

A CRITICAL EVALUATION OF LEADERSHIP STYLES

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ABSTRACT

To minimize attrition in today's global competitive climate, good leadership style is required. Only via the use of effective leadership styles is it feasible to accomplish corporate goals in a productive manner. Employee performance and productivity are affected by leadership styles. A human connection in which one person leads, organizes, and oversees the execution of a shared job is known as leadership. The leadership social contract is seen as a myth that serves to reinforce existing societal beliefs and structures about the importance of hierarchy and leaders in organizations. Leadership seems to be about bringing people together around shared objectives and enabling them to take the steps necessary to achieve them. The capacity to persuade a person or a group to work toward a shared objective. This article reviews and examines the research on leadership styles and their impact on several aspects of work life quality.

KEYWORDS: *Critical Evaluation, Employee, Leadership Style, Leader Skills, Organizations.*

1. INTRODUCTION

Socrates stated over 2500 years ago that leadership is always situational: a leader's skills, particularly professional or technical expertise, are unique to the context and therefore not transferrable(1–4). But he also emphasized the flip side of the argument: a successful business leader would also make a good military commander since both have some general leadership qualities such as being excellent at selecting the best people to work with and being able to find and work with the appropriate allies.

Certain leadership qualities that are helpful in one area or culture are likely to be useful in another, according to knowledge collected over decades of study into leadership problems(5). If this is the case, then, despite substantial geographical variations, we should be able to create courses and programs that are successful in any area of the globe, particularly with customized modifications. As "the practice of influencing an organized group toward achieving its objectives," leadership is defined as "the process of influencing an organized group toward achieving its goals." The goal is to learn about various kinds of leadership styles and then use the most suitable approach to better influence subordinates or followers.

1.1. Styles of Leadership:

The leader's conduct is basically similar to the terminology style. It's the method a leader has an effect on his or her following. There are many different methods to lead, and each leader has his

or her unique style. Autocratic, bureaucratic, leadership, and laissez-faire are some of the most prevalent types(6). Management professionals have experienced a revolution in how they define leadership and how they see it over the last few decades. They've transitioned from a traditional authoritarian approach to a more creative, participatory one. It was decided somewhere along the way that not everything old was evil and not everything new was good. Instead, various styles were required for different circumstances, and each leader had to know when to use which one. The theoretical framework of leadership styles is shown in Figure 1.

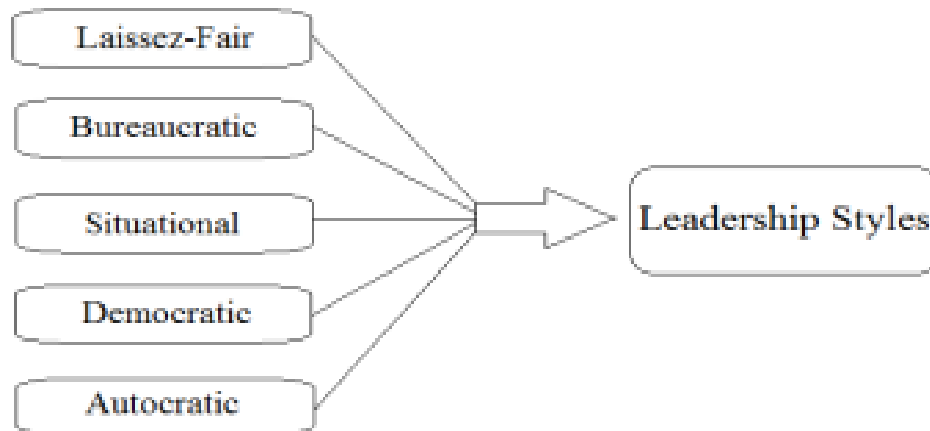


Fig. 1: Leadership Styles Theoretical Framework(7)

1.1.1. Autocratic Style:

This is often referred to as the traditional method. It's one in which the manager wields as much control as possible and makes all of the decisions(8–10). Employees are not permitted to offer feedback or discuss with the management. Employees are required to follow instructions without question. An organized set of incentives and punishments is used to create a motivational atmosphere.

