

# The Impact of Leadership Styles on Organizational Performance

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## Abstract

Leadership is the ability to persuade others to work together to achieve a common goal. It is the practice of inspiring and assisting people to strive joyfully toward goals. Efficient communication with coworkers and subordinates is essential to good leadership. With a clear vision, the organization's direction encourages people to understand their roles and duties. Future research areas include leadership transformations in organizations, integrating technological changes, and identifying the necessary leadership skills for success in the digital business environment. The aim of this work is to describe leadership. Leadership can contribute significantly to an organization's success. Organizational performance is determined on its leadership. This research article evaluates the impact of various leadership theories and styles on organizational success. A company's success is positively associated with its leadership style since how well the business will function depends on how the leader treats his or his people. The success of an organization is determined by the quality of its leadership. Leadership The cornerstone to effective leadership. Leadership influences organizational behavior and performance outcomes.

**Keywords:** Leadership, Organization Performance, Leadership-Skills, Leadership Theories.

## 1. Introduction:

Leadership is characterized by the leader's attributes, which include his qualities and actions. Leadership is regarded as a process, yet most leadership theories and studies focus on individuals to get insights. (Horner, 1997). Leadership is the ability to inspire others by setting an example. An example is one that stimulates people to follow aims that benefit the organization. In general, leadership entails developing a vision for the organization's future, developing a strategy to attain that vision, and conveying that vision to all organization members (James, Richard, & Anthony, 2011). Extraordinary performance and leadership show a change of perspective regarding these leaders' personas, methods of accomplishment, and the reasons why their leadership regularly goes above and beyond standards. (Bass, 1985). Leadership has a crucial role in organizations, but it is growing increasingly complex (Chuang, 2013). In my opinion, leadership is the art of inspiring a group of individuals to work together to achieve a common goal. The ability to establish a vision and convey it to others in order for that vision to be shared and realized. Leadership is a dynamic process that transcends levels and positions.

Leadership is the practice of persuading others to willingly achieve shared goals. What a minister does in his state, a captain does on the playground, and the management must do in his organization. Leaders in all spheres of life should possess some fundamental characteristics. They should be able to make contact

with their peers, deal with and guide their subordinates, arbitrate disagreements, resolve challenges by assessing many options, correctly allocate precious resources, and take risks and initiatives.

The atmosphere in which a leader is positioned is crucial. Different types of leaders may be required in different contexts depending on the organizational culture, economic and social structure, level of unionization, and other considerations. A task-oriented leader, for example, may be more successful in situations that are either highly favorable or very unfavorable to him, but a relationship-oriented leader may be more effective in intermediate scenarios.

According to Livingston – "Leadership is the capacity to arouse the will to pursue a shared goal."

According to C.I. Bernard – 'Leadership is the quality of behavior of the individuals whereby they guide people or their activities in organized efforts'.

According to Bernard Keys and Thomas – "The process of motivating and encouraging others to work passionately toward accomplishing goals is the essence of leadership."

George R. Terry, "Leadership is a relationship in which one person influences others to work together willingly on related tasks to attain what the leader desires."

Koontz and O'Donnell, "Leadership is the process of influencing people so that they will strive willingly towards the achievement of group goals."

Chester I. Bernard, "Leadership refers to the quality of the behavior of the individual whereby they guide people on their activities in organized work."

Mooney and Reiley, "Leadership is regarded as the form which authority assumes when it enters into process."

Leadership is fundamentally an ongoing practice of influencing behavior. It can be regarded in the perspective of a leader's relationship with his followers. The leader attempts to influence the behavior of individuals or groups of individuals around him in order to achieve desired outcomes.

Leaders are those who guide or command a group or organization. The majority of successful leaders excel in emotional intelligence characteristics such as self-awareness, self-regulation, motivation, empathy, and social skill (Goleman, 1998). There are six fundamental leadership styles, and each employs the central component of emotional intelligence in a variety of ways. The best leaders understand more than just a leadership strategy. Having a variety of abilities and flexibility allows you to adapt your style depending on the situation. Another distinguishing quality is the ability to take and defend an independent (even unpopular) position. Interpersonal skills, team orientation, commitment, and motivation were all rated highly (Tait, 1996). When articulating the vision, the leader must make it understandable so that everyone within the organization understands it. Richard James and Anthony, et al. (2011). Leaders use their skills and abilities to collaborate and communicate to acquire people's trust, and by their actions, they develop influence. A leader's ability to influence people is their source of power. According to Hoyle (2007), the leader is responsible for creating and implementing the vision. Organizations can collapse if leaders fail to establish the route and test through hits and falls. Hard effort and brilliance can only go so far in a company. A lack of leadership stifles any further advancement.

