A Systematic Review on Leadership Style

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Abstract

This systematic review examines various leadership styles and their impact on organizational performance, employee satisfaction, teamwork, and quality of work life across different sectors, with a particular focus on transformational and transactional leadership. Drawing upon secondary data from peer-reviewed journals, conference proceedings, and scholarly publications, the study employs descriptive content analysis to synthesize existing findings. The review highlights that transformational leadership, characterized by vision, inspiration, and personal development of subordinates, is strongly associated with positive outcomes such as higher job satisfaction, innovation, and organizational commitment. Transactional leadership, based on structured exchanges and performance-based rewards, also shows significant but more task-oriented impacts. The analysis reveals that most studies originate from Western contexts, leaving a notable research gap in regions such as North-East India, particularly in the context of Small and Medium Enterprises (SMEs). Findings suggest that leadership style is a critical determinant of organizational effectiveness and employee well-being, underscoring the need for localized research to enhance leadership practices in diverse socio-cultural settings.

INTRODUCTION

Leadership is a kind of power where one person has the ability to influence or change the values, beliefs, behaviour and attitudes of another person (Ganta, and Manukonda, 2014). A person with strong leadership ability will be a good example or role model to their employees, because the leader who is able to effectively achieve some good result or achievement gains the trust and admiration of their employees, and inadvertently changes their values, beliefs, behaviour and attitudes, for mimicry is the sincerest form of flattery (Grint, 2007). This statement is also supported by Northhouse (2009), who states that leaders who possess strong leadership have the strength to influence others to achieve the goals and objectives of the organization. Other than that, there is also another way to define a leader that has strong leadership. A characteristic of effective leaders is that they give a clear direction to their employees, and also lead their employees to commit to their jobs and to work as a group to achieve the organization's goals and objectives (Wasim, and Imran, 2010). This also tells us that good leaders usually have a clear vision for the company and therefore can easily identify the problems and obstacles that currently stand between them and the aims of the organization. In this way they are able to effectively and efficiently bring about the necessary reforms that will bring the company into the future while keeping abreast with contemporary changes in the business world. According to Jackson and Parry (2008), leadership is a process where leaders use their skills and knowledge to lead and bring a group of employees in the desired direction that is relevant to their organization's goals and objectives. Additionally, an effective leader that has strong leadership skills should also be in possession of certain characteristic, such as, passion, consistency, trust and vision; for only leaders who own these characteristics are able to build trust in employees. Leadership and management are two different

aspects, management is more like the traditional way of managing business, which the owner of the business has complete control of the organization, and will singlehandedly establish a direction and direct their employees to do their work in accordance to the owner's instruction and plan. On the other hand, leadership is when the leader guides their employees towards the organizational goals, all the while trying to communicate and motivate their employees in order to make sure their employees are in the right position to use their talents and commit to their jobs. Leadership strategies also will change according to the current trends when necessary; unlike management that merely follows it's old, traditional rules. (Graetz et al., 2010).

To this end, we believe that a more comprehensive review of existing research on leadership styles in education can be made, drawing upon titles, keywords, and abstracts of papers published in prominent education journals. Therefore, the main purpose of this study is to conduct a comprehensive review of leadership styles in education to reveal the extent to which different leadership styles are studied, the changes in the trends of research on each styles over time, the most prominent scholars and journals working on these styles, and the countries in which articles are based through a bibliometric analysis of research and review papers indexed in the Web of Science database. In addition, we also analyzed the content of selected papers in order to obtain more in-depth information about the methods, purposes, and focus groups of the related studies. Analyzing a significant amount of literature in top journals would help researchers acquire a better picture of the change in the trends of research on leadership styles. This would also provide an opportunity to interpret how leadership research has been influenced by the issues that educational systems have been faced with over time.

RATIONALE OF THE STUDY:

Leadership is one of the well-researched topics in the Western countries. The reason behind choosing the topic leadership styles is the fact that to analyses the most practiced leadership styles throughout the globe, and if any new ideology is developed through the research, it can improve the leadership styles further and bring further success to organizations. This study provides empirical evidence on relationships between different components and dimensions of leadership style. In short, this research is justified as the solutions for the research problem of the study will be a contribution to the existing body of knowledge. Further, the improvements to the leadership styles that arise from the findings of this study will have a positive impact on quality of life.

OBJECTIVES OF THE STUDY:

1. To highlight and review literature of leadership styles for quality work.
2. To summarize and analyse the available literature of leadership styles and effect on different components of quality of work life.

METHODOLOGY:

This study has been carried out on the basis of secondary sources available in different journals, articles, publications etc. Descriptive content analysis was used as a data collection method for this study.

