pattern of management in which the organization's chief executive enforces subordinate will on all decisions, procedures, and tasks. Discipline within the organization is imperative to authoritarian leadership.

IMPLICATION OF LEADERSHIP STYLES ON ORGANISATIONAL SURVIVAL

Literature on leadership indicates that theories have been improved and changed over time, and that no view is wholly unimportant. As was previously said, the context in which something is used determines its relevance. The style of leadership used in roles requiring a great degree of confidence, sensitivity, care, and technical skill may differ from that used in straightforward management-oriented portfolios since one style of leadership does not match all responsibilities (Dess, & Picken, 2000). It means that a variety of circumstances, contexts, cultural norms, work environments, new laws and regulations, information overload, organizational complexities, and psycho-socio developments significantly affect the leadership concept, causing it to change in line with the shifting enterprise dynamics (Amabile, Schatzel, Moneta & Kramer, 2004). Through the practice of leadership, a person can affect the opinions, attitudes, and actions of others. The firm's direction is established by the leaders, who also assist in seeing what lies ahead, picture potential outcomes, and excite and motivate employees (Quinn, 2005). As a result, the existence and performance of an organization depend greatly on the leadership style used. With increased organizational size come higher performance standards and a growing need for effective leadership. Anyone with leadership potential will benefit greatly from having it. The survival of the organization appears to be strongly correlated with leadership tactics, according to all available evidence. The majority of leaders, however, have a tendency to learn more from failure than from success, despite the fact that the firm's failure and success are two sides of the same coin. The problem is that leaders frequently ask "why do we fail?" rather than "why did we succeed?" The impact of today's achievement on the company's performance in the future is something they take for granted. The main issue with corporate leadership is that executives tend to focus more on finding out why things go wrong than why things work out. But if the company doesn't take lessons from success as they would have from failure, today's success could lead to failure tomorrow. According to Margie (2012), there is a rising need for exceptional leaders. Organizations move too slowly, stagnate, and lose direction without effective leadership as a result of globalization, technological advancements, an evolving workforce, and shifting expectations and values of workers. The qualities of transformational leadership and the relationships between this style of leadership, teamwork, and decision-making are discussed by Bass (1994). When leading for change, Kotter (2012) outlined eight stages and a procedure to follow. One of these stages is the leader's capacity to assess the reasons why the organization succeeds or fails. Perkins (2003) distinguishes four different patterns or types into which leadership styles will be grouped. These include the Answer-Centered Leadership type, which emphasizes what must be done and why, and the leadership style that places the greatest emphasis on the directives given to the leader from the top of a corporation. The second leadership approach is known as vision-centered leadership, and it combines a strong personal commitment with an inspiring vision for the overall course of a business. Thirdly, there is the concept of inquiry centered leadership, which encourages inquiry at multiple levels by posing questions, facilitating discussions, and creating organizational and community structures that are open to inquiry. The Leadership by Leaving Alone approach, which advocates leaving others to discover their own way, is the fourth type of leadership. This strategy identifies the employees with the necessary skills to live and take on jobs with increasing responsibility to bring the firm the success it needs. On the other side, Gino and Gray (2011) investigate the bond between organizational leadership and the cause of organizational success. In their analysis, they found that a leader's style does affect a company's ability to fulfill its goals and objectives. According to Steven (2011), it is all too usual for executives to downplay chance events or external circumstances outside their control that contribute to the success of the company they head and instead credit their own managerial abilities and insights with the organization's success. Every area of the corporate world was affected by the manner of leadership. The leader must take responsibility to persuade the group to work toward common objectives. The majority, if not the entire senior management sets the goals for an official group like a production team. Group objectives are considerably more likely to be decided upon by consensus in an informal group made up of individuals who have joined together as friends and coworkers. In either case, the group's commitment to these objectives must be gained by the leader. The leadership philosophies are transformational, transactional, democratic, and autocratic. These leadership philosophies are vital to an organization's sustainability. They support organizational growth and development to assist them succeeds in the dynamic and cutthroat business environment.

CONCLUSION

Leadership is defined as influence, art or practice of persuading people (followers) to work voluntarily and enthusiastically toward the accomplishment of collective objectives. The leadership philosophies are transformational, transactional, democratic, and autocratic. These leadership philosophies are vital to an organization's sustainability. They support organizational growth and development to assist them succeeds in the dynamic and cutthroat business environment. This study goes further to examine the theories of leadership trait, behavioral, participative, contingency, great man, transactional/management and relationship theories.

RECOMMENDATION

1. Anyone who steps into a leadership position must be dedicated to the company.
2. The leader must internalize the vision and mission.
3. Leaders should step outside the box, to be innovative. However, enable the organization survive the stiff competitive business environment. To succeed in the corporate world, a leader needs to be capable of controlling disagreement within the corporation.

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