Organizational success is inextricably linked to management practice, just as organized social activity is linked to the leader's values, attitudes, abilities, and behaviour (Raisiene, 2014). The successful leader will support leadership development and encourage employees to take on leadership responsibilities. Organizations require employees to be innovative and creative, practice continuous learning, prioritize integrity, have a personal vision, take charge of their careers, be self-motivated, communicate effectively,

and strive for harmony with stakeholders. Leadership qualities vary with organizational level, with higher-level positions necessitating a broader range of competencies.

## **1.1 Purpose of study:**

The primary goal of this study is to empirically examine how the backgrounds of the leadership affect the performance of the business. Employees are the cornerstone of any firm, thus great leaders must be able to lead people to peak performance (Lynda, Mary & Mertis, 2000). Effective leadership leads to organizational success. An organization always reflects its founder's principles and views. These are the components that make up an organization. As the organization grows, it shapes the leader and influences his behaviors (Maria, 2012). According to Firestone (1996), leadership encompasses the necessary activities and functions for firms to thrive, develop, and operate efficiently. Following that, this study attempts to identify leadership. leadership qualities, leadership skills, leadership models, the importance of leadership, and its impact on making a change to the organization's performance.

## **1.2. Methodology:**

This paper investigates the empirical approach, in which arguments and explanations are supported by empirical facts and related theoretical frameworks. To gather information on how leadership affects organizational performance, the author reviewed journal articles, case studies, websites, eBooks, and professional books. As a result, the literature review is the primary research tool for this work. The document is organized as a conceptual document, with empirical backing for the ideas. The author of this concept paper is attempting to conceptualize the gap between leadership and its impact on organizational performance. Additionally, it identifies areas for future research, such as how technological advancements and organizational leadership transformations interact, and how to identify the new leadership competencies required to succeed in the digital business world.

## **2 Literature Review:**

### **2.1 Leadership:**

Every organization's most crucial component is its leadership, but its roles and capacities are growing more complicated. et al. Chuang (2013). It is characterized by the traits, attributes, and conduct of the leader. The term "leadership" describes a process, although the majority of leadership theories and research focus on individuals to understand it (Horner et al., 1997).

Leadership is the ability to inspire people by inspiring examples. For instance, it motivates employees to work towards organizational goals. In general, leadership entails articulating a vision of the organization's future, developing a strategy to accomplish that vision, and conveying that vision to all members of the organization. James, Richard, Anthony, and others (2011). Leadership and performance above expectations reflect a breakthrough in our knowledge of who exceptional leaders are, how they achieve their achievements, and why their leadership is frequently transcends all predicted bounds. Bass, et al. (1985). The quality of leadership determines an organization's success. Successful leaders anticipate, adapt, seize opportunities, and inspire their subordinates to achieve high levels of performance and productivity. As a result, in today's environment, strategic management is critical to an organization's success.

This challenge is evidenced by a large organizational transformation and, as a result, a change in leadership style. It is essential to select a leadership style that reflects the type of change to be executed. Employees can help to make organizational change more successful (James, 2005). Adopting suitable leadership roles and transitioning between tasks can help CEOs mobilize resources and effectively solve organizational

difficulties (Sheard & Kakabadse, 2007). Some techniques and strategies that have been used in practice to assist senior managers in adapting their behavior to the most appropriate at the moment and creating the organizational infrastructure required for successful teams to become the management norm rather than the exception are discussed. The nature of leadership and cultural transformation are related with developing effective teams, as we do here (Sheard & Kakabadse, 2004). Leadership is regarded as one of the most critical components of organizational success. When businesses undergo changes, it is critical that their leadership is enough to meet the challenge (Eric, Deborah, & Maurice, 2014).