ANALYSIS OF THE STUDY

Leadership Styles:

Leadership is a social influence process in which the leader seeks the voluntary participation of subordi-

nates in an effort to reach organization goals. A leader can be defined as a person who delegates or influencing others to act so as to carry out specified objectives. Today's organizations need effective leaders who understand the complexities of the rapidly changing global environment. If the task is highly structured and the leader has good relationship with the employees, effectiveness will be high on the part of the employees. The study further revealed that democratic leaders take great care to involve all members of the team in discussion and can work with a small but highly motivated team.

Barchiesi et al measured the leadership effectiveness and leadership role and its influence on performance, leadership behaviours, and attitudes. They found that high leadership indexes are not related to past performance records but associated both to higher potentiality of enhanced performance and to higher reputation of organizations, pointing in the direction of a meaningful influence of behavioural complexity and dynamics on the leadership perceived level. A mechanism of leadership styles affecting team innovation in the private research centres investigated the relationship between different leadership styles and team innovation with the mediating effects of knowledge sharing and team communication.

Exploring the Relationship between Organizational Culture and Style of Leadership we used the factors like Organizational Culture, Charismatic Leadership, Transformational Leadership and Transactional Leadership. Voon et al found out the influence of leadership styles on employees" job satisfaction in public sector organizations in Malaysia. They used the factors like salaries, job autonomy, job security, workplace flexibility. Out of these factors, they found that transformational leadership style has a stronger relationship with job satisfaction.

Chung – Hsiung Fang et al identified that leadership style can affect organizational commitment and work satisfaction positively and work satisfaction intern can affect organizational commitment and work performance positively. Leadership is largely culturally orientated, embracing traditional beliefs, norms and values and a preoccupation. According to Goh Yuan et al study, leadership style is significantly influenced by the leader's immediate and extended family, clan and tribe. This study finds the linkages between organizational leadership and business ethics, thereby making a contribution toward increasing the quality of organizational life which may have a positive influence on both members of the organization and the wider community. Lu Ye et al study explained employees perceptions about transactional or transformational leadership style of executive, both have highly positive correlation with perceptions about executive's encouragement factors of its innovation climate.

Podsakoff et al said that leadership behaviour can affect trust and satisfaction of employees to organization and organizational citizenship behaviour further enhances the relationship between leadership style and organizational commitment directly. Transactional leadership is considered as the subordinates' rewards through their efforts and performance. Guang-yi et al compared the Transactional leadership. Transformational leadership theory is deemed to improve the subordinate" performance by changing the motives and values of employees.

Bass divided leadership style into transformational leadership and transactional leadership. Transformational leadership has the characteristics of individual influence, spiritual encouragement and intellectual stimulation. They often take individual into consideration, establish vision and aim inside, create open culture, trust the staff to reach their goals and give full play for staff's potential.

Transactional leadership is focused on staff's basic and external demand, the relationship between leaders and subordinates is based on the contract. They tend to attain organizational goal by pacific job roles and mission design, their basic purpose is to maintain a stable organization.

Podsakoff et al said that leadership behaviour can affect trust and satisfaction of employees to organization and organizational citizenship behaviour further enhances the relationship between leadership style and organizational commitment directly.

Leadership style is the relatively consistent pattern of behaviour that characterizes a leader". Today's organizations need effective leaders who understand the complexities of the rapidly changing global environment. Different leadership styles may affect organizational electiveness or performance. According to the Oladipo et al, the success or failure of proper organizations, nations and other social units has been largely credited to the nature of their leadership style,

Jeremy et al explained in manufacturing company, leadership is really a process for impacting on others commitment towards recognizing their full potential in achieving goals, vision with passion and integrity. The study also revealed that the associations between leader and worker give additional factor employees" satisfaction which is considerably affected through the leadership style adopted by the leader. However, from the available literature we can summarize the different dimensions of leadership styles and their effect on employee satisfaction, team work, organizational change and employee performance.

Transformational Leadership styles:

Transformational leadership style concentrates on the development of followers as well as their needs. Managers with transformational leadership style concentrate on the growth and development of value system of employees, their inspirational level and moralities with the preamble of their abilities. According to Bass, the aim of transformational leadership would be to „transform" people and organizations inside a literal sense - to alter them in the mind and heart enlarge vision, insight and understanding clarify reasons make behaviour congruent with values, concepts and brings about changes which are permanent, self-perpetuating and momentum building.

According to Bass and Avolio, transformational leadership happens when leader become wider and uphold the interests of the employees, once they generate awareness and acceptance for the purpose and assignment of the group, so when they blend employees to appear beyond their own self-interest for the good of the group.

According to Bass and Avolio, transformational leaders encourage followers to view problems from new perspectives, provide support and encouragement communicates a vision, stimulates emotion and identification. Bruce et al9 said that transformational leaders are able to define and articulate a vision for their organizations and their leadership style can influence or "transform" individual-level variables such as increasing motivation and organization-level variables, such as mediating conflict among groups or teams. Podsakoff et aldisclosed transformational leadership had active influence on individual and organizational outcomes such as employee satisfaction and performance. Higher levels of transformational leadership were associated with higher levels of group potency.