Over the last 30 years, this leadership style has been heavily criticized. According to several research, companies with a large number of authoritarian CEOs have greater turnover and absenteeism than others. Employees from Generation X have shown to be very resistive to this managerial approach. According to these studies:

- i. An employee challenges a manager's authority.
- ii. Autocratic rule isn't all terrible. It is sometimes the most effective approach to use.
- iii. No employee input is permitted.
- iv. Employees should not be trusted.
- v. Only precise commands and instructions may offer effective monitoring.
- vi. No other leadership style elicits a positive response from employees.
- vii. New, inexperienced workers who are unsure of which duties to do or processes to follow.
- viii. Use threats and punishment as a means of persuading workers.

- ix. There was a lack of management in the region.
- x. High-volume manufacturing is required on a daily basis.
- xi. You only have a limited amount of time to make a choice.
- xii. Work with another department or organization must be coordinated.

The authoritarian leadership style should be avoided in the following situations:

- i. Employees feel nervous, frightened, or resentful as a result of the situation.
- ii. Employees learn to rely on their boss for all of their choices.
- iii. Employees expect their voices to be heard.

• *Advantages:*

- i. Discipline
- ii. Good control, overview
- iii. Group members know what they must do
- iv. Laws: Youth protection laws
- v. No long discussions
- vi. Rules give security
- vii. Unimpaired programme

• *Disadvantages:*

- i. Ability to criticize is suppressed.
- ii. Defiance
- iii. Fear turns into aggression, therefore violence.
- iv. Group interests are suppressed.
- v. Groups are not relaxed.
- vi. Hierarchy is promoted.
- vii. Less or no self-confidence.
- viii. Less own initiative (Fears, hatred toward other members).
- ix. Listlessness
- x. No development of freedom of choice.
- xi. No trust.
- xii. Rivalry amongst the group members.
- xiii. Talents are not recognized and therefore not promoted.
- xiv. The independence of the group is weakened by the authority of the leader.

1.1.2. Authoritarian Style:

Authoritarian leaders, also known as autocratic leaders, set clear expectations for what must be accomplished, when it must be accomplished, and how it must be accomplished(11–13). A significant distinction exists between the leader and the following. Leaders that are authoritarian make choices on their own, with little or no involvement from the rest of the group. Under authoritarian leadership, researchers discovered that decision-making was less innovative. Lewin also discovered that transitioning from an authoritarian to a democratic style is more difficult than the other way around. Controlling, domineering, and dictatorial behavior are often associated with this type.

When there is limited time for collective decision-making or the leader is the most informed member of the group, authoritarian leadership is most effective. Participative leadership, also known as democratic leadership, was shown to be the most successful leadership style in Lewin's research. Democratic leaders provide direction to group members while also participating in the group and allowing feedback from others. Children in this group were less prolific than those in the authoritarian group in Lewin's research, but their contributions were of better quality. Leaders that promote group participation while maintaining control over the decision-making process are known as participatory leaders. Members of the group are more driven and innovative since they are more involved in the process.

1.1.3. Democratic Style:

Because it encourages workers to participate in decision-making, democratic leadership is also known as participatory leadership. The democratic manager keeps his or her workers up to date on everything that impacts their jobs and distributes decision-making and problem-solving duties(14–16). This leadership style necessitates the presence of a coach who has the ultimate word but seeks input from the team before making a decision.

Democratic leadership has the ability to deliver high-quality, high-quantity work over an extended period of time. Many workers appreciate the confidence they are given and react with collaboration, teamwork, and a positive attitude. In most cases, the democratic leader is:

- Enables workers to set objectives.
- Creates strategies to assist workers in assessing their own performance.
- Encourages workers to advance in their careers.
- When utilized with highly trained or experienced workers, or when making operational changes or resolving individual or group issues, it is most effective.
- The democratic approach, like the others, is not always suitable.
- Acknowledges and promotes success.

1.1.4. Laissez-Faire style of Leadership:

The laissez-faire leadership style, also known as the "hands-off" style, is one in which the manager offers little or no direction and gives staff as much independence as possible(17). All authority or power is given to the employees, and they are responsible for setting goals, making decisions, and resolving problems on their own.

- Employees are highly trained, experienced, and educated; they are also reliable and experienced.
- Employees take pleasure in their job and are motivated to complete it on their own.
- Outside experts are being utilized, such as staff specialists or consultants.

This style should not be used when:

- It makes workers feel uncomfortable because a boss is unavailable.
- Managers are unable to express gratitude to workers for their hard work.
- The manager is unable to give frequent feedback to workers about their performance.
- The manager is unsure of his or her duties and is relying on his or her workers to fill in for him or her.