## 2.2 Leadership Theories:

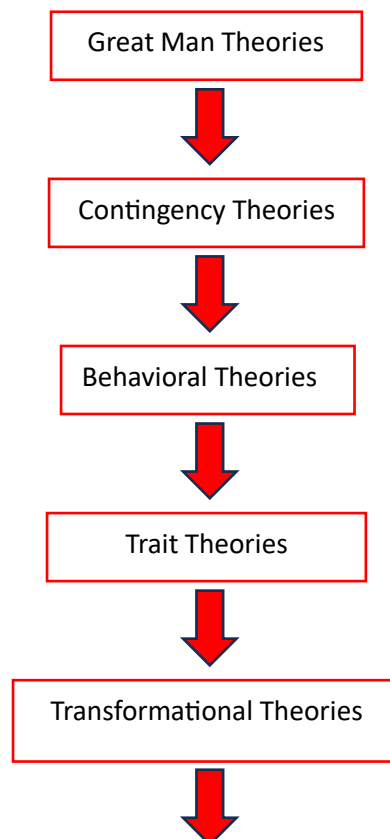
Over time, the increased interest in leadership psychology has resulted in a variety of leadership theories that explain how and why certain people become outstanding leaders. They concentrate on the specific attributes and behaviors necessary to improve their leadership abilities.

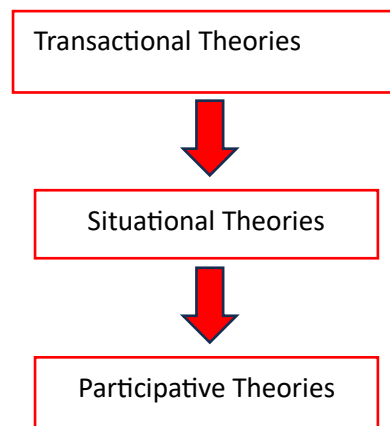
Early leadership theories emphasized distinguishing features, while later ideas expanded to include skill levels and situational concerns.

Structures, processes, process frameworks, task role matrices, interdependence uncertainty, and virtual organizational configurations are among the fundamental topics introduced. This serves as the foundation for the LAMPE theory. It describes the processes of initiating, enabling, implementing, and maintaining change in an organization. Authority is defined as the legal right to prevent the outcome of a decision or process. Management can be defined in terms of its major methods. Power is the control over the unpredictability of interdependence. Mackenzie et al., (2006)

There are multiple leadership theories, but they can be broadly categorized as under:

### LEADERSHIP THEORIES:



**Great Man theories:**

This is the oldest leadership concept. Leaders are born, not made, according to this. A leader is a person who leads in all aspect of their life from infancy. One can't be a leader without having leadership qualities, thus he or she has them by nature. According to this notion, a good leader is born with all of the qualities that make them effective, including accountability, optimism, self-assurance, and strategic thinking.

**Contingency theories:**

According to this theory, it matters what conditions must be met for effective leadership. In situations where his or her leadership style is evident, the leader must decide on the appropriate course of action.

**According to this hypothesis, a variety of contextual factors influence the best leadership style.**

**Behavioral theories:**

According to this view, a leader's behavior while doing a task or directing a group characterizes him. According to behavior theory, in order to be a great leader, a person must constantly learn new leadership attributes from deeds and display them in his behavior. This viewpoint falls between the contingency theory and the great man theory of leadership.

**Trait theories:**

Similar to the Great Man hypothesis, the trait hypothesis is predicated on the physical characteristics of leaders and holds that they are born, not made. Decisions about how to behave in various situations are influenced by the characteristics of a leader. Certain traits, such bravery and self-assurance to take the initiative, are necessary for a leader.

**Transformational /Relationship Theories:**

This notion is centered on the relationship between an organization's CEO and its workforce. According to this belief, a leader can transform team members to enhance performance. According to the statement, a leader encourages the development of each individual in the organization. The leader is proficient in both task management and team management.

**Transactional / Management theories:**

This idea places emphasis on an organization's employees' motivation. Since employees are unable to motivate themselves, it is the leader's primary duty to motivate them. A leader motivates his followers and sets an example for the rest of the organization.

**Situational theories:**

The scenario the leaders act in is the main emphasis of situational theories. The contingency hypothesis, which emphasizes the situations where a leader's abilities are more important than employees'

personalities, is comparable to this. How a leader is viewed within the organization determined by his or her actions and behavior under different conditions.