Transactional Leadership styles:

Transactional leadership relies more about "trades" between the leader and follower by which followers are compensated for meeting specific goals or performance criteria. The transactional leader will first validate the relationship between performance and reward and then exchange it for an appropriate response that encourages subordinates to improve performance.

Transactional leadership in organizations plays an exchange role between managers and subordinates. Transactional leadership style is understood to be the exchange of rewards and targets between

employees and management. Bass and Avolio explained Transactional leaders motivate subordinates through the use of contingent rewards, corrective actions and rule enforcement.

Bass Bernard et al explained that transactional leadership depends on contingent reinforcement, either positive contingent reward or the more negative active or passive forms of management-by-exception. Transactional leaders motivate followers through exchange; for example, accomplishing work in exchange for rewards or preferences. Kahai et al found group efficacy was higher under the transactional leadership condition. According to Burns, transactional leader tends to focus on task completion and employee compliance and these leaders rely quite heavily on organizational rewards and punishments to influence employee performance.

Ana-Maria TEPORDEI et al found that the participations teachers having a more transactional than transformational leadership style and there is a relation between the teachers perceived transactional-transformational leadership styles and their students' learning outcomes by drawing attention to the fact that the perceived power of these styles is sensitive to some specific elements like the field study and performance measures.

Robert et al explained the relationship between student's leadership style and self-directed learning level and the study revealed that Task oriented leadership style was correlated with student's self-directedness levels. Students were primarily relationship oriented leaders. The task-oriented relationship had substantial to low significant correlations with items within the self-directed learning construct. Relationship oriented students did not produce significant correlations with any items within the self-directed learning construct.

Ebrahim Hasan Al Khajeh conducted a study on impact of leadership styles on organisational performances and has provided deep insights about the leadership styles; the democratic, transformational, bureaucratic and autocratic leadership have a positive impact on the organizational performance.

Engin Karadag Meta analysis study on the effect of educational leadership on student's achievement revealed that educational leadership has a medium effect on student's achievement. Distributive and transformational leadership style was found the most effective leadership.

FINDINGS

In this section of the paper, the researcher finds out the results on the basis of the objectives set earlier. Leadership styles and components on which leadership styles effect can be tabulated as follows. Table 1 lists some of the dimensions of leadership styles and components as viewed by the scholars along with the type of the sectors and outcomes.

TABLE 1
Leadership styles and components on which leadership styles effect

Author	Dimensions of leadership styles	Components	Type of the Industries	Outcomes
Berson Jonathan Linton	1Transformational Leadership, 2Transactional And Non-Transactional, 3Laissez-Faire	Employee Satisfaction	Telecommunication firms	Impact of transformational leadership styles is more significant to establish in the R and D

	Leadership			part of Telecommunications firms
Goh yuan Sheng et al	1Transformational Leadership, 2Transactional leadership	1Job Performance, 2Dentology Ethical Approach, 3Telology Ethical Approach	All types of SMEs in Singapore	The result indicates that the ethical behaviour of leader have an important mediating effect between their leadership styles and job performance of employees
Liliana pedraja-rejas,Emilion Rodriguez-Ponce,Y Juan Rodriguez-Ponce	1 Participative style 2 Supportive style 3 Instrumental style	Effectiveness	SMEs In Chile	Supportive and participative leadership styles have a positive influence on effectiveness in SMEs. Instrumental leadership has a negative influence on effectiveness in small organizations.
Bunmi Omolayo	1Autocratic Leadership Style 2Democratic Leadership Style	1Job-Related Tension And 2Psychological Sense Of Community In Work Organizations	Manufacturing organizations Lagos State, Nigeria	Results shows that workers under democratic leadership style do not experience higher job-related tensions than workers under autocratic leadership style. Also, workers under autocratic style of leadership do not experience higher sense of community than workers under democratic style of leadership.
Jui-kuei chen and I-Shuo Chen	1Active Participant Style	Big-Five Personal Traits	Professors and lectures from universities in Taiwan	The results of the study show that leadership style has a significant relationship to innovative operation.
Lirong Long and Minx in	1Transformational Leadership	Organizational change	Employees from different types	The findings indicate that both