1.1.5. Bureaucratic Style:

When a manager governs "by the book," it is referred to as bureaucratic leadership(18). Everything must be carried out in accordance with policy or procedure. The manager refers to the next level above him or her if something isn't addressed in the book. This manager resembles a police officer rather than a leader. He or she is in charge of enforcing the regulations.

When this approach is used in the following situations, it may be quite effective:

- Employees repeat the same duties again and over.
- Employees are doing work that requires them to handle money.
- Employees are dealing with potentially hazardous or sensitive equipment that must be operated according to a strict set of rules.
- Employees must be aware of specific policies and processes.
- There is safety or security training going on.

This style is ineffective when:

- Work habits develop that are difficult to change, particularly if they are no longer beneficial.
- Employees lose interest in their employment, as well as in their coworkers.
- Employees do just the tasks that are required of them.

2. LITERATURE REVIEW

Nanjundeswaras et al. review and evaluate the research on leadership styles and their impact on several aspects of work life quality(19). To minimize attrition in today's global competitive climate, good leadership style is required. Only via the use of effective leadership styles is it feasible to accomplish corporate goals in a productive manner. Employee performance and productivity are affected by leadership styles.

To better comprehend the significance of ethics and morality in various leadership conceptions, Ahmad et al. examined ethics-related leadership, including ethical leadership and other ethic-

related leadership theories(5). This research also included a thorough examination of ethical leadership and its parallels and distinctions from other leadership styles. Another goal of this research was to provide the definitions and scales of each leadership style, as well as to show how ethical leadership differs from each style. The paper's conclusion and future directions are given in the end.

Kesting et al. examine the study findings on the effect of various leadership styles on innovation(6). To accomplish so, they create a framework that divides research findings into four categories: people, means, impacts, and innovation goals/outcomes. They evaluate articles in the following areas: directive and participatory leadership, interactive leadership, charismatic leadership, transformational leadership, transactional & instrumental leadership, strategic & CEO leadership, and shared & distributed leadership, using this methodology. They find compelling evidence that various phases and kinds of innovation place varying expectations on leadership.

3. DISCUSSION

There are many leadership styles, each with its own set of benefits and drawbacks. Situational leadership is constantly present. Democratic leadership is favored by highly qualified and ethically evolved individuals, whereas authoritarian leadership is excellent for underdeveloped people. Similarly, for most competent individuals, a laissez-faire leadership style is preferable. In certain circumstances, all of the styles are essential. Adopting a single style in all circumstances would be a mistake. People are becoming more informed and socially evolved these days, therefore a democratic approach should be used. However, the effectiveness of a leadership style is also determined by the quality of the leaders' impact. Leaders should be well-educated. When utilizing any kind of leadership style, a well-qualified and influential personality may better manage the followers. All leadership styles have one thing in common: honesty. All leadership styles are successful because of honesty(20–22).

Another frequent approach is to observe or even debate some of the beliefs. “Obviously, different countries give birth to diverse beliefs, resulting in a unique atmosphere for people belonging to various beliefs areas owing to certain affected beliefs.” Some leaders occupy positions as a result of the traits they have developed as a result of the nation environment in which they have lived. Linking the viewpoint to the topic at hand may be a good approach to explain it. In various areas, some jobs need distinct qualities. “In certain organizations, the immediate boss has ultimate power, giving rise to a new kind of leadership style.” Another approach to talk about it is to look at the leader's communication abilities and capacity to deal with stress. Some cultures offer their workers greater freedom at work because they believe it would improve production; therefore, the desire of the leader to give their employees more freedom may be regarded as a contributing element to the discussion of the study subject at hand. The final but not least essential field of study is experience. The leader's experience, which he acquires through time or from various situations, also acts as a stoning brick in molding or modifying a particular leadership style.

4. CONCLUSION

Researchers that have recently examined the importance of project managers' leadership style as a critical project success element are certain that project managers' leadership style will have an effect on the project team's results. The present evaluation aimed to achieve three main goals. To

begin, the managers' important leadership styles, such as transformational, transactional, and laissez-faire, were investigated. Second, to obtain a more in-depth look at the variance that may be specified in the criteria variable in relation to the predicting variables (transformational, transactional and laissez-faire styles of leadership). According to the findings of this research, leadership was identified as the most impactful leadership style among managers, combining both transformational and transactional characteristics. The most impactful style of leadership among these managers was transactional leadership, which came in second.

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