An effective leader always acts in the best possible way.

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The greatest way to lead, according to theories of participatory leadership, is to take into account the ideas of others. These leaders ask for feedback and participation from the group, which makes members feel more included and relevant in the decision-making process. In participatory theories, however, the leader has the power to accept outside viewpoints.

### 2.3 Leadership Style:

In general, a leader's attitude, personality, thought process, experiences, emotional intelligence, and interpersonal interactions all have an impact on their leadership style. Because of this, a leader must comprehend the relationship between his or her leadership style and these attributes in order to increase effectiveness. Effective leadership requires a certain type of leadership. A leader must possess the capacity to assume charge and determine if a situation necessitates an authoritarian or more cooperative approach. In an organization, a leader must also be able to recognize the appropriate leadership style for a certain circumstance. Knowing his or her leadership style well allows a leader to take responsibility, ownership, and control of the tasks.

The following elements frequently influence the selection of the best leadership style:

- The nature of the organization. Is it mature or focused on growth?
- The type of the work. Is it creative or routine?
- The degree of expertise and proficiency of employees
- The personality of leader
- The right leadership style requires the right mix of several leadership styles based on the aforementioned elements.

### 2.4 Relationship between “Leadership Styles” and “Organizational Performance”:

The relationship of different “leadership styles” with “Organizational Performance” is deliberated as under:

Autocratic or authoritarian leadership:

Autocratic or authoritarian leaders provide their team members with comprehensive instructions on how, when, and what to do for their jobs. With this style of leadership, the leader's primary attention is on managing and issuing commands to the team members. Autocratic CEOs rarely or never ask their team members for opinion before making choices. (Bhargavi & Yaseen, 2016).

A leader with an autocratic style has complete control over the organization's behavior, results, and accomplishments. The team members must follow and obey the leader's professional written judgments and instructions. In unstable working groups, this kind of leadership is necessary for tasks that must be finished fast and when team members need guidance (Chukwusa, 2018). Autocratic leadership works well when the group's most knowledgeable member serves as the leader or when there is not enough time to examine everyone's viewpoints while making decisions. In circumstances where prompt decision-making is necessary, the autocratic style is advantageous. Chaos results, however, when the team members turn the leader into a hate figure. If the leader can employ the autocratic style's components well, there are

several possible advantages. When the leader has access to sensitive information or is the most knowledgeable individual, the autocratic leadership style can be used successfully.

**Democratic or participative leadership:**

Every team member or employee establishes the main goals and develops a strategy for accomplishing the organization's objectives under a participatory/democratic leadership style (Akpoviro, Kadiri, & Owotutu, 2018). The allocation of power and decision-making is the main focus of this type of leadership. Participation in the group is essential and shapes its decisions on trivial matters. (Khassawneh & Elrehail, 2022).

A leader employs the participatory leadership style when they actively involve their followers in decision-making, as the name suggests. This is accomplished by tackling the task of charting a future direction in a democratic manner. By adopting this strategy, a person shares possible options with their followers and solicits feedback and suggestions for enhancements, while acknowledging that they are still ultimately in charge of making a decision. The organization's leader frequently carries out the will of the group, putting into action the plan with the most votes. Participants are encouraged to discuss, assess, and come up with potential solutions by leaders who recognize that they are not only ones with answers.

solutions to likely issues. A leader that practices participative leadership actively seeks out and welcomes a range of viewpoints. A strong sense of trust in the knowledge, skills, and abilities of their followers characterizes those who enjoy this leadership style. As equal team members, followers are respected and not viewed as a means to an end. This raises spirits and greatly contributes to a leader and their followers developing a relationship. (Halaychik C. S., 2016).

The participation leadership style has a favorable impact on employees and is most beneficial over the long run (Iqbal, Anwar, & Haider, 2015). Involving employees in decision-making fosters various perspectives, leading to higher employee engagement. Furthermore, team members/employees are more inclined to accept modifications to standards and procedures that they helped design. (Halaychik C., 2016).

**Servant Leadership style and organizational performance:**

A servant leader puts the needs of their team first. To obtain the best results, they seek ways to motivate, uplift, and grow employees / team members by setting a good example. This leadership style necessitates a high level of honesty and kindness. It results in good team morale, a healthy organizational culture, and an atmosphere that values ethics and high moral standards.