Mao	2Transactional Leadership		of private and public organizations in China	transformational and leadership transactional leadership have positive impact on organizational change.
Hsien-Che Lee Yi-Wen Liu	1Transactional Leadership 2Transformation Leadership	1Orgazizational Innovation Performance, 2Organizational Innovation	Electronics Information Industry in Taiwan	The leadership style has a positive relationship on organizational innovation performance ,and the leadership style moderates the relationship between organisational innovation capability organisational innovation performance
Chung-Hsiung Fang et al	Leadership style	1.Staff work satisfaction 2.organisational commitment work performance	Hospital employees	Leadership has a significant, positive and direct effect on work satisfaction and can affect organisational commitment and work performance indirectly through work satisfaction.
Yafang Tsai, Shih-Wang Wu, and HsienJui Chung	1Charismatic leadership 2Transformational leadership 3Transactional leadership 4Team leadership	1Organizational Culture 2Ideological Culture 3Hierarchical Culture 4Coordinate Culture	Hospitals employees in Taiwan	The results show us that organizational cultures influence the style of leadership. There is positive correlation between ideological culture and transformational leadership. There is positive correlation between hierarchical culture and charismatic leadership. There is positive correlation between coordinate culture and team leadership. There is positive correlation

				between rational culture and transactional leadership.
Cong Yang Yu Wei	1 Leaders Charm,	1Staffs Psychological Empowerment. 2Staffs Satisfaction	Tourist hotels employees China	Leader's charm has positive effects on employees Satisfaction and service innovation.
Duanxu Wang et al	1Authoritarian Leadership 2Transformational Leadership 3Transactional Leadership 4Benevolent Leadership	1Team Innovations 2Team Communications 3Knowledge Sharing	Employees and supervisors in the PRC , China	Study suggested that knowledge sharing & team communication completely mediated the negative relationship between authoritarian leadership and team innovation, and partially mediated the contributions of transformational leadership and benevolent leadership to team innovation
Li-Ren Yang and Yen-Ting Chen	1Transactional Leadership 2Transformation Leadership	1Teamwork a. Communication, b. Collaboration c. Cohesivene 2 Performance	Employees of Taiwanese industry, Taipei, Taiwan	The analyses suggest that project managers leadership style, teamwork, and project performance are highly correlated. The findings also indicate that teamwork dimensions may partially or fully mediate the relationships between leadership style and project performance.
Voon et al	1Transactional Leadership 2Transformation Leadership	Job Satisfaction.	Malaysian executives working in public sectors, Malaysia	The results showed that transformational leadership style has a stronger relationship with job satisfaction. This implies that transformational leadership is deemed

				suitable for managing government organizations
Lu Ye et al	1Transactional Leadership 2Transformation Leadership	1Innovation Climate, 2Job Independency, 3 Job Challenging	Employees of high-tech corporations in Hebei	The empirical study show that employee's perceptions about transactional or transformational leadership style of executive both have highly positive correlation with perceptions about executive's encouragement factors of its innovation climate. Between them, transformational leadership style has had a higher influence on cognition of leaders motivation,
Ana-Maria TEPORDEI et al	1.Transformational leadership 2.Transactional leadership	Influences of teachers and students learning approaches	Professors and lectures from universities in Roman.	The results reinforce the idea of significant correlations between students learning approaches and their academic performances, with the emphasis on the positive influence of the deep learning approach.
Robert et al	Task oriented leadership	Relationship between students' leadership style and self-directed learning level	Researchers of Texas A&M university	The study revealed that Task oriented leadership style was correlated with student's self-directedness levels. Students were primarily relationship-oriented leaders. The task-oriented relationship had substantial to low

				significant correlations with items within the self-directed learning construct.
Brahim Hasan Al Khajeh	1.Trasnformational leadership 2.Transactional leadership 3.Bureaucratic leadership 4.Autocratic leadership 5.charismatic leadership	Impact of Leadership Styles on Organizational Performance	Lincoln University College, UAE	The findings suggested that charismatic, bureaucratic and transactional leadership styles have negative relationship with organizational performance. Transformational, autocratic, and democratic leadership styles, on the other hand, had a positive relationship with the organizational performance.
Engin Karadag et al	1.Distributive leadership 2.Transformational leadership.	The effect of educational leadership on students' achievement	Article in Asia Pacific Education Review	The results of the analyses performed with a random effects model revealed that educational leadership has a medium effect on students' achievement. As was expected, the most comprehensive effect among leadership styles was found in distributive and transformational leadership. Considering the effect of educational leadership on students' achievement.

CONCLUSION

In the conclusion we can say that a number of studies have been conducted on leadership style and its impact on various aspects. Among those studies most of the studies explained about transformational and transactional leadership style where a few studies explained the other style of leadership i.e. autocratic, bureaucratic, charismatic, lessizfaire etc. Again, it is also seen that a large number of studies

have been conducted in the western countries whereas there is a large research gap found in our country especially in north-east India. It is observed that from the available literature, all the studies conducted are related to the large sector which interns reveal that leadership style, organizational commitment and work satisfaction are interrelated. Thus, leadership styles can affect the quality of work life. Since much work has not been carried out with respect to SMEs, there is a need for the study of the effect of Transformational and Transactional leadership styles on the Quality of work life of employees working in the SMEs.

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