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Theoretical framework that identifies the key features of effective leadership style in Abu Dhabi Police

by

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Editorial

The current issue of the International Journal of Sales, Retail and Marketing is once more dedicated to our Ph.D. students. In this issue Theoretical framework that identifies the key features of effective leadership style in the Abu Dhabi Plice is discussed in more detail.

Thank you for taking interest in publishing and reading *The International Journal of Sales, Retailing and Marketing*. We hope it will be a valuable help in your professional and academic advancement.

Editor,

Mirko Palić, Ph.D.

Theoretical framework that identifies the key features of effective leadership style in AD police

Saeed Salem AlShamsi

Abstract:

The primary aim of this thesis is to explore and evaluate the effectiveness of leadership styles in Abu Dhabi Police. As the Abu Dhabi police was going through leadership process, the thesis was timely in providing an opportunity to examine and find out the most effective leadership style implementable within ADP. The main objectives examined the current leadership style; analysed the factors that contribute and impede the ability for employees at the ADP to be empowered. In addition, the thesis focussed on examining how factors such as leadership performance, skills, culture, structure, and communication impacts on the success of leadership and the research culminates in making a recommendation on the best leadership style for Abu Dhabi Police. Findings from the literature review revealed an exhaustive list of different leadership styles. However, the field of leadership is a rather complex and multidisciplinary field, which takes into account the culture, performance, communication styles of the leader.

As a result, the literature review stage focussed on exploring the various leadership styles and how the various styles of leadership effect communication, performance, empowerment and culture. The thesis developed and adopted a critical realist philosophical approach and the case study research design. While most leadership research depends always on rigorous quantitative data and hypothesis testing, this thesis only uses qualitative data through the use of semi-structured interviews and the critical realist paradigm. This argues why transformational leadership style is the most suited and effective leadership style at the ADP that will enhance the performance of the organization, and involve its employees so the organization will dramatically catch up to modernisation and move forward in creative thinking, organizational behaviour and innovation. The thesis thus develops and presents a new form of leadership model "the exceptional leadership style" adaptable to the ADP and similar organizations in the Middle East.

BACKGROUND

Leadership has existed in various forms for as long as there have been people to lead. It is an elusive attribute of an individual that, when properly carried out, leads to the success of any organization (Yuki, 2012). Not only does leadership differ between people, in fact,

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Chandhary (2013) states that leadership styles are also different globally. With the growth and modernization of the Middle East, traditional tribal leadership in the developing and emerging countries has drastically changed, adapting to some western influences as well as a change in generational approach to leadership.

A current trend in the literature has emphasized on the importance of leadership as the backbone

of organizations in pointing towards direction and vision (Suriyamurthi, Velvan & Rradhiga, 2013). In addition, global studies have added that with leadership comes the ability to exercise control over others. Many researchers such as Jamsari, et. al., (2012) explain that when a leader processes the ability to combine their influence and control, they can guide others to perform activities or tasks thus fulfilling the objectives that allow them to successfully reach a goal that is beneficial to all. (Gerber, Nel & Van Dyk, 1996). A recent study conducted by the Hay Group (2010) showed that leaders in the Middle East are not creating the most effective climate for organizational success. They analysed more than 500 leaders and 2000 of their direct reports, finding that as little as 16 per cent of those leaders has created a high performance climate, the other 62 per cent appear to be having a negative impact on climate of their reports.

The results suggest that there is clearly an over reliance on command and control style leadership; 70 per cent of leaders in the Middle Eastern leaders are using this as their dominant style. A high performance climate is created only 3.5 per cent of the time leaders exclusively use this coercive style. The basis of the research was a gap analysis between what employees were experiencing day to day, and an ideal working climate. It was found that there are considerable reserves of efficiency and productivity in Middle Eastern organisations, that they are yet to get from their employees. Research conducted by Bersin, (cited by Deliotte, 2012) found that Middle Eastern countries are viewed as very patriarchal, and the decision-making process is slower and often dictated from above.

Distributed leadership is preferred with both similarities and differences between distributed leadership and the related concepts, which include 'collective', 'emergent', 'democratic', 'shared' and 'collaborative' leadership. In recent times, distributed leadership has become popular as an alternative model of leadership and primarily has attributes and behaviours of individual 'leaders' (e.g. trait, situational, style and transformational theories (Abdul Wahab, et. al., 2013). The approach of distributed leadership is for a more systematic perspective. Leadership responsibilities are disassociated from traditional and formal organizational roles; more over the influence and actions of individuals at all levels are recognized as integral to the general direction and functioning of the organization (Bolden, 2012). This practice encourages a change in focus to the shared activities and functions of actual leadership rather than the characteristics and traits of the individual leader.

In order to achieve a common goal, leaders have a vision which is not only in the best interest of their organisation, but also for their employees. Leaders should motivate their employees to amalgamate their own individual objectives in order to perform better as a team and be more productive. Leaders must not only influence their employees to encourage them to do better, but also constantly strive to maintain and sustain high performance levels (Brearley, 2013). For peak productivity and performance, leaders constantly encourage creativity and innovation amongst their employees in order to create new idea for their day to day tasks or further up the pyramid at a tactical, operational or strategic level. Naturally this also comes with the need to sustain momentum by constantly motivating employees to perform at their best.

Based on the afore mentioned discussion, leadership, as a new concept for any organization aiming for success in the Middle East, is continually changing. Middle Eastern Societies have not reached the same level of modernization that European and American societies acquired. However, the United Arab Emirates (UAE) poses an interesting question in that perhaps the "modern" western approach to successful leadership style is different in the UAE. The question is how does leadership creates sustainable employee empowerment

and engagement? Different people have various ways of dealing with other people in different circumstances. Although every individual is unique by their own personality, values and beliefs, leadership in Abu Dhabi Police (ADP) in UAE is closely related to skills, culture and communication. Not every person in a leadership role possesses the necessary skills to be eligible for leading his/her organization.

Organization Background

ADP is one of the most effective governmental organizations in the UAE. This organization aims in providing security for the UAE and was established in 1957. It is said to be acquiring now more than 35,000 male and female employees, including citizens and expatriates. The organization relies on the government for all means of financial, logistics and other means of support. The ADP as an organization that is comprised of eight main directorates: Policing, Civil Defence, Nationality, Residence and Ports, Punishment and Rehabilitation, and the support services (Information, Communication and Technology, HR, Finance and Support Services, Strategy and Performance.

ADP is interested in *"achieving quality standards at various levels in various departments"* (New edition of the quality Magazine published, 2006). Consequently, ADP is very keen in implementing the leadership styles that might enhance the efficiency and effectiveness of its employees. Leadership and the ability to deliver quality standards go hand-in-hand in the achievement of excellence. This is due to leaders influence on their employees work and efforts.

However, there are underlying assumptions of leadership style and its impact on the employees. As a government organization, it has a typical authoritarian leadership style. Yet, this style has begun empowering employees to do their work confidently, especially those who work outdoors or with the public (Ministry of interior, 2010). Thus, a clear understanding of Leadership styles is crucial for the Total Quality Management concepts. ADP has based its strategy on highlighting the priorities, objectives and targeted time to improve the quality of its functions and roles in the society through good communication with both the employees and the society. Moreover, most priorities are designed to meet customer expectations, hence building potentials, capabilities and qualifications of every member to make the maximum use of each individual effort in performing tasks efficiently. In addition, the aim is to improve the performance of ADP by focusing on the human component as a successful key to overcome obstacles. This can be achieved by involving and empowering the employees in order to facilitate the workflow through decision making and providing the appropriate environment for this development

Research Aims and Objectives

This research will be conducted with the ADP Strategy and Performance Management Department of the General Head Quarters (GHQ). The aim of this research is to examine and find out the most effective leadership style that should be implemented within ADP. In addition, the research will critically analyse the factors that contributes and impedes the ability for employees of ADP to be empowered and engaged by these leadership styles and hence, see how factors such as leadership traits, skills, organization culture, organization structure and communication have impacted the success of employee engagement and empowerment.

In addition to the aim of the study in achieving the above aim, this research will examine the leadership styles and practices in the ADP as listed below and fully look at the literature review to examine all the relevant variables. The objectives below will be researched to confirm and then contribute a management framework:

1. Explain the terms leadership and list and discuss each leadership style.

2. Examine the current leadership style in ADP.
3. Identify a relationship between leadership style and empowerment.
4. Analyse the factors that contribute and impede the ability for employees at the ADP to be empowered and engaged by these leadership styles.
5. Examine how factors such as leadership performance, skills, organization culture, organization structure and communication have impacted the success of employees empowerment engagement.

Literature Background

The above framework is developed from the analysis of the following background literature which has been taken from the public domain. This pre literature review will offer a systematic review of all related documents by qualified and accredited scholars and researchers, and other leaders in the field. Literature will be explored on how effective leaders empower and engage their employees in decision making. The study's hypotheses will be applied to ADP GHQ. This research will address a number of leadership style issues that are effective among the empowering and communication skills for decision making in functional and matrix environment of ADP, in order to set out the basis for future discussions on that subject.

(Limbare, 2012 and Boseman, 2008) identified that leadership is the ability sway and influence a team of people to reach their one common goal. He/she will stand out as a leader if they have a unique style and vision. Based on the work of Bennis and Nanus, (1985), an effective leader is one that uses their vision and style to transform their beliefs into actions and reality.

Although many theories of leadership address improving the organizational environment and leaders' efficiency, most of those theories agree that understanding leadership can increase employees' productivity. Some examples of those theories are traits theory, motivation theory, and contingency theory (Stogdill, 1948; McClelland, 1965; Fiedler, 1948, cited by Papalexandir & Galanak, 2009). Some studies strongly recommend focusing on leadership as a key of success for any organization by stating that" Such *leaders transform the values, needs, preferences and aspirations of followers from self-interests to collective interests, while at the same time, they cause high commitment of the followers to the leader's mission so that they perform above and beyond the call of duty*" (House & Shamir, 1993, p. 577).

Furthermore, new studies such as (Mullins, 2007) states that there is a significant difference between people who lead organizations and managers in terms of guiding and directing the employees to achieve the organization's targets. Although there are many managers, few are real leaders. For example, many managers will be rated as good and some as great. But the question reveals on how to differentiate between both? In leadership style there are different themes such as directing, selling, participating, and delegating which will be discussed in the following chapters. Also, there are two other approaches that leader's use. First, consideration (employee orientation), in which leaders are particularly concerned about the human needs of their employees. They provide psychological support and help their employees with their problems, this building teamwork. Second, structure (task orientation) in which leaders aim to achieve results. They consistently keep their employees busy and urge them to produce. Having explained leadership, the term leadership style and how it can affect the productivity of the employees and their empowerment as a part of involving them to do

their job effectively will be studied as well in this research (Mullins, 2007).

Leaders have an individual change signature that characterizes their leadership style with communications as a core component of that signature. A leader's inability or failure to properly communicate often leads to an inability to collaborate, in turn leading to a failure to execute. It may also lead to a lack of respect, poor performance and loss of credibility and integrity with employees and customers alike.

Effective communication from the bottom-up is equally important to top-down communication. This offers an insight into a conversation-powered leadership model that demonstrates how the more trusted and effective leaders are successfully adaption face-to-face conversation principles, so as to find a different form of organizational conversation. Drawing on the experience of leaders from a diverse selection of organizations from around the world offers insight into the global perspective of leadership communication.

How this is done in the UAE environment and particularly as the ADP organization its modernization efforts is important in this study. Further, a new generation of both leaders and employees look at leadership styles and empowerment and engagement of employees from many different viewpoints, not just from the literature and research which focuses on benchmarking with other western methodologies.

As leaders make greater use of workplace knowledge and increase the focus on employee engagement current leadership frameworks will no longer be applicable and will need to adapt to changes in perspective and practice. How this will impact traditional leadership models in the ADP against emerging leadership theories and the motivational leadership styles will be

reviewed. A conceptual link between meeting and understanding employee needs, the use of emotional intelligence as a leadership competency, and transformational leadership is examined. (Shuck & Herd, 2012).

In her observation of leadership for almost 20 years, Debbie (2003) observed that leaders' charisma can inspire loyalty and respect between top management and its people due to the fact that studying leader's attitude and behaviors may enhance the relation between top management and its employees. Researching the leadership style will not only help the organization to maintain and improve its competitive edge but also, by empowering people hidden walls between top management and employees can be eliminated.

Moreover, improving the environment and the performance of any organization depends on the relation between leaders and employees (Jagersma, 2009). In many organizations in the region of UAE such as ADP, there is a significant lack of identifying the differences in leadership and its styles. Adapting and activating the leadership styles has some particular problems in some workforces but not in others. This organization has a serious lack of qualified leadership, particularly at the managerial level.

How can leaders who work in the ADP with a military hierarchal structure influence their employees and empower them to do their work effectively and efficiently. The only stated research about leadership and empowerment of employees in Gulf countries was referenced by Badaway (2001) when he showed similarities and differences in leadership between Western and Middle Eastern countries. He listed the following issues about leadership in the Middle East:

- There is no difference between Middle Eastern and Western leadership styles.

- Western management practices of leadership are popular in Gulf countries and used in the same way because of their relation in terms of business, as well as the increase of education attainment.
- The UAE were the most successful country in changing organizational culture, technology, education, and management responsibility for decision making.
- Participative leadership style seems to be preferred among young middle managers and highly educated managers in the Gulf countries.

Leadership has traditionally been about long-term organizational change (Graen & Cashman, 1975, cited by Oshagbemi & Gill, 2004). However, recent studies by Thomas, Zolin, and Hartman (2009) examined the relationship between leaders and their employees in terms of communication and trust and found that the relation between employees and their managers can be measured by the quality of communication. Another study has reported that communication can be represented as the heart of the organization because of its influence on the resources like, time, manpower and leaders (Conger & Riggio, 2007).