Critics argue that competitive leadership environments do not promote servant leadership. It is seen that ambitious leaders outperform servant leaders. It is also evident that this leadership style lacks the suppleness required to deal with deadlines and high-pressure circumstances.

This leadership approach is said to be beneficial for organizational performance when taking into account business strategy, employee engagement, and corporate culture. Servant leaders have a variety of effects on society, such as empowering and holding employees accountable, fostering a sense of community, putting the development and success of the team first, upholding business ethics and integrity, demonstrating a commitment to core values regardless of cultural dimensions, and placing a strong emphasis on diversity, inclusion, and corporate social responsibility. (Wesevich, 2022)

**Thought Leadership:**

Thought leaders have the power to alter our perspective. One who inspires people with innovative ideas, makes them a reality, and builds a network to disseminate and develop those ideas into enduring change is a thought leader. Thought leadership is the term used to describe novel concepts that inspire change using well-reasoned arguments, verifiable facts, and motivational appeal. They exhibit qualities like

bringing creativity, promoting mental shifts, overcoming obstacles, communicating clearly to turn ideas into action, and establishing realistic goals.

According to a study, leadership styles and organizational effectiveness are related. In the short term, stress brought on by fear management might result in the intended outcome, but this success is not long-lasting. Instead, an organization is prepared for any situation when a leader fosters an atmosphere of open communication and trust. Trust and novelty are the two key cornerstones of thought leadership. Thought leaders generate original, unique ideas and are trustworthy and strong. (Wen, Ho, Kelana, Othman, & Syed, 2019).

#### **Situational leadership:**

This leadership is based on employees' / teams' reaction to working and being led in the group. It is critical to understand the basics of situational leadership viz. task behavior (i.e. how much direction / guidance is required), relationship behavior (i.e. how much social /emotional support is required), team readiness to achieve desired goal and team development (i.e. maturity / ability to achieve a goal).

Choosing the ideal leadership style for a large organization can be challenging because of its diversity and uniqueness. For group dynamics to be positive, a dynamic leadership style is necessary. It is imperative for a leader to adjust to the team they are assigned to and exhibit the capacity to adopt the leadership style that best fits the team in those specific circumstances. (Val & Kemp, 2015).

#### **Conclusion:**

Leadership styles have a significant impact on organizational performance. The Organizational performance is influenced by the culture, which is influenced by the leadership style. The type of leadership style impacts both organizational culture and performance (Klein, Wallis, & Cooke, 2013).

Leadership and performance should be linked, according to a number of aspects. The competitive and dynamic market of today is marked by innovation, competition based on price and performance, declining returns, and the innovative deterioration of talent and competencies. Effective leadership strategies have been shown to improve performance when organizations face these new challenges. The impacts of leadership on performance must be understandable since academics investigate this relationship. For instance, one of the key elements influencing a firm's performance improvement is leadership. (Zhu, Chew, & Spangler, 2005).

There are several approaches to implementing effective leadership in the workplace. Among the common approaches examined in the study, democratic leadership emerged as the most successful. Democratic leadership is used by the majority of organizations because it helps the team accomplish its goals and objectives. The organization relies heavily on its democratic leadership style; thus, it makes sense to maximize its advantages in daily operations. In this multicultural workplace, it is also recommended that the company adopt particular leadership philosophies as necessary in order to strengthen its position within its industry. Leaders should use many methods and approaches to attain goals and improve performance, as there is no "one size fits all" approach. Aside from that, the organization's management must work hard to identify the critical factors influencing its members' success and prospective remedies such as incentive, training, and performance review, among others. Leaders should utilize a combination of leadership styles, but they should take into account the context and complexity of task assigned to the /team members.

The qualities that future leaders will need include honesty, transparency, the capacity for theoretical and strategic thought, the ability to manage increasingly diverse and independent teams over which they may not have direct control, the capacity to give up personal control over collaborative strategies both inside



and outside the organization, and the capacity to come up with creative ways to engender loyalty. Globally mobile, multilingual, and flexible leaders will be required. They must, however, be highly cooperative and have strong conceptual and strategic thinking skills. (Bhargavi & Yaseen, 2016).

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