Surveys or questionnaires about leadership always ask who the leader is. Most of the answers are *"the manager"* or *"the boss"*. It seems that people in that organization still need more information about the difference between managers and leaders. For example, can any manager be a leader? What is an effective leader? (Greenberg, 2008, p. 506). The word *leader* has different meanings. The definition depends on the researcher's knowledge or culture or even any related factor that depends on an organization's policy, culture, attitude, and philosophy. Many researchers confirmed the previous claim about having different definitions for leadership by saying *"Researchers usually define leadership according to their individual*

perspectives and the aspect of the phenomenon of most interest to them" (Yukl, 2006, p. 2). However, Balasubramanian (2007) states that leadership is about change management, so leaders must focus on changing work environment, inspiring and empowering their employees with regular feedback, rewards, and exchange of ideas. He defines leadership as the process of influencing others. So the concept of leadership can be simply defined as the process whereby an individual influence another individual or group of individual toward achieving a goal. As such, leadership requires developing a set of qualities that causes a person to follow. On the other hand, other researchers define leadership as *"…the process of making sense of what people are doing together so that people will understand and be committed"* (Darth & Palus, 1994, p. 4). Although this definition is from an old study, it is the most suitable one for this research, because it explains leadership in terms of the relation between the employees and managers.

Furthermore, the previous definitions imply that there are two parties in the leadership process. The first party is *leader* which is an individual who is responsible for leading followers towards accomplishing a shared vision. Second party is the *follower* which is an individual who subscribes to the direction and guidance of a leader. According to Jones (2010), employees needs to be engaged in the work of the organization however, leaders can ensure this engagement by respecting employees' behaviour, values and beliefs otherwise they cannot be inspired nor empowered. Some researchers support the previous author's claims by stating that effective leaders must have the ability to inspire and motivate the people within the organization, by" *… understanding workers, including both their individual needs and their personal beliefs" (*Goetsch & Davis, 2010, p. 182).

In this sense, leadership is an interaction among team members, whereas the word leader could take place in each individual as great men or women who have the knowledge and power to make a big or great difference in taking decisions while the organization faces a management crisis. More importantly, leadership can be measured by the capability of employees to achieve the aims of the organization. One of Deming's points, cited by (Roberts & Sergesketter, 1993) is that leadership is more about helping people within the organization to achieve its targets.

Owing to the fact that leaders have different characteristic, most researches claims that leadership style can affect employees' performance, creativity, motivation, inspiration, encouragements, quality, satisfaction, and flexibility. Therefore, it is essential for employees to have effective leaders. (Likhitwonnawut, 1996, cited by Limsila & Ogunlana, 2008). In addition, it has been reported (Yu & Miller, 2005) that because of the difference in qualifications and the experience of the employees nowadays, leadership styles such as, supportive leadership style should be suitable towards the employees to achieve the organization strategic aims. It is believed that the ADP needs a leadership style that encourages and motivates employees to work towards these aims to put their efforts towards its strategy. As a result, leaders must be a role model for their employees that can enhance the communication, individual needs, value and culture for their organization. At this point the strategic vision and mission of the organization will be achieved (Tummala & Tang, 1996).

While leadership and its style is about supporting, empowering, motivating and engaging employees within the organization, the appropriate style should be in place. Based on (Al-swaidi, Nawawi & Al-Hosam, 2012, p. 135) *''…if employee is provided high support from the superior, he/ she will have high level of self-efficacy and psychological empowerment.''*

Shurk and Herb (2012) define empowerment as a process that energizes and expands one's feeling of trust in and control in their organization; this leads to an enhanced performance and self-sufficiency. When a leader is considerate of their leadership style, they perform better and are found to have greater job satisfaction. According to Goetsch & Davis, (2010) empowerment and engagement of employees might enhance the communication and competitiveness of the organization by empowering employees to make decisions and create new processes. However, based on the previous authors that employee's empowerment could take many forms or can be implemented in different ways such as create new processes, given the employees responsibility, making decisions through good communication.

Employee empowerment is not only getting people to do what you would like them to do, but more importantly is the way or methods to achieve its two ends: operating and improving an organization. Cakar and Erturk (2010) claimed that the concept of empowerment has become increasingly popular in the management field over the last decade. In addition, there is a link between leadership style and empowerment since leadership focuses on empowering employees through the delegation of decision-making and providing increased access to information and resources to individuals even at the lower levels of the organization.

Furthermore, as an experience, it is believed that four issues can be considered as critical points in a work environment that can effect on empowering the employees to make decisions in ADP organization. These critical points are; job performance, team work, communications skills and motivation.

From the gaps that have been identified in the above pre literature review summary, it can be confirmed that the aims and objectives set are appropriate for the research that will be carried out.

Thesis Outline

The thesis will follow a traditional outline. After the above aims and objective chapter and the literature review chapter, there will be a chapter on methodology were the author will take a constructionist and a critical realist approach. This chapter will be followed by the methods applied and the rationale for the phenomenological attitude.

The final chapters will be dedicated to the analysis and the contribution to knowledge.

It is hoped that the previous framework will identify through the case study technique in the ADP how the relevant variables are the basis for employee's empowerment.

1.5.1 The existing Framework to be developed

There are a several factors that influence shaping the leadership styles and those are as follows:

1. Communication
Communication is crucial to successful leaders, and it is defined as creating a common understanding between and among people, it is an interdependent process and should be a constant. Failure to communicate would result in poor performance, and loss of respect and credibility.

2. Empowerment
Empowerment refers to the process of giving leaders the authority to make decisions on their

own, as well as leaders giving their employees that same ability. Empowerment is about being given enough trusts to make decisions. It has many positive effects such as a stronger sense of ownership and increased sense of worth, and this ultimately positively affects productivity.

3. Culture

Organizational culture greatly affects the leadership style, that is leadership skills need to match the values of the culture. For the leader to define the culture of an organization influences means the ability to lead in that organization. The culture must allow the leader to influence people toward a common goal.

4. Performance

Leadership style within an organisation is one of the main contributing factors for enhancing or reducing the commitment and interest of its employees and therefore plays a significant role in its success and performance.

The extent in which managers (leaders) of an organization are able to comprehend and take on the appropriate leadership for the role they must perform, greatly effects how much the employees are able to contribute by harnessing the resources available to them. Hence, they are able to efficiently mobilize, allocate, utilize resources and as such, how well and organization performs greatly depends on leadership style, among other factors.

This research will critically discuss and analyse the above factors though out the study and all the data will be gathered based on the those factors.

Methodological Approach

My approach will be based on the critical realist approach. According to (Neumann, 2014), there are two major methodological social research traditions: positive and phenomenological. Quantitative method data gathering to scientific inquiry largely relies on testing theoretical hypothesis, in regard to the scientific method as previously discussed. Contrarily, qualitative data gathering methods focus on measuring different numbers. A qualitative data gathering study focuses on the meaning and how they relate in context. Lincoln and Guba (1985), referred to the qualitative approach as a post-positivist naturalistic inquiry method. Unlike the positivist, the naturalist "imposes no a priori units on the outcome" (Lincoln &Guba, 1985, p. 8). It is claimed that qualitative data is useful to analyze a complex issue like in an interview in order to develop theory about the research subject (Saunders, Lewis, & Thornhill, 2009). Qualitative data must be processed to transfer them to be useful information that can be analyzed. However, Bryman and Bell, (2007, p. 423-424) argued that *"qualitative research is too subjective, difficult to replicate, problems of generalization and lack of transparency"*. The majority of researchers like (Cassell & Symon, 2006; Cooper & Schindler, 2008; Silverman, 2005) strongly claimed that qualitative methodologies are vital for organizational and management researches because it has features that might not exist in the other methodologies such as using it for exploration studies.

Furthermore, leadership researchers have typically used a quantitative data gathering approach; however, to better understand complex, embedded phenomena, qualitative data gathering approaches for studying or researching any subject might also be necessary (Venkatesh, Brown & Bala, 2013).

Although rare, researchers have examined police services in the Middle Eastern countries. Several methods have been used in investigating critical issues in many companies around the world such as police organizations, for example, improving the organization services, changing its culture and employees and leader's attitude. As an example of those studies, in his research, Tari

(2006) investigated the way to improve the provided services in the police organization in Spain as well as Hoque, Arends & Alexander, (2004) in Australia and Duncan, Mouly & Nilakant, (2001) in New Zealand, where most of them have used qualitative approaches in police organization for their researches.

When striving to generalize phenomena, context is often overlooked by leadership researchers and incorrect conclusions drawn about how a phenomenon is modelled (Antonakis, Avolio, & Sivasubramaniam, 2003). For example, a number of leadership models (e.g., the transformational, transactional, and laissez-faire models) may seem to be universal in the sense that the constructs in which they are composed can be measured across multiple contexts. However, when the phenomenon is contextually sensitive by nature and the leader prototypes and expected behaviours vary based on context, then the phenomenon may be applicable in the same way with homogenous sampling units, but not in heterogeneous units (Antonakis, Avolio, Sivasubramaniam, 2003).

The Methods and Instruments Used

Obviously, the purpose of conducting or gathering research is to contribute to knowledge. According to Seligman, (1996), to come up with a valid and beneficial result, the researchers should follow the right way while conducting research data and this can be achieved by having clear procedures in place.

Case study

A case study is an explanatory phase of investigation; it shows validity and scientific gain for a research question. According to Yin (2003, p.13), "*A case study is an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident*". Hence, a case study

could be seen as a research design which embodies a comprehensive approach, an analytical approach and data collection. In this paper, the case study is the leadership style at the Abu Dhabi police (ADP). The study will thoroughly detail and analyse the current leadership style in place in ADP and test its effectiveness and efficiency. Moreover, throughout this analysis a specific area of leadership will be examined; this area is the margin of employee empowerment within the application of the current model. Once this has been examined, the study will suggest the best leadership style model to be applied to ADP. This model will be an empowering model, a model that will set the basis and framework of how to empower employees by determining their boosting their potential, coaching them, delegating authority for them.

The leadership styles that will be highlighted and investigated are the task oriented, autocratic, transactional, democratic, shared, authentic and transformational. After studying the traits of these styles in detail, a new style approach out of the existing ones will be concluded as the exceptional leadership style to be adopted in ADP. This will not be an easy task, as the culture, system and behaviour of the ADP will be studied and taken into consideration. The ADP will be treated as an organization and behavioural change and management will be set as one of its most crucial development components. Therefore, the new style will have to accommodate all of these factors whether variables or non-variables.

Data Analysis

At this stage it is important to understand the methods for analysis. I will be using content analysis to obtain the correct variables for the empowerment section of the contribution to knowledge model which will extend the initial framework.

Content Analysis

According to Vignali et. al. (2012), it is stated that *Content analysis is a method for summarizing any form of content by counting various aspects of the content. This enables a more objective evaluation than comparing content based on the impressions*. In this study, content analysis will take a qualitative approach as opposed to a quantitative one which will provide the reader with a summarized understanding of the framework and scope map of the content. The core value of this study lies in analyzing the different leadership styles and extracting a new style framework that is seen as a better fit for ADP. The paper discusses the styles as follows:

The task oriented style in which the leader is very self-driven, makes unpopular decisions and accepts accountability. Moreover, he is a goal getter pushing his employees by allocating task driven roles and responsibilities. The leader is a problem solver; however, his employees should be constantly motivated and he cannot deal with low morale.

The autocratic style is a military like style where the leader is dominant and order giving individual. He imposes his ideology and impedes the creativity and freedom of expression of employees. Hence, this leads to employees' apathy and dissatisfaction.

The transactional style has been an organizational success; the leader empowers employees, offers reward, develops a vision with the assistance of the employees and positively influences their behaviour. Moreover, the leader develops a close and sustainable relationship with the employees allowing them to feel comfortable and secure. The only drawback in this style is that it sometimes hinders the creativity development of employees.

The democratic style operates within democratic boundaries; the leader puts ideas forward for voting and deliberation. Leaders are rational minded, they harness the potential of their team and they are people oriented as opposed to task oriented. These leaders value their employees and listen to their opinion; they empower the employees and delegate responsibilities to them. The only drawback is that the decisions take longer times to be made.

The shared style is based on respect among team members and healthy friendship between the employees and the leadership. The leader empowers the employees and delegates authority to them. Hence, it becomes a shares decision making process between the employees and the leader. A respect culture rules the environment, openness and collaboration is at the core of this style as the leader promotes strong collaboration at the workplace. However, the only drawback of this style is that the decision will be taken by many people collectively; hence, there will be no clear authority to hold accountable for the outcomes.

The authentic style is based on transparency and information sharing between the leader and the employees. The leader is known to be ethical and empowering. There exists a positive relationship between the leader and the employees based on trust and understanding. Moreover, the leader ignores inequalities and treats employees equally regardless of their position and authority. However, the drawback in this style is that sometimes the leader fails to take into account the socio-economic issues that might affect a person's ability to lead and manage.

The transformational model has been voted as the most successful today, as the leader inspires confidence, reliability and passion among their team members, they raise their aspirations, promoting openness, honesty and timely communication. Moreover, the leaders encourage new and innovative ideas developing

an atmosphere of acceptance in the organization. The drawback of this system is that it fails to take into account the evolution and sustenance of the leader-follower relationship and fails to equip leaders struggling with today's crises.

Finally, after this thorough analysis of leadership styles, the paper will move forward in developing a new leadership style (exceptional leadership style) which will be based on the components of these different styles. In addition, the newly shaped style will be tailored specifically to apply to the ADP's culture and operating model.

Contribution to Knowledge

The imperative of every research project is to produce and articulate new knowledge on a specific topic. In order to achieve that, as Chinneck (2008) suggests, a contribution to knowledge could be achieved if a thesis identifies a worthwhile problem or question which has not been previously answered and solves the problem or to answer the question. Findings of this research will add to the knowledge and understanding of the leadership concept at ADP and its application toward sustainable empowerment and engagement of employees. The research will enhance and contribute the linkage between leadership behaviour and the organization's ability to reach its objectives through the engagement and empowerment of its employees. Consequently, all of the targets of the General Directorates in ADP are achievable with an appropriate leadership style and empowered employees in decision-making. Therefore, to achieve the strategy targets of ADP and other organizations such as army or government sectors, this study is vital to identify the suitable leadership style and the most effective one for empowering the

employees to work confidently in the UAE. The result then will recommend the appropriate leadership style based on an appropriate theory for the organization as it is noticed that leadership theory as a whole and leadership style specifically might affect the employees.

1. Leadership styles in Middle Eastern cultures only adopts or justifies the use of these styles without doing a critical analysis of these styles and developing a new style suitable for such culture. It is the intention of this research to close some of the gaps and to contribute to knowledge. Furthermore, there is an expectation that this research becomes a starting point for future research. Due to certain limitations related to this research (e.g. geographical area, research participants etc.), further research on this topic is definitely needed. Not only to confirm the findings of this research, but also to continue with the exploration of the fields of leadership styles in Middle Eastern countries and organisations.

2. Research findings will provide an opportunity to refine some of the current models related to leadership in a way to re-evaluate the role of these styles in ADP.

3. The general idea behind this research is to develop a model that will reflect the importance of leadership styles in the development of effective communication and empowerment strategy, a robust culture within the organisation and improved performance. The new leadership theory design, which will emanate from the other researched leadership styles, will improve the quality of leadership in ADP.

The missing gaps in this chapter

Aim	Argument	Gap
Details the overall approach of the study, it touches on the main thesis, the objectives of the study, data analysis and methodology	It argues that ADP requires a new and innovative leadership style	The chapter does not delve into the details and does not explain the methodological approach to be followed (see ch 3)

LITERATURE REVIEW

"There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things."
(Machiavelli 1962 cited by Bass & Bass 2009)

Leadership is arguably one of the most researched subjects in social science permeating every aspect of social affairs (Gillet, Cartwright & Vugt 2011). It has also become an extremely popular topic in the field of organizational leadership and behaviour because of the role it plays in group and organizational effectiveness (Yukl, 2008). Mumford (2006) notes that: leadership has been at the fore in socio-economic issues because of its impact in defining the strategic direction of an organization and the greater need for accountability especially in public sector organizations. The task of being a leader is the responsibility of taking the lead and ensuring the sustainability of an organization (Bass & Bass 2009; Northouse 2012).

From corporate organizations to public sector organization, and even to sport organizations including managers; it is often seen that when there is an under-performance or loss, the burden is on the leaders and not on the followers (Giambatista, 2004). Also, if there is a major success story, leaders are often praised for steering the ship in the right direction even

to the point of receiving bonuses for outstanding performance. So it is generally assumed that the primary cause of success in a group or organisation is the quality of its leadership.

Leadership has also become an idea that transcends beyond human affairs into the natural world of animals (King, Johnson & van Vugt 2009); and as Yukl (2008, 2009) observed, it is now regarded as the single most critical factor in the success or failure of an organization. In a Gallup workplace survey audit conducted in 61 countries and administered to about 2 million employees, it was discovered that leadership was one of the five main statistical factors related with effectiveness and efficiency at the workplace (Gallup 1995, 1998 cited by Bass & Bass 2009, p.7).

The concept of leadership has become ubiquitous and has received numerous definitions because of its importance in bringing about transformation, direction, success or failure in public and private organizations (Kouzes & Posner 2006). There are almost as many definitions of leadership as there are people who have tried to define it (Stogdill 1974 cited by Northouse 2012, p. 2). In an extensive research, Rost (1993) cited by (Bass & Bass 2009) found 221 definitions of leadership in 597 publications. If the amount of peer reviewed

publications written in the last two decades are carefully analysed, the amount of definitions will be definitely in-exhaustive. On the proliferation of these definitions, King et. al. (2009), Schein (2004) and Yukl (2009) agree that it has been caused as a result of the unique experiences of different people at different times, which has brought about different perspectives to the same issue. So it could be argued that the concept of leadership is relative and subjective and it has with no surprise the vast number of definitions available on the same subject. The next section will consider some of these definitions and its relevance to organizations.

According to (Larson 1968, p.21 cited by Bass & Bass 2009, p.15), leadership is the ability of a person to intuitively decide what is to be done, and then inspire others to want to do it. Day and Antonakis (2012) further observed leadership to be a process whereby an individual influences a group of people to achieve a common goal. Mumford (2006) notes that leadership as a critical variable in defining the success or failure of the organization because of its ability as argued by (Schein 2004) to create culture in an organization that could lead to continuous performance.

McCarthy and Greatbanks (2006, p.12) define leadership as the practice of an organization's leaders to create *'clarity, tactfulness and unanimity of purpose within the organization'…,* and as (Bryman 2007) notes: it is the ability to provide an enabling environment in which the organization and its people can excel. When this clarity is achieved, Hickmann (2009) argued that it creates a transformational process in the organization and motivates followers to accomplish more than is usually expected of them. These kinds of beliefs and values that get a group moving in dealing with its internal and external problems can only be initiated by effective leadership (Northouse, 2012).

If an organization therefore needs to undergo any significant change, Alimo-Metcalfe and Alban-Metcalfe (2005) notes that its leaders must rise up to the task by providing vision, direction and making the right decisions that will improve performance. Eventually, whether or not it is merited, the credit for the group's success will fall to the leader; as will their failure. Leadership is so central to the success and the continuity of an organization (Beerel, 2009) and critical in organising and sustaining an organization's vision and purpose (Kanji, 2008). The impact of leadership could prove inevitable as it may produce changes which could either lead the organization into great achievements or chaos (Northouse, 2012). Avolio, Walumbwa & Weber 2009) and Beerel (2009) notes that leadership, as a process which requires vision, involves influence and occurs in groups, and also comprises a desire towards a common goal. Leadership is therefore a profound concept, with increasingly multifaceted connotations, influenced by rapidly changing environments with great uncertainties (Antonakis, Day & Schyns 2012) surmised the definition of leaders as pace setters and pioneer who must always exemplify the values of the organization (Holbeche 2012).

Kotter (1990), cited by (Das, Kumar, and Kumar 2011, p.198), made three deductions from various definitions as the fundamental responsibilities of leaders. These are: setting direction, managing change, and motivating and inspiring people. Bass and Bass (2009) further extended this, stating that leaders are high risk takers and their ability to provide the needed strategic direction lies in their ability to demonstrate interpersonal skills involving creating the right environment and good communication channels. Table 1 shows the key components of leadership.

Table 1: Key component of leadership

Key components of Leadership	Vision, interpersonal skills, influence, risk taking, pioneers, exemplary, dedicated, empathetic

This ability to motivate and positively impact on others, and bring transformation to organization in times of crisis or stability has captured the interest of researchers and further enhanced the interest in the study of leadership (Nolan 2007). These definitions have presented a compelling case on the importance of leadership in organizations and the next section will now attempt to look at the need for leadership in organizations. It is one thing for leaders to possess all these sterling qualities and can help an organization, however it is another for organizations to critically understand why it needs leaders and what kind of leadership it needs in order to move in the right direction.

Need for Leadership

Leadership is necessary not because it is another fad but as a result of the positive impact an organization can enjoy if it gets it right (Jing & Avery 2011). Most organizations are well structured with formalised procedure of doing things and at least will have managers capable of their operational strategy. However, not all managers are leaders and this is the main quality required for effective management. Two reasons are proposed on why leadership is needed:

1. Challenging the status quo and dynamism:

In a rapidly changing workplace as argued by (Lunenburg, 2011), leaders are needed to be able to challenge the status quo and to inspire and persuade organization members towards achieving a common goal. Molero, Cuadrado, Navas and Morales (2007) in their empirical work further argued on the need to have people (leaders) in organizations that have the ability to think out of the box and bring transformation to an organization. With changing business climate, there is a high risk that if an organization does not move with the trend, it may lose business (Nolan 2007). Making a case for moving with the trends, several companies such as British Telecommunications, Tesco, Virgin are no longer in the traditional businesses of Phones, Grocery and Airline business respectively. They have now diversified into new areas of business thereby expanding their business and profit margin. This has further made the need for great leaders in various organizations compelling.

2. Change, Continuous improvement and Learning:

An organization that wants to stay competitive must stay ahead of the competition and be willing to be a learning organization. Packard (2009) argues that for continued and sustained performance in organizations, leaders are needed to commit to continuous improvement and learning by finding performance enhancing tools capable of helping the organization to critically appraise what it can do to move forward. Leadership is also necessary because organizations exist in a changing environment (Todnem By 2005). Kavanagh and Ashkanasy (2006) asserts that managing a change process in an organization requires effective leaders who are capable of coordinating the efforts of different departments while maintaining the strategic mission of the organization.

These issues raised points to the fact that leaders create a picture of the future and are often in a state of uncertainty of what to do; but are greatly helped by their capacity for reflexivity, enabling them to make calculated

risks and instinctive decisions that may lead the organization in the right direction (Bass & Bass 2009; Gill 2006; Hunter, Bedell-Avers & Mumford 2007). But it is only a great team empowered by its leader, which can move the organization in the right direction.

Leadership and People Empowerment

The leadership process is made up of leaders and followers, and they are important in the overall success or failure of an organization. The greatness of an organization as supported by (Day & Antonakis 2012) is therefore inclusive of the astuteness of its employees to achieve the organization's common goal. Much of the researches in the last half century have involved dual relationship between a leader and its followers (Avolio et. al. , 2009; Yukl 2008). Bass and Bass (2009) in their extensive research showed that leadership is often seen as a process between the leader and the followers, and occurs in an interactive rather than linear setting. From Northouse (2012, p 6) viewpoint, attention to common goals gives leadership an ethical overtone because it stresses the need for leaders to work with followers to achieve selected goals. Hickmann (2009) argued that great leaders are the ones that create equilibrium between developing a successful organization and successful people.

The greatness or otherwise of an organization is influenced by the kind of leadership and how it empowers its employees towards a common goal (Nolan 2007). Leadership is not isolation but rather a responsibility bestowed as a result of having followership. Bass and Bass (2009) argued that a leader without followers is at best a manager. There is no rationale to lead as argued by Mosadeghrad and Yarmohammadian (2006), if there are no people following and there is no need for a group of people to go in a direction therefore there is no one to lead or steer the ship towards a destination. The true test of a leader's character can only be exemplified by its employees.

Molero et. al. (2007) observe that effective leaders must therefore be seen as an enabling force strategically positioned to influence both the soft and hard aspects of an organization. It is true that leaders make the important decisions that could make or break an organization; nevertheless, it needs a vibrant work force that would enable things to happen. In this current dispensation, Keller (2006) shows effective leaders are now often seen as people who show a humanity side (soft skills) towards their employees and are willing to demonstrate a sense of empathy and togetherness with their employees. It is generally regarded that the success of an organization is highly dependent on employee empowerment and effective leadership. Kim (2013) defines employee empowerment as the giving of concession or the involvement of different levels of employees in power and authority within an organization hierarchy through the use of a 'set of managerial practices and techniques'.

Chen and Klimoski (2003) notes that there is a greater motivation towards work and effectiveness, when employees feel more empowered and there is a better relationship between employees and leaders. This symbiotic relationship has to be a top-down approach and can only be fuelled and sustained when leaders are willing to accommodate employees beyond their limitation. Bowen and Lawler (1992) expressed these limitations as the leader's ability to have the confidence of its employees and share with them about the company's performance and enable employees to understand and contribute towards improvement and power to influence or make decisions that impact positively on the strategic direction of the organization. This is by no means an easy task from a leader's standpoint but made simpler if the leader begins to build

relationships with his employees. Then, the leader would know where the loyalty of his employees belongs.

Rost (1993) in his extensive research showed that, for leadership to be successful and the organization to move in the right direction; the process of empowerment must take place. The process is the understanding of leadership as a relationship and a connection between leaders and followers. It is also an understanding that decisions may be cascaded down from the leader, but the employees are the driver of the implementation (Mumford 2006). The impact of leadership on organizational success and the importance of employee empowerment in making this happen have been well researched in academic literature (Giambatista, 2004). McCarthy and Greatbanks (2006, p. 1069) showed that employee empowerment has a moderating impact on the overall performance of an organization. Kirkman and Rosen (1999) also showed employee empowerment to be positively correlated with leadership and ultimately impact on organizational performance. It also increases creativity and innovativeness in performing tasks, reduce apathy, and improves the quality of output and the productivity of an organization (Lawler, Mohrman, & Ledford 1995). In another vein, Mosadegh Rad and Yarmohammadian (2006) observed that one of the key components of employee satisfaction in an organization is the ability of its leaders to empower its employees to take ownership of strategy. Also Kim (2013) empirical study showed employee empowerment to have a positive impact on job satisfaction and fosters relationships between leaders and members.

Leadership and Change

One of the major challenges of leadership, especially in a period of transition or the implementation of a performance improvement

tool is: how to manage the change process to ensure the success of the plan. The change management strategy adopted can have an impact on successful implementation, employee morale and overall performance of the organization. Effective leadership and the change strategy adopted are two factors that have been regarded as fundamental for improving organizational performance (Jing & Avery 2011). There has been a plethora of researches analysing the relationship between organizational leadership and performance. Studies such as: (Das, et. al. , 2011), (Chang, Chiu & Chen. 2010), (Gomez. Costa & Lorente 2011, p. 484) and (Mosadeghrad & Yarmohammadian 2006), reveal leadership to have a moderating effect on employee morale and performance due to the strategic change they must undertake. Keller (2006) and Yukl (2008) averred from their empirical studies, that leadership creates an important connection between organizational efficacy, wonderful working environment and overall performance.

Despite these studies showing leadership influence on performance; other empirical researches such as (Lowin et. al. 1969; Graen et. al. 1972; Downey et. al. 1975), cited by (Yousef 2000, p.8), found no relationship between the leadership and overall performance of an organization. Also, Yiing, Zaman, and Ahmad, (2009, p. 67) reveal that there is no significant relationship between leadership behaviours, employee satisfaction and overall performance. The argument according to (Avolio, et. al. , 2009, p.447) is that: we cannot be certain that leadership drives performance as a result of solely making strategic decisions, without laying credence to the employees of the organization who are the major drivers at the operational level. Notwithstanding, McCarthy and Greatbanks (2006) strongly argued that, without a vision-driven leadership with tactfulness and tenacity, organizational strategy will be unachievable, employee potential not

maximized and organizational capabilities not attained.

Calvo-Mora, Leal and Roldan (2006, p.102) and Chang, et. al. , (2010, p.1309) in separate studies, reiterated this assertion that leadership is the main driver of organizational change but leading change is an arduous task especially when it involves implementing an organizational change strategy. The responsibility is always on leaders of any organization to bridge the gap between strategy decisions and implementing the changes within the structure and workforce of the organization (Nolan 2007). The ultimate end of any implementation procedure is to improve the performance of the organization, build a strong organizational culture and ensure high employees morale and satisfaction in the organization (Todnem By 2005, p.370).

Notwithstanding all the applauses on leadership, the turnover rate is very high and sometimes disturbing. According to an empirical survey of Fortune 500 CEOs over the past two decades as noted in (Psychology Today) cited by (Tetenbaum & Laurence 2011); it was discovered that 30% of CEOs have lasted less than three years in their organizations. This turnover rate is attributed to the lack of competent leadership and organizational belief in the leader's ability to lead the organization towards sustained performance and to remain relevant in a rapidly changing business environment (Bolden & Gosling 2006). Over the last few decades, there has a quest for the "best" style of leadership and this desire for leadership effectiveness has so led to the proliferation of a vast amount of leadership theories and models from which leaders can choose from (Martindale 2011).

In fact, Fleishman et. al. , (1991) cited by (Northouse 2012, p.2) note that there are more than 65 classification systems that have now been developed by different researchers on the dimensions of leadership (and the list continues to increase). Yet, the evidence from research clearly indicated that there is no single app-

purpose leadership style capable of fixing every leadership challenge (Foster 2002; Van Knippenberg & Sitkin 2013; Woods 2010; Yukl 2006). Regardless of the rising body of work on dimensions and models on leadership, Burke et. al. , (2006) argued that there has been a 'lack of integration' as there seemed to be so much overlaps amongst the theories. It may be argued that the quest for leader per-excellence or the need to reach a state of 'leadership utopia' has brought about the creation of these leadership models, however, the proliferation of leadership models have brought about more of a confused state of affairs.

This perhaps made (Avolio et. al. , 2009, p.423) to beg the fundamental question: 'what do we know and what should we know about leaders?' It may seem plausible to contend that there is an element of self-seeking in some of these leadership dimensions, yet studying leadership or leadership behaviours have its own complexities because of the dynamic nature of different business climes with different issues and personalities. The leadership approach required for specific situations differs with each case, and the leader should be able to guage which approach is most suitable. Successful leaders are able to recognise the demands of each individual situation and alter their approach accordingly. No two organizations are the same as well as there are no guarantees that a leader who did exceptionally well in an organization may be able to replicate the same success in another field or environment.

Hersey and Schermerhorn (2001), Martindale (2011) and Northouse (2012) contend that it may be possible that a leader may excel in the same field of expertise but these do not work all the time. Because of the complexities of different organizations, a new leader will often be confronted with the need to adapt or adopt a new way of thinking. Getting the best out of employees is a major indicator of success. The

differing situations in organizations - whether public or private - have brought about different natures of leadership. A good and motivated leader therefore asks: what is the best leadership style that will be suitable to meet my needs and my organization? It is not within the purview of this literature to delve into the evolution of leadership theories or models, but an attempt will be made to critically analyse the leadership models that have overtime blazed the trail.

Different styles of leadership have been conceptualised in literature and has received extensive research. Bolden, Gosling, Marturano & Dennison (2003) tracks leadership evolution from the great man concept to behaviour and trait theories, situational leadership and on to transactional and transformational theories. One of the earliest leadership framework developed was the situational leadership model. This model was developed by Blanchard and Hersey (Hersey and Schermerhorn 2001) and emphasized the need for a situation analysis before the implementation of a leadership style. The situational model considers that: because different followers are at different level of competence; there is a need for a leader to engage in the best possible way to bring out the best in its followers (Piccolo & Colquitt 2006). The model argues that a more directed approach is used for immature individuals while a more delegating role is used for mature individuals (Hersey and Schermerhorn 2001). As the follower becomes competent in accomplishing assigned roles, the leader begins to decrease task behaviour and behavioural relationships

until the follower is ready to successfully carry out assigned task confidently and competently.

According to (Liao & Chuang 2007), the situational model develops confidence, independence and trust in the leader. It also helps employees take ownership of problems and impacts positively on morale and job satisfaction. However, the situational model views the leader as the modicum of knowledge and the follower as someone who has no understanding and can only become better at the expense of the leader. The situational model (figure 1) does not consider the capabilities of leaders to move from one level to another but generally assumes of the ability of leaders to make things work. The model does not also consider the leader's approach and its effectiveness in helping the followers' transit to high competence with low support.

Another leadership model developed around the same time as the situational model is the Blake-Mouton Managerial Grid. Bolden et. al. , (2003) notes that it is similar to the situational leadership model because it is people focussed. Pearch, Craig and Willits (2005) notes this model tries to balance the need for high production and high morale simultaneously. This participatory style encourages good teamwork and creative collaboration through effective conflict resolution and behaviour management. The grid (figure 2) demonstrates how leaders can modify their own style to become more useful personally and to develop the synergy in their teams but does not provide direction on how a rigorous leadership development could be achieved.

Figure 1: Situational leadership Hersey cited by Blanchard & Johnson (2008)

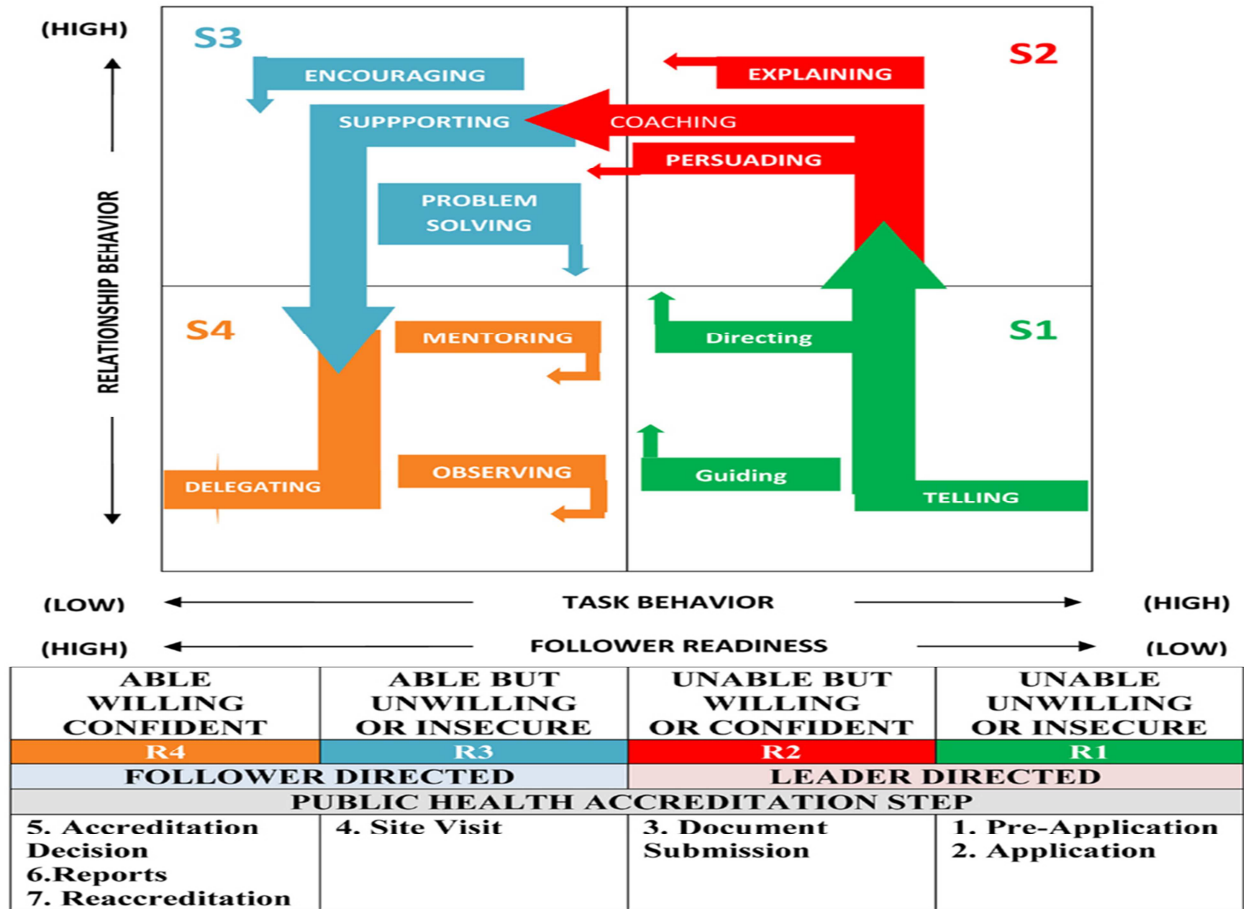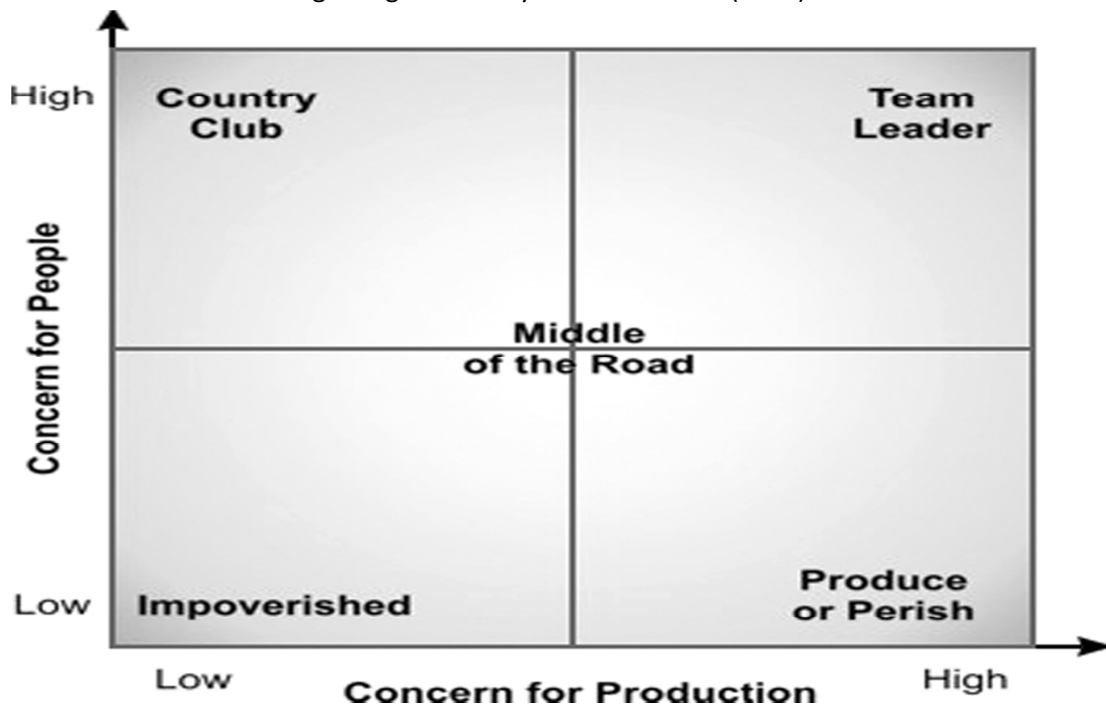| ABLE WILLING CONFIDENT	ABLE BUT UNWILLING OR INSECURE	UNABLE BUT WILLING OR CONFIDENT	UNABLE UNWILLING OR INSECURE
R4	R3	R2	R1
FOLLOWER DIRECTED		LEADER DIRECTED	
PUBLIC HEALTH ACCREDITATION STEP			
5. Accreditation Decision 6.Reports 7. Reaccreditation	4. Site Visit	3. Document Submission	1. Pre-Application 2. Application

**Figure 2:** Blake Mouton Managerial grid cited by Gates & Steane (2008).

Another leadership theory is the trait theory. Perhaps, understanding what defines a leader led to the study and ultimately the development of the trait theory. The trait theory became popular because of the focus on the personal traits of leaders rather than tasks to be accomplished (Brown 2006).   Scholars such (Northouse 2012; Yukl 2006; Zaccaro 2007; Zaccaro, Kemp & Bader (2004) agree that the trait concepts developed from the great man theories and has further received much attention due to how it overlaps with charismatic and transformational leadership in current studies. This leadership model was based on analysing immutable traits of great leaders who rose to prominence and make an outstanding impact. Kirkpatrick (1991) cited by Greenberg and Baron (2008) showed evidence in his empirical work that successful leaders showed a marked difference from other people and have certain core traits that impacts positively on the success of the business and their organization. The trait approach as further suggested by (Zaccaro 2007) began to show that leaders have some innate characteristics that give an edge over followers. Such traits as problem solving abilities, tolerance, assertiveness and intelligence are considered especially relevant to successful leadership from a 'trait theory perspective' (Yukl 2006). When a leader possesses these traits, it is expected that the leader is effective and the organization's performance is enhanced (Zaccaro et. al. , 2004).

A major criticism of the trait theory is the dynamism of situation leaders will often face, which may require a different trait to help accomplish at that level. Stogdill (1948) cited by Northouse (2012) in a major review argued that there is no empirical proof that there is a consistent set of traits differentiating leaders from followers. He goes on to suggest that rather than trait, leadership is being virtues that are only inherent in leaders; there is a need for the idea to be reconceptualised as a relationship between people in a socially viable situation. Zaccaro et. al. , (2004) must have followed on from this review about 60 years later when they reconceptualised the trait leadership model.

They designed the model as a multilevel framework comprising of different leadership abilities (multiple traits) without any emphasis on a critical assessment of any leader.   The model (figure 3) clearly shows that these authors considered that the leader's operating environment affects the different required skills needed to be an accomplished leader; therefore, making allowance for more leader's traits to be added provided the skills demonstrated in the model will not sufficiently meet the requirement of the particular operating environment of the leader.

The trait approach to leadership paved to a more personalised behavioural approach to leadership. This next section will look at these different behavioural approaches.

Figure 3: Reconceptualised trait theory: Zaccaro et. al. , (2004)
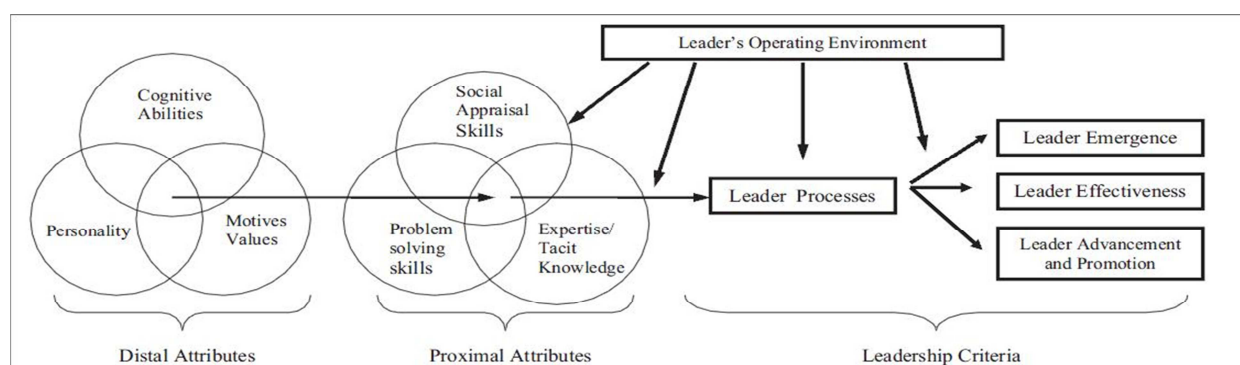
Task Oriented Approach

Task oriented leadership focuses on the leader's ability to manage various tasks within an organization. This behavioural approach considers the leader as an effective manager of responsibilities and delegation. The task oriented leader is motivated to perform and often overlaps with the features of an autocratic leader (Northouse 2012). The focus on this leadership model is having a well laid structure in place that impacts positively on people satisfaction and productivity. It is also similar to the Blake-Mouton Managerial Grid in relation to having high expectation for people and production.

The task oriented leader is very competent at assigning roles and responsibilities and is self-driven to solve problems and complete tasks within agreed timescales (Bryman 2007). He is an effective leader who is willing to make unpopular decisions and willing to be accountable for the end results-whether good or bad. The nature of this leader is more of a goal getter, problem solver and someone who accomplished regardless of any unfavourable situations (Bryman 2013). The task oriented leader sees followers or employees as 'task drivers' and not as relational buddies. Task oriented leadership may be effective at leading a project management or in a time of chaos (Tetenbaum & Laurence 2011), but may not work very well where employee morale and satisfaction is low (Tabernero, Chambel, Curral, & Arana 2009). A task oriented leaders may possibly also manifest as an autocratic leader

Autocratic Leadership Style

The autocratic leadership style thrives in highly structured and bureaucratic setting such as the military (Goodnight 2004). Russell and Stone (2002) cited by De Cremer (2006) defined autocratic leaders as limiting group members'

control and voice over the decision-making processes because of their dominant and domineering nature in the process of decision making. Autocratic leaders are mission driven and would do whatever it takes to provide an organization with the needed strategic direction and performance (Kaur 2013). Arguably as noted by (Van Vugt, Jepson, Hart & De Cremer 2004), their decision making process is often without due consultation from employees as they trust their instincts to achieve success in their undertakings.

Autocratic leaders are ruthless and impose their ideology on the organization. They are mostly viewed as unrivalled as seen in a country like North Korea. Similar to task oriented leadership approach, autocratic leaders are ideal where strong leadership is needed to put a failing organization back on track and help shape where employee complacency has become a norm. While autocratic leaders will thrive in this kind of environment, their style may also be their downfall if the situation is not well managed. This could lead to more employee apathy and dissatisfaction. Supporting this assertion, De Cremer and Tyler (2005) identifies autocratic leaders as not involved or concerned in improving group unity and promoting a positive environment which have a great implication for organizational performance. De Cremer (2006) argued that autocratic leaders as similar to their task oriented counterparts cannot function on this sole leadership style as organizational functioning depends to a large extent on happy and motivated members.

In an empirical study on a meta-analysis of the relationship of the Ohio State leadership behaviours—Consideration and Initiating Structure with leadership carried out by (Judge, Piccolo, & Ilies, 2004); they observed that autocratic leaders scored low on consideration

related to satisfaction, motivation, and effectiveness. Other empirical evidence indeed shows that autocratic leaders negatively influenced group stability and effectiveness (Van Vugt et. al. , 2004), group climate, and feelings of being content and happy. Autocratic leaders may therefore brew an atmosphere of discord and unfriendliness and may become the victims of their own style. This will in turn make followers negative and un-motivated to do their best for the organization including sacrifice, and subsequent actions by these leaders will be attended to less by the group and its members, because they are no longer motivated to connect to the leader (De Cremer, 2006).

The kind of style also impedes creativity from employees as they lacked the freedom to be expressive. If a leader transcends beyond task oriented and autocratic styles of leadership, employee loyalty and satisfaction will flourish and leader-member exchange will be enhanced for maximum productivity (Kaur 2013). No longer are employees viewed as not important in the scheme of things in an organization but rather as the main drivers an organization performance. As such, employees want to feel a connection with the organization and its leaders. Relations-oriented leadership behaviours came to light and were developed to provide the quality of relationships between leaders and members.

This leadership approach is relationship based on the leader ensuring that employees are motivated to perform assigned tasks by taking ownership and feeling satisfied with a high morale. However, between developing a relational oriented behaviour to task oriented, is Laissez-faire style of leadership. This leadership theory was conceptualized and developed by Avolio and Bass (1991) cited by (Avolio et. al. , 2009).

The Laissez-faire leaders give more autonomy to their followers on how they undertake their work and how deadlines are met for given tasks (Eagly, Johannesen-Schmidt, & Van Engen 2003). They are assumed to have a failure in taking responsibility due to the degree of independence they give to their followers and the perceived lack of ownership of tasks within the organization (Goodnight 2004). Again, this leadership style as argued by (Bass & Bass 2009) works best in an environment where there are experienced employees who do not need much supervision and is similar to the leadership situational style of high competent employees and low supporting leaders. If it is used in the appropriate environment, it may lead to job satisfaction, trust, confidence and development of skills. Conversely, if it is not applied in the right environment, it may be destructive to organizational effectiveness due to a lack of time management and lackadaisical approach to work (Eagly et. al. , 2003).

A Laissez-faire leadership may be perceived as either incompetent or nonchalant with no control over their work and their people. The incompetent argument is due to lack of regular feedback given by the leader and this gives employees an impression that the leader cannot exercise authority over their affairs, which can lead to poor production, lack of control and increasing costs (Bass & Bass 2009; Day & Antonakis 2012). In a survey conducted by (Skogstad, Einarsen, Torsheim, Aasland & Hetland 2007) on Laissez-faire leadership, it was discovered that this style of leadership was positively correlated with role conflict, role ambiguity, and conflicts with co-workers, thus supporting the assumption that laissez-faire leadership behaviour is destructive leadership behaviour.

From various scholars (Bass & Bass 2009; Eagly et. al. , 2003; Goodnight 2004; Northouse 2012 and Skogstad et. al. , 2007), it can be deduced that this style of leadership have received so much negativity due to its focus of

irresponsibility from leaders; however it can now be seen that if it is used appropriately, it has the potential of driving trust and highly competent employees rather than dependent employees. It could further be argued that any organization that wants to move in the right strategic direction will need an element of laisser-faire philosophy in its leadership approach so that employees know that they have been saddled with an enormous responsibility and would not want to let the company down (Jones & Rudd 2007). It could also engender competition and innovativeness and create an atmosphere for creative concepts to flourish. On the other end to Laissez-faire style is transactional and transformational leadership.

Transactional Leadership Style

This leadership theory was conceptualized and developed by Avolio and Bass (1991) cited by (Avolio et. al. , 2009). Bolden et. al. , (2003) notes that transactional leadership has been the traditional model of leadership with its roots in organizational success. Blanchard and Johnson (1985) cited by Barbuto (2005) described transactional leadership as a process where there is a high expectation of achievements from employees with a positive reinforcement attached to it. In other words, it is a leadership process that is built on exchange: the leader offers rewards (or otherwise) for the performance of an assigned task (Avolio et. al. , 2009). Hence transactional leadership offers a more practical approach to leadership, employee empowerment and organizational performance because of the drive towards meeting specific goals set by the organization (Aarons 2006).

A major weakness of transactional style is the lack of creative development from employees as they are expected to monitor on a pre-determined criterion. It is similar to the task oriented leader except for the motivation given

to employees which may affect performance positively. With the focus of leaders as agents of influence and visionary, a transactional leader may go beyond being a mere manager of responsibilities and supervisions to a leader who has the capacity to identify and anticipate problems, and deal with it in an effective manner (Bass & Bass 2009). Amabile (1998) cited by Aarons (2006) also support this view noting that when a transactional leader is able to use reward and motivation effectively, there is an opportunity for innovation and improved organizational performance.

Also if the transactional leadership approach is used effectively, it could also foster greater relationships between leaders and members (Zagoršek, Dimovski, & Škerlavaj 2009). For any agreed objectives to be set and deadlines agreed, there must be the process of communication. This could potentially provide an opportunity for the leader to build a sustainable relationship with its subordinates. So if failure or success is achieved, there is an opportunity for praise and constructive criticisms that may move people forward and make the organization a learning organization (Barbuto 2005).

Avolio et. al. , (2009) and Bolden et. al. , (2003) note that the transactional leadership style is divided into three dimensions of influence: The first dimension is focussed on role clarifications, work breakdown with timeline for execution, training availability to make targets achievable and rewards attached to the assigned task. This is called the contingent reward dimension. The second dimension is focussed on the ability of the leader to supervise and ensure that the tasks are carried out as scheduled. The leader at this stage is supposed to be supportive and provide guidance on how to ensure tasks are completed and encourage employees to meet their targets. This second dimension is called active management by exception. The last dimension is

rather an inactive role where the leader is not proactive and only waits for issues to be brought to his attention before any intervention is done. This is called Passive management.

Antonakis et. al. (2003) cited by Bolden et. al. , (2003) wondered why such an attitude could be encouraged when it negates the productivity of the organization. Bass and Bass (2009) and Bolden et. al. , (2003) strongly feels if transactional leaders are good 'relational buddies', then it is expected of them to ensure that majority of their employees are achieving their set tasks in order for the sustainability of the organization. As Eagly et. al. , (2003) surmised: 'effective leaders inspire their followers and nurture their ability to contribute to the organization'. From the foregoing, it is seen that transactional leaders have the ability to keep an organization in the right direction. Nevertheless, they may also do with another leadership style: democratic leadership model.

Democratic Leadership Style

According to Gastil (1994), democratic leaders behave in a way to influence people according to democratic ideology such as equality and egalitarian principle, inclusiveness and free-will. According to Wood (2010), democratic leaders are relational minded leaders. They harness the potentials of their team members in decision making and they are not intimidated or insecure about putting ideas forward for deliberations because they understand the power of brainstorming and people's opinions (Foster 2002; Martindale 2011). Democratic leadership style places a premium on people's involvement in the operational process of a country or organization. They believe that when employees are valued, they reciprocate in being actively engaged in the organization. Employees or team members experience high job satisfaction because of the participative style of this leadership model (Choi 2007) as the focus is not

task related but people related (Avolio et. al. , 2009).

As a result of the participative style of democratic leaders, they are effective change champions when there is a need for change management and will be able to help employees accept any change initiatives without much conflict (Northouse 2012; Wood 2005). Another key function of democratic leaders is their ability to delegate responsibility and empower their team members. Gastil (1994) explained that because of the trusting relationship that democratic leaders have from their team members, they have the natural ability to bring out the best from team members. They are also good listener and make their team members and stakeholders feel appreciated and valued, but they still have the ability to make final and strategic decisions (Wood 2010). A major weakness of democratic leaders is the longer process it may take sometimes for decisions to be made. Consequently, it may not be the best approach when certain tough decisions have to be made which could affect the organization.

Shared Leadership Style

Pearce and Conger (2003) defines shared leadership as a dyadic relationship developed among individuals with the objective of developing a 'sharpening relationship' towards the achievement of group or organizational goals. Day, Gronn and Salas (2004) views shared leadership as one of the best leadership styles for developing a healthy relationship and for empowering employees to take responsibility at the operational and strategic level. It is from (Avolio, Sivasubramaniam, Murry, Jung & Garger 2003) standpoint: a dynamic leadership style producing patterns of mutual impact and respect among team members. Shared leadership may involve contemporaries or different levels of leader-member in any organization (Fletcher & Kaufer 2003).

This leadership style is a great tool for mentoring and developing members who may need new skills to flourish in their jobs. So, when leadership is distributed or shared among team leaders with a common goal of personal effectiveness and organization success, shared leadership is being fully engaged in (Pearce, 2004). Shared leadership is termed as one of the most relevant leadership styles in this dispensation because it requires new strategies and a set of new working relationship that focuses on promoting strong collaborations and effective workplace practices (Khasawneh 2011). Harris (2004) notes that shared leadership engender innovation and improved citizenship behaviours in any organization.

For shared leadership to be successful, Printy and Marks (2006) argued for effective communication and a culture of openness in the organization. MacBeath (2005) also notes that shared leadership involves good team work and from (Pearce and Manz 2005) perspective, it could increase employee loyalty and reduce overhead cost. In a survey of three public universities, Khasawneh (2011) showed shared leadership to have a positive impact on the perception of faculty members and the confidence of members on the competence and relationship mindedness of its leaders. Pearce and Conger (2003) and Avolio et. al. , (2003) also argued on the need for team members to be given the opportunity to be involved in the leading the organization than having a sole leader.

What their study failed to address and other similar literatures on shared leadership is the complexity of having 'two captain' steer a ship. Kocolowski (2010) also differed on the use of shared leadership because of the complexity to reach consensus as it is difficult for a group to always achieve agreement. The majority of research done had been in the education and health sector (Khasawneh 2011) but may not be

ideal for very business environment. However, Fletcher and Kaufer (2003) notes that getting someone with the requisite skills to lead an organization may sometimes prove very difficult. Shared leadership may therefore hold more promise because it offers a leadership idea at a team level 'where behaviours are enacted by multiple individuals' (Bligh, Pearce, & Kohles 2006) rather than solely by a single person.

Authentic Leadership Style

Authentic leadership model is a leadership model that encourages a high level of information sharing between leaders and team members before decision making is concluded (Luthans & Avolio 2003). An authentic leader is viewed as transparent and an ethical leader with the ability to bring out the best in others rather than being self-seeking (George 2003) cited by (Lloyds-Walker & Walker 2011). Avolio et. al. , (2009) also viewed authentic leadership as having to draw from the authentic leaders' emotional ability and a well-developed working environment, resulting in improved organizational behaviour and positive working relationships between leaders and members. Avolio and Gardner (2005) in their study showed the high emotional stability and intelligence exhibited by authentic leaders gives such leaders the edge to develop employees and lead change initiatives in organizations.

 In another vein, Shamir and Eilam (2005) also note that they are unyielding in their actions and always have a can do attitude. Despite these lofty features, Gardner (2011) contends that such an approach to leadership ignores power inequality and confers too much on the leader as source of knowledge and intelligence. For effective authentic leadership, Yammarino, Dionne, Chun & Dansereau (2005) mentioned balanced processing, internalized moral perspective, relational transparency, and self-awareness as four main factors considered important for authentic leadership. These four

factors have been researched and validated in (Avolio & Gardner 2005) and (Lloyds-Walker & Walker 2011) research.

Balanced processing is the ability of the authentic leader to make a critical evaluation of available options and opinions before making a decision. Avolio et. al. , (2009) contends that this makes the authentic leader exceptionally good because of the objective approach towards decision making. Balanced processing as observed by (Lloyds-Walker & Walker 2011) and (Luthans & Avolio 2003) makes the other factors relevant and important for authentic leaders. Relational transparency refers to how the authentic leader manages information sharing and relationship with team members through demonstrating an internalised moral perspective, which the leader uses to manage his feeling and people's emotions (Avolio et. al. , 2009).

To manage its relationship and moral perspective, Yammarino et. al. , (2005) stated that the authentic leader must always be conscious of how he may deploy his strength to improve a situation, and ensure any weakness do not undermine decision making and setting the organization in the right direction. Apart from these factors, Avolio and Gardner (2005) opined that the reason why authentic leadership is being widely accepted is because of the ethical and transparent nature coupled with consistency of character with tenacity of purpose that the leader demonstrates; resulting in balanced decisions for the leader and followers. Lloyds-Walker and Walker (2011) supported this view by showing further in their work that authentic leaders are confident with great insight and foresight, have deep seated passion for work and walk the talk consistently with an open mind without any fear or favour.

Employees want to work with authentic leaders because they place a great deal of value to the continuous professional development of their employees into leadership (Luthans & Avolio 2003), and have the ability to initiate and sustain positive relationships with the motivation to get results (Avolio & Gardner 2005). Similar to shared leadership, authentic leadership works best especially in a leadership development environment where role model or mentors are needed to inspire a new set of leaders. However, it may prove a serious challenge and problematic if an organization fails to take into account how socio-economic issues may affect a person's ability to be a leader and how the leader manages power and privilege (Gardner 2011). Notwithstanding, it is a leading theory on leadership and overlaps with transformational leadership.

Transformational Leadership Style

It could be seen from the leadership styles discussed so far, that they are useful for different situation and as such ensuring the right leadership style for the right environment becomes very important. The transformational leadership style has arguably become one of the few leadership styles that are perceived to be relevant to any public or private organization (Van Knippenberg & Sitkin 2013). Avolio et. al. , (2009) corroborated this assertion by arguing that transformational leadership style is very adaptable and could serve as a template to incorporate all leadership styles into. There is an element of most leadership frameworks in transformational leadership model and may therefore have the accolade of 'one size fits all'. Tetenbaum and Laurence (2011) citing (Avolio, 1999; Bass, 1985) in their study further showed the validity of this argument. They observed that transformational leadership is undeniably the most popular leadership theory as 34% of peer reviewed articles published in the leadership quarterly were about transformational leadership. This leadership theory was conceptualized and developed by Avolio and Bass (1991) cited by (Avolio et. al. ,

2009. Gill, Fitzgerald, Bhutani, Mand and Sharma (2010) delineates that transformational leadership lies in the ability of a leader to inspire confidence, reliability, and passion in their team members, in order to get the best out of everyone.

Avolio et. al. , (2009) citing (Avolio 1999, Bass 1985) also supports this view by stating that these leaders can raise followers' aspirations and activate their higher-order values such that followers identify with the leader and his or her mission and vision, feel better about their work, and then work to perform beyond simple transactions and base expectations. Transformational leaders promote open, honest, and timely communication, and are able to initiate discourse and teamwork between the leader and its team members (Tetenbaum & Laurence 2011). Lloyds -Walker and Walker (2011) averred from their study that transformational leaders may encourage the development of different paradigm in organizations and sometimes may act as a medium for speeding up knowledge acquisition and developing a learning centred organization. By being able to allow team members to express their ideas in an atmosphere of acceptance and encouraging new and innovative ideas; Zagoršek, et. al. , (2009) notes these leaders ultimately enhance the process of information interpretation, and may facilitate the cognitive and behavioural changes in organizational members. Unlike the transactional leader focus on reward and motivation, (Daft 2008) pointed out that transformational leaders focuses on intangible qualities such as vision, shared values, and ideas in order to build relationships, give larger meaning to separate activities, and as (Gill et. al. , 2010) commented, provide common grounds in order to enlist followers in the change process.

Lloyds-Walker & Walker (2011) citing (Avolio et. al. , 1991) notes the transformational leadership

style contains evidence of what is called the 4 I's. These are: Individual consideration which according to (Yukl 1999) is using reward and performance boosters to enhance employee motivation and morale to do well in any given task. The transformational leader may also use intellectual stimulation to challenge his subordinates (Bass & Riggio 2006) or inspirational motivation done by being able to articulate vision through the benefits of hindsight, insight and future projection (Gill et. al. , 2010).

As a result of the focus on the big picture for the organization, (Bass & Riggio 2006), and (Van Knippenberg & Sitkin 2013) remarks that it leads to high productivity and engagement. The last 'I' is idealized influence which is demonstrated by employee confidence, trust and respect in the transformational leader as a role model (Lloyds-Walker & Walker 2011). Yukl (1999) notes that the Multifactor Leadership Questionnaire is mostly used to measure how leaders exhibit these kinds of behaviour in the organization. In a meta-analytical review of 39 studies using the MLQ, Lowe, Kroeck, and Sivasubramaniam (1996) found that key elements of transformational leadership correlated positively with subordinate satisfaction and performance. Most of the researches done on transformational leadership have showed very good positive outcomes. For instance, Gill et. al. , (2010) in their empirical study showed that transformational leadership implementation is positively correlated to the improvement in the degree of employee empowerment and development. Similarly, Van Knippenberg and Sitkin, (2013) also found that transformational leadership was positively associated with leadership effectiveness and a number of important organizational outcomes across many different types of organizations, situations, levels of analyses, and cultures. Avolio et. al. , (2009) further showed that transformational leaders have impacted positively in performance

outcomes such as high productivity and turnover.

In his empirical study, Bass (1998) cited by Yukl (1999) remarked that transformational leadership is positively correlated indicators of leadership effectiveness such as subordinate satisfaction, motivation, and performance. Masood, Dani, Burns & Backhouse (2006) also stated that transformational leadership could be potentially effective across a variety of situations and are more likely to heighten their employees' desire to be empowered, regardless of cultural context. Tetenbaum and Laurence (2011) criticised transformational leadership as failing to take into account the evolution and sustenance of the leader-follower relationship and does not focus strongly on the context and therefore is not sufficiently proscriptive to advise leaders struggling with today's crises.

Another weakness of transformational leadership from (Yukl 1999) viewpoint is the overemphasis on the dyadic processes which seeks to explain a leader's direct influence over individual followers and not on the leader influence on group or organizational processes. Also there is insufficient attention and details on the contextual factors such as the structure of organizations and the causal effects of leader behaviour on the organizational processes that ultimately determine its effectiveness (Masood et. al. , 2006).

The last leadership model to be considered is the Heifetz's leadership model. Heifetz's leadership model is fast becoming one of the leading models in the twenty first century. The model is proposed by Ron Heifetz, the founder of the centre for public leadership at Harvard's Kennedy school for government and public policy and also the principal of Cambridge leadership associates. Randall and Coakley (2007) observed in this constantly changing business climate, this leadership model

is a great fit for initiating change and helping an organization to become more competitive and strong in spite of any challenges. Heifetz based his model on the leader's ability to build the adaptive capacity of the organization (Heifetz, Grashow, & Linsky, 2009; Heifetz 2006; Heifetz & Laurie 2001) which will enable any organization survive either in a period of crisis or sustainable development and improved performance (Randall & Coakley 2007).

Heifetz and Laurie (2001, p.37) defined adaptive change….''as the sort of change that occurs when people and organizations are forced to adjust to a radically altered environment''. Heifetz (1994) theory proposition is based on the leader's identification of adaptive challenges within the organization and offers of diagnosis of the condition. Then the leader challenges the status by critically analyzing problems with employees in order to get the best possible solution to the problem (Heifetz, Kania, & Kramer 2004). Heifetz and Laurie (2001) surmised stating: in any organization a babysitting scenario where there is comfort, stability and solution cannot move any organization in a strategic direction, but rather only when leaders knock people off their comfort zones and manage the distress can there be improved performance.

According to Tetenbaum and Laurence (2011), Heifetz's theory incorporates the ethical dimension of transformational leadership, the strategic role of followers in Laissez-faire leaders and shared leadership, the reward emphasis and tasks in transactional leadership and task oriented respectively, and the authentic leader's model to produce a theory that strongly advocates having the followers take on the task of solving the difficult problems facing the organization. Randall & Coakley (2007) empirical study on adaptive model on change initiatives in case studies showed a successful change initiatives based on the model. The leadership

model applied in this study can be used in any organization, academic or non-academic, which is confronting change initiatives that require both immediate action and commitment from myriad stakeholders.

A major criticism of this model is the lack of empirical evidence that can lay claim to the dynamics of the model. It is very surprising as (Randall & Coakley 2007) observed that no major study have employed adaptive leadership despite the claim by the Harvard business review as one of the top ten research done on leadership (Harvard Business Press Books 2011). Up till now, there is a still a few research focussed solely on this leadership model. Another criticism of this work is the Heifetz un-acceptance of leadership being a form of influence but only a means to an end. From the work done so far, it is very evident that leaders are very influential and even in the context of Heifetz model, it will take a knowledgeable leader to influence the led to become more proficient. Tetenbaum and Laurence (2011) conclude that the leader's role to develop people's adaptive capacity may not be an easy task (as reflected in Heifetz 1994 book title); however it is the duty of the leader not to accept when the workforce tries to engage him or her in dependency.

Table 2: Summary of the key points of the different leadership theories discussed

Leadership Style	Traits/Variables	Empowerment
Situational leadership (Developed by Blanchard & Hersey)	Level of competence of employees determines the leadership style to be adopted	It puts too much of the responsibility on the leaders and makes the leader the sole determinant for success
Task oriented (Developed by Byman)	Self-driven Makes unpopular decisions Takes full responsibility and is held accountable Goal getter Problem solver	The leader allows his employees to be task driven, he assigns roles and responsibilities but give the employees a room to manoeuver in their task fulfillment approach. However, the drawback is that this style may not work very well where employee morale and satisfaction is low.
Autocratic (Developed by Russel and Stone)	Bureaucratic Dominant in nature Mission driven Strategic direction Trust their instincts Impose their ideology	The leader is a military like individual, very imposing and does not delegate or share information. Moreover, the leader likes giving orders and acting dominantly. However, the drawback is that this style may lead to employees' apathy and dissatisfaction.
Transactional (Developed by Avolio & Bass (1991)	Leader offers rewards Practical approach to leadership Employee empowerment Influential and visionary Identifies and anticipates problems Innovative development for organizational performance Fosters greater relationships with employees Builds a sustainable relationship with subordinates	The leader is very understanding, he is a visionary who shares his vision and plans with the employees and applauds their feedback. Moreover, the leader is very close to his subordinates on the personal level understanding their needs and complaints while influencing them and boosting their morality. However, the only drawback of this style is that it sometimes hinders the creativity development of the employees.

Democratic (Explored by Gastil)	Relational minded leaders Harnesses the potentials of their team members Put ideas forward for deliberations Employees' opinions are valued The focus is not task related but people related Trusting relationship between leadership and employees Delegates responsibility and empower their team members	The leader is rational, he puts ideas forward for discussion and voting, harnesses the potential of the employees while empowering them. Moreover, the leader values the opinion of his employees; he is very rational and understanding. Moreover, he builds a trusting relationship with the employees. However, this style may lead to longer times in processing decisions.
Shared (Defined by Yuki (1989))	Healthy relationship between employees and leadership Empowering employees to take responsibility Dynamic leadership style Respect among team members Promoting strong collaborations Spreading a culture of openness in the organization	The leader empowers the employees developing a healthy relationship between workers and leadership. Moreover, a culture of respect and openness is practiced in the organization which promotes a strong collaboration and coordination. This style however is based on a shared leadership which cannot lead to shared accountability and responsibility; hence creating a conflict at a later stage.
Authentic (Developed by Luthans and Avolio (2003))	Information sharing between leaders and team members Transparent and ethical leader Bring out the best in others Well-developed working environment Positive working relationships between leaders and members Ignores power inequality	The leader is transparent and ethical, he shares information with employees and involves them in the decision making process. Moreover, the leader brings out the best in others and ignores the title/position inequalities by treating members at an equal level. However, if the organization fails to take into account how socio-economic issues may affect a person's ability to be a leader and how the leader manages power and privilege.
Transformational Developed by Avolio & Bass (1991)	Inspires confidence, reliability, and passion among the team members Raises followers' aspirations and activate their higher-order values feel better about their work Promotes open, honest, and timely communication Initiates discourse and teamwork between the leader and the team members Allows team members to express their ideas in an atmosphere of acceptance encouraging new and innovative ideas	The leader inspires confidence and reliability while raising the aspirations of the team members allowing them to feel better within their work environment. Moreover, leaders share ideas with employees allowing them to express their thoughts and bring forth new and innovative ideas. However, this style fails to take into account the evolution and sustenance of the leader-follower relationship and fails to equip leaders struggling with today's crises.
Blake-Mouton Managerial grid	Focuses on the need for high production and high morale	Lacks direction or provision on leadership development
Trait theory	Focuses on personal traits rather than accomplished tasks	A set of traits may not be ideal or helpful in all situations or may not be relevant
Laissez-Faire (Developed by Avolio & Bass (1991))	Gives autonomy to followers/employees. Potentially could be a great style where high competence/low support	Leaders may become irresponsible or lacking in initiatives
Heifetz model (Proposed by Ron	Emphasises adaptive capacity of the organization (all purpose leadership	Lacks enough empirical research/evidence that can lay claim to the dynamics of the model

Heifetz)	ability) Incorporates transformational leadership, Laissez-faire leaders, shared leadership, transactional leadership, task oriented respectively and the authentic leader's model	

Summary

Most of the leadership models in the last century have been reviewed in this short literature. It could be observed that some of the models or frameworks are sometimes too vague or simple to apply to today's highly competitive and ever changing business environment especially the dependence on IT infrastructure. Some of the theories put the sole responsibility on the leaders such as the situational leadership framework, while some others focuses on reward and tasks (transactional and task oriented).

Still other theories, such as transformational, authentic and shared leadership focuses on building relationship and maturing new leaders. Heifetz model, transformational and authentic leadership styles offer more promise for the 21st century organization because of the need to address today's volatile environment. Whichever leadership style is adopted, it is pertinent that a leader who strives for success should master the art, with key areas of success. Breakdown occurs when the leader cannot make the decision to take the appropriate course of action, or if the chosen path is not seen through in a satisfactory manner. The leader must therefore have the foresight to direct in a concise and compelling way, establishing a successful plan.

The major problem with leadership studies is the subjectivity of the leadership theories rather than having a holistic and robust view of what may be universally accepted. Different scholars and great leaders have brought about theories thereby influencing thinking in a particular way. We have definitely not seen the end of leadership theories as more great leaders and scholars emerge, they will definitely want to stamp their authority on the subject. One critical thing evidenced from literature is the perception that leadership theories will undergo re-inventing the wheel process rather than seeing any major radical thinking.

Considering the advance of technology and the need for networking, it could be argued that a new leadership paradigm or theory is needed for this hi-tech generation; yet the existing leadership theories can serve as a foundation to help any aspiring leader become successful. The fundamental requirements of integrity, empathy, competence, adaptability and creativity are by no means exhaustive but will always make a leader successful regardless of any century.

A successful leader of any situation needs to lead by a strong moral code and consistently exemplify goodness of character, and personal courage. The leader must be willing to be around great or smarter people who have been empowered to contribute positively to the organization and the leader can trust its people without any intimidation (Nolan 2007). This will manifest in the ability to delegate responsibilities effectively and can draw out the best performance from its team. He must always be an encourager with great interpersonal skills and be committed to having in place a winning culture and can show empathy and poise all the time. The leader must ultimately be willing to develop others by helping people through

periods of uncertainties in the organization (Bolden & Gosling 2006).

Leadership and Culture
Introduction
Apart from organizational studies on leadership and employee empowerment and organizational performance, studies on culture are becoming increasingly popular because of the desire to understand how the workplace influences employees and organizational performance. The reasons for the greater interest in organizational culture studies are not surprising considering the need to maximize profit, improve organizational effectiveness, meet societal needs and ensure that employees morale are high (Alvesson 2012). One of the reason why there is even more interest in studies on culture is the importance most organization now place on having a strong ethos that is coherent, integrated and a set of values that defines the organization in a particularly unique way (De Chernatony & Cottam 2006).

Organizational Culture

Having a good corporate image or branding has become a major part of the 21st century organization and is driving both Public [even governmental agencies] and Private Corporation into creating good impressions in the minds of people in the society. Most organizational invest now heavily in marketing and corporate social responsibility, which is aimed at promoting their brands and giving a perception to people of a 'good' company (Sinclair 2011). It is therefore not surprising that in most corporations' website, there is an 'about us' that outlines the philosophy, ideology, and helps organizations to demonstrate their competence and what they stand for. The word 'ethos' according to Oxford Dictionaries Online is the ''characteristic spirit of a culture […] as manifested in its attitudes and aspirations''. In a nutshell, an organization with a

strong ethos has a strong culture. This makes culture a fascinating organizational study.
The study of culture dates back to the 1930s (Wright 2006, citing Mayo, 1933; Roethlisberger & Dickson, 1939) when an experiment was carried at the electric factory at Hawthorne to examine if individual performances could be improved to aid productivity. The major finding was that the surrounding conditions or factors had a positive influence on individual's performance paved the way for more research into the workplace, and how it could improve organizational effectiveness and performance. These surrounding conditions were not really referring to physical structures, but rather as argued by (Hindle 2008), it was the fact that someone was actually concerned about their well-being and willing to make conditions better. It is now known from extrapolating the initial study that these surrounding conditions must be referring directly or indirectly to organizational culture.

In spite of the understanding and interest in culture, it is still similar to the concept of leadership because there is no consensus on a universally accepted definition of the concept of organizational culture (Frontiera 2010). A major problem often encountered with defining culture is the complexity and simplicity of what culture should or could be at the same time. Regarding the latter, Scholz (1987) cited by (Rashid, Sambasivan & Johari 2003) observes that, we cannot just say or conclude that corporate culture is that simple, and mean the same as corporate identity, management ideology or organizational climate. Ogbonna & Harris (2002) elaborated further against this mistaken notion commenting: "it is not simple to just say that culture is equal to these concepts, because they are part of the several ways culture could be expressed in an organization".
Another assumption of culture is the belief it is similar or the same as having norms in place in organizations. Schneider (1976) cited by

(Alvesson 2012) argued this position noting that although norms play a defining role in the culture of an organization by shaping how members ought to behave; culture on the other hand, has a broader scope and has a more complex influence on the overall thinking, ideals, and composition of the organization. Seel (2000) also rejected the simplistic idea because it is very difficult to express culture as 'something' or an 'asset' that an organization possesses. The simplistic notion perhaps was given more credence in Hofstede's study of IBM in different countries using a set of homogenous variables (Hofstede 2011). Alvesson (2012) opposed this view noting that, Hofstede's measures were static and did not carefully acknowledge the possibility of the existence of a substantial cultural heterogeneity for his study.

The culture presents itself as a complex subject to define because the more attempt to include different aspects, the more challenging it is to have a robust definition. It is therefore not surprising that (Kroeber & Kluckhohn 1952 cited by Seel 2000) identified 156 different definitions which they arranged under six different captions. Also Ogbonna and Harris (2000) inferred from their empirical research that culture has to be viewed from a complex point of view because when it is treated as representing 'something' it reduced its values as a good analytical tool to understand organizational matters. Either from a simple or complex viewpoint, researchers will continue to find answers on the best way to define and analyse the phenomenon. Any leader who genuinely desires to inculcate the right values and ensures that the organization's performance is improving must pay a closer attention to the organizational culture (Jones, Jimmieson & Griffiths 2005). This research will not delve deeply into the study of organizational culture due to its broadness, but an attempt will be made to define and analyse how culture fits with leadership, and how it impacts or moderates organizational performance and employee satisfaction.

Culture Defined

Culture is viewed as a pattern of shared values and beliefs (Berson 2005 cited by Pandelica, Ionica, & Petrescu 2012), which may involve a common way of thinking that a group of people have or share. Scholz (1987) cited by (Rashid et. al. , 2003) describes culture as the implied, unseen yet impactful, fundamental, and informal perception of the organization, which informs the actions and attitudes of the individuals, and shapes their way of thinking. Adler (1997) cited by (Majeed Bhatti, Nemati, Rehman & Rizwar 2010) similarly defined culture as if it is consisting of patterns, open and inherent behaviour covertly transmitted from either leader to followers or from generations to generations, and these behaviours have become part of that organization's system and dynamics. Ogbonna and Harris (2002) believe that culture does help define boundaries in a way that enriches social interaction, and help establish a set of values which may foster good relationship among employees. Alvesson (2012) further proposed that culture is the social cause that might mobilizes or motivates organizations into the right direction, and gives the momentum that will sustain behaviour at every level in the organization.

In his research, Seel (2000) argues that the on-going and continuous exchange of insights and learning about the organization's value system, and what it holds in high esteem aimed at fostering understanding between the members of that organization and with its environment. Culture in an organization provides a way to analyse and explain how decisions are made, and the satisfaction and commitment of employees to the organization (Scheel & Crous 2007). Staniland (1999) cited by (Tsai 2011) defined organizational culture as the belief that can guide staff in knowing what to do and what

not to do including practices, values, and assumptions about their work. Cameron and Quinn (2006) notes that organizational culture is demonstrated by the kind of leadership present in an organization, its shared values and models of communications, policies and procedures.

The simple definition of culture, (Deal & Kennedy, 1982; Quinn, 1988) cited by (Rashid et. al. , 2003) explained culture as a strong underlying statement of ''this is how we do things around here''. Van de Post et. al. (1998) cited by (Yousoff 2011) surmised its definition by stating that "as personality is to the individual, so is culture to the organization. It is latent but a very powerful force that gives an organization a sense of identity, meaning and direction". According to the Hofstede Centre (2014) culture can be defined as "the collective programming of the mind that distinguishes the members of one organization from others". Another foremost culture theorist Schein defines culture as:

"a pattern of basic assumptions—invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration--that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems'' (Schein, 1985, p. 9 cited by Majeed et. al. 2010) using Hofstede and Schein's definitions as a template to bring out the salient points in some of the definitions seem plausible, because culture has to be initiated by someone. And as the organization becomes exposed to different conditions it develops some values overtime that becomes incorporated into the organization, and defines its thinking. After a while, the thinking programmes the mind at a later stage to do things in a certain way, and this 'programming' become perceivable by new members and other interested parties. Conversely, these definitions may not be overly definitive because they make

assumptions, and do not consider the dynamism at the workplace. Also a reference to "collective programming" could imply an imposition of culture and depicts employees as takers without the need to think out of the box or challenge the status quo.

There may be a lack of unanimity about the universally accepted definition of culture, however it is still the building block in organizational design, and includes norms, values, beliefs, and behavioural styles of employees (Alvesson 2012). So the prevailing culture in an organization helps in shaping the direction and how well performance targets and objectives are met (Kirkman, Lowe & Gibson 2006; Sivakumar & Nakata 2001). Where these afore mentioned qualities are lacking, it could be difficult for an organization to respond to change or become dysfunctional in its outlook (Frontiera 2010). From these definitions, it could be reasoned that organizational culture gives expression to values and beliefs, and it is at the core of an organization's existence and survival. A strong culture according to (Tsai 2011) with a set of common values and goals, guides peoples' behaviour and action within an organization towards the accomplishment of strategic goals. It also fosters good relationships and improve employee loyalty and satisfaction because of the 'shared family values' (Manning 2003).

From the foregoing, some deductions can be made about culture. The first point is the intangibility yet powerful nature of culture. Intangible asset is becoming a valuable part of business especially as the economy is not only driven by tangible assets anymore, but also by a knowledge management system platform (Leidner, Alavi & Kayworth 2008). If new members are taught or programed into the culture of an organization, then it demonstrates a transfer of a tacit kind of knowledge to new members. Commenting further on this, (Hansen & Oetinger 2001, p.107) cited by (Kayworth & Leidner 2004) argued that organizations have,

and may continue to under-maximize or waste their greatest assets of wealth of expertise, ideas, values and latent insights that lie scattered across or deeply embedded in their organizations.

Ensuring this does not happen requires leadership stepping up to the task of providing vision and direction and guaranteeing that new members buys into the culture of the organization, and people with wealth of experience continue to be resourceful and beneficial for the common good (Scheel & Crous 2007). Culture as an organization's intangible asset may be seen as a major motivator for staff satisfaction and loyalty (Roos & Van Eeden 2008), as no one wants to work in a hostile environment or where staffs are not appreciated. The environmental 'feel' of an organization has become a factor in job decisions. Employees and leaders contribute to the feeling in an organization and to a large extend affect the perception of outsiders and other stakeholders.

The second point is the role of leaders and employees in driving the culture of an organization. It was (Alvesson 2012) who said that values, hopes and beliefs do not exist as isolated, independent, or incremental entities that are stored up in modular packages on warehouse shelves and waiting for inventory. They are mostly formed, shaped and harnessed by leadership with the commitment of employees before any significant impact could be achieved. The role of a leader (as will be discussed extensively later) is important as culture is mostly led by examples from the top. If a change is to happen, the willingness of leadership is an important indicator in order to actually implement the change to the rest of the organization (Cummings & Worley 2005). Meehan, Rigby and Rogers (2008) are very certain that organization driven by visionary leadership with a culture of excellence or that

values diligence and involve employees may have a better opportunity to succeed.

The last point, the rigidity of culture towards change is discussed in details as an overview of culture and change. In the book 'built to last' first published in 1994, Collins and Porras (2005) spoke extensively about ideals driven by visionary leadership and having a core ideology in place in organization but several years on, some of the highly praised companies mentioned that they have lacked the cutting edge in their sector and are no longer seen as the leading organization. Packard (2009) notes that continuous performance may be difficult to achieve if culture is not well-researched or do not evolve with the demands of the time. Hofstede cited by (Dickson, Den Hartog & Mitchelson 2003) argued that culture is often vaguely applied in research settings, because too often there is little theoretical justification and model to identify what differences to be expected and because it is a subjective theory; it is often difficult to reach the same research outcomes.

Ogbonna and Harris (2000) also argued on the lack of accepted scope on the culture concept and whether organizational culture can be easily changed and how the leadership interplays in all these. Zalami (2005) further notes that culture can either facilitate or inhibit institutional transformation depending on whether or not the existing culture is aligned with the goals of the proposed change. Defining what culture attributes to change is therefore very difficult to explicitly say, but (Cameron 2008) gives a balanced argument on this. He notes that in any organization, there are the dominant dimensions of culture which help the organization to remain consistent and stable overtime, but are difficult to modify. However, as the culture evolves overtime with new challenges, mergers and the demands of globalisation; organizations face the need to device innovative processes and procedures, and a change in some aspects of the

culture in the organization may become necessary to set the organization in the right course to remain relevant and stable.

In a great attempt to streamline the aspects of culture and where to change when there is a need, Frontiera (2010) highlighted three stages of organizational culture. He called the first one artefact- as consisting of the vision and mission statements and slogans of the organization. In their book and similar to (Fronteira 2010), (Kreitner & Kinicki 2010), also called this cultural element artefacts-the notable and observable expressions of an organizational culture which help to form individual's behavioural patterns, and could be easily changed than any other aspect of culture. The vision and mission statements are important and the first direct contact with prospective employees, clients and the society because it defines the central purpose of the organization, along with its goals and strategy.

The second level are values; which are reflected in how members interact with one another; how members interact with their environment, and what constructs, such as: honesty, integrity or profitability, members share (Bass & Steidlmeier 1999). The last level are the underlying assumptions of the organization as they provide the basis for the values. In a detailed study of 102 public funded companies on the various levels of culture, (Smerek & Denison 2007) measured adaptability (willingness to change) amongst other components of involvement, consistency, and mission, as the aspect of culture that must be monitored and easier to change. According to Kilmann (1984) cited by (Zachariadou, Zannetos & Pavlakis 2013), changes in organizational culture should be managed from a whole systems perspective rather merely focusing on the artefacts. Culture change is in itself a very complex process, which is hard to predict and quantify due to the

interdependence between and within these levels of culture.

As a result, the extent to which a corporate culture can be purposefully changed will vary greatly from the nature of the leader, the type of organization and the uniqueness of the country (Majeed et. al. 2010). Making sustainable change can only happen in an organization when there is a willingness and commitment by leaders to pioneer and implement the changes (Abbas & Asghar 2010). In a period of change, it is so imperative to question not only the artefacts, but also challenge the underlying assumption that determines decisions (Yilmaz, Alpkan & Ergun 2005). The leaders should then map out a plan to ensure that the change do not undermine a culture of excellence or productivity in the organization (Zhang, Yang & Li 2011).

It was (Gilbert 1994) cited by (Greaves 2012) who argued that leadership and a well-entrenched organizational culture, where leaders and followers share, are often the result of a planned action by individual leaders and not just subject to chance. Although culture-change is difficult to achieve, it is critical to pursue (Yilmaz & Ergun 2008). By developing cultures that foster innovation, leaders can help their organizations become more responsive to the changes in the external environment and become more effective (Jaskyte 2004). Maintaining the culture in an organization may depend on the leader's ability to sustain the current culture,while both recognizing and resolving internal conflicts through discussion and effective communications between subcultures with diverse interests.

The conclusion is that different organization will find culture change more or less easy to implement, dependent on both internal and external conditions that they face (Cameron 2008; Frontiera 2010). Leaders must increase

collaboration, and inspire initiative (Yilmaz et. al. , 2005; Zhang et. al. , 2001), and either maintain its current culture or innovate for the better (Trice & Beyer 1991) cited (Day & Antonakis 2012).

What is the relationship between leadership and organizational culture?

Consciously or unconsciously, each company or organization possesses a unique and different culture. Also at the governmental level, each political party wants to demonstrate to people a unique ideology in comparison to other political parties. This is consistent with (House, Javidan, Hanges & Dorfman 2002, p.4) the definition of culture as a reference to a set of "parameters of collectives that differentiate the collectives from each other in meaningful ways". In order to nurture a unique corporate or organizational culture, there will be the requirement of effective leaders who are willing to proactively engage, influence and motivate their employees towards achieving a common goal (Alvesson 2012). An organization can only have a 'culture' in place when it is operational, therefore culture cannot occur in isolation of the leaders (founders).

Hanenberg (2009) observes that the role of the leader in defining and shaping the culture of an organization cannot be over-emphasized due to their pioneering and directing work in building a sustainable and viable organization.
For a culture to be embedded in an organization, (Parry & Proctor-Thomson 2002; Schein 2010) support the idea of the leader to embody, espouse and model the values and assumptions that will make the organization unique. Leaders must walk the talk and be visible to employees in order for them to buy-in to the culture of the organization. According to Tsai (2011), culture could be viewed as what an organization is (describing the organization) and leadership is the ability to use the beliefs and values of the organization to make a positive impact and

performance. The created culture of the organization must first impact the leader before having an impact on employees.

Leaders must not only put up a great display of mission and vision statements, they must champion it and model this behaviour to employees. Lumby and Foskett (2008) notes from an employee perspective, that the leader is thought of more as a person devoted to a cause and lead from the front. Though a company may have a new leader, s/he must be willing to align with the cultural framework of the organization and seek to build relationships. If a change in the organization becomes inevitable, the leader will have less resistance to the change from employees if s/he has earned their trust and has an honest and inspiring sense of purpose (Meehan et. al. 2008). Leadership may be a critical variable in defining the success or failure of an organization but creating the right culture also determines how the success or otherwise failure may be achieved. Therefore, having the right culture is as important as having the right leader. Also the impact culture has on leadership and the relationship between the two will inevitably require examination.

Leadership and Culture

Leadership creates and changes culture and both are conceptually intertwined complex structures having multiple dimensions. Leaders do play a strategic role in the how the culture of an organization is formed and are responsible at the initial stage in the transmission and entrenching of their beliefs, vision and values to new members of the organization though various media of expression (Ogbonna & Harris 2000). Schimmoeller (2010) note that it is important to understand how these two powerful determinants of organizational performance affect each other's.

As earlier stated, leadership and organizational culture have attracted considerable interest

from both academics and practitioners and much of the interest in the two areas are based on explicit and implicit claims that both leadership and culture are linked to organizational performance (Packard 2009; Parry & Proctor-Thomson 2002; Schein 2010). The spotlight on organizational culture is being further fuelled with the belief that it leads to improved and sustained organizational performance and creates a sense of togetherness and employee satisfaction (Bititci, Mendibil, Nudurupati, Garengo & Turner 2006). Researchers such as (Balthazard, Cooke & Potter 2006) have argued and showed that culture seems to be a central dimension in or behind the company's rapid growth and good results, and has a positive impact on organizational performance.

Rashid et. al. (2003) also examined the relationship between organizational culture and organizational performance in a study involving 202 managers. Likewise, a number of researches have also shown that the leadership ability to understand and work within a cultural setting positively affect their effectiveness, and leads to superior organizational performance (Hennessey 1998 cited by Ogbonna & Harris 2002). However different studies (Alvesson 2012; Jackson et. al. , 2013; Sorensen 2002) have also examined these relationships and argued while a strong culture may be a critical success factor for organizational performance; the relationship is overgeneralised and it is subject to some moderating effects.

Yilmaz et. al. , (2005) argued that regardless of how strong the culture of an organization, when there is a dearth in employee empowerment, morale, overall organizational attitude and skill set, it would impact on organizational performance. In other similar studies, factors such as: environmental volatility and the strength of the culture (Sorensen 2002); business environment, leadership, management practices, formal and informal socialization process (Schein 1991 cited by Majeed et. al.

2010);   human resource capability and environmental uncertainty (Zhang, et. al. , 2011); management control efforts and contingency and demographic factors (Alvesson 2012) may have a huge impact on the organizational performance.

It may be therefore difficult to study leadership and culture as a bivariate research because of other intervening variables which according to (Lumby & Foskett 2008) moderate the influence of leadership and create an outlook of what an organizational culture is because the employees operate at an operational and tactical level and are the ones who must be able to articulate the culture (ideology and philosophy) of the organization. A few researches have studied culture at a uni-variate level (Howell & Avolio 1993 cited by Ogbonna & Harris 2000), but while undertaking culture at a multi-variate level seemed a good idea, the challenge would be to understand which aspect to consider for such a study. Majeed et. al. (2010) notes that the degree of influence each of these factors has is still unclear, as it will depend on the type of organization and the nature of the industry.

This is consistent with the findings of (Ogbonna & Harris 2002) and (Sato & Chen 2008) who commented that different industries have different cultural characteristics. Kane-Urrabazo (2006) notes that leaders have to appreciate their functions in maintaining an organization's culture. This would in turn ensure that the behaviour between the organization's members remains consistent, leading to a reduction in conflicts, allowing for a healthier work environment for the employees. It could be seen that culture does have an influence on performance. However, while the links between leadership and organizational performance, the relationship between organizational culture and performance, and the interplay between leadership and culture have each been studied separately (Ogbonna & Harris 2000); few studies

have critically investigated the association or relationship between the three concepts (Bititci et. al. , 2006). A theoretical framework is proposed below and discussed to show the relationship between organizational culture, leadership, employee participation and organizational performance

Figure 4: Conceptual framework on leaders, culture, employees and performance
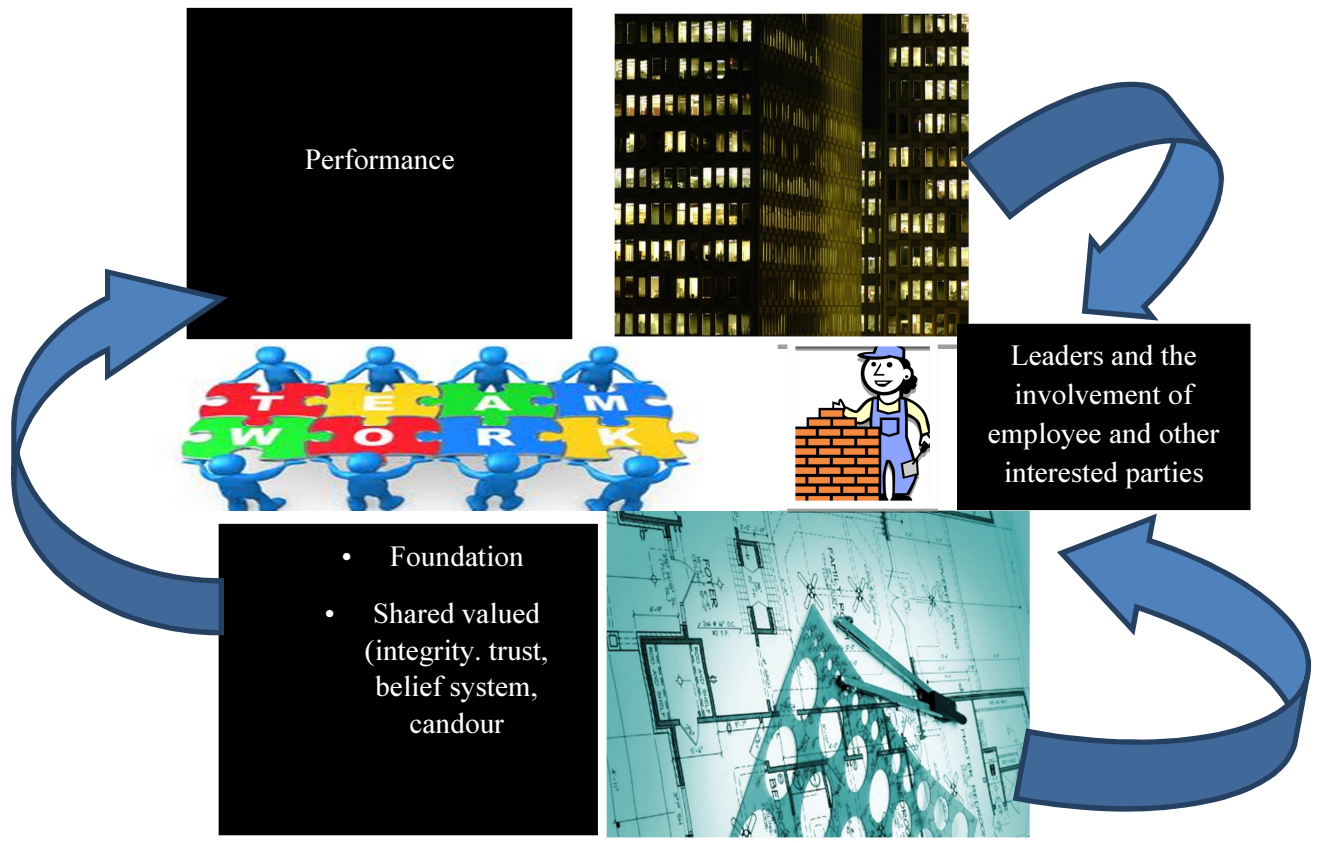
In this typical analogy, the organizational culture is the core foundation of the building (organization). Most often, the foundation is not seen but what determines the strength and ability of the building to withstand tough conditions. Likewise, the culture in an organization may not be tangible, but the strength of character, shared beliefs, and values, that have formed the philosophy or ideology, help an organization sustains good performance and helps pull through in times of crisis (Ogbonna & Harris 2000; 2002).

Organizations' successes in achieving the desired goals and objectives could be influenced by corporate culture. When organizations are formed, (Tsai 2011) believes leaders have a major effect on the emerging culture because they create, define and present these values, beliefs, and mission to employees of the organization. As an organization grows and develops, employees draw on their own experiences, and the resulting culture reflects the total group's experience as well as those parts of the founders' beliefs that seemed to work in practice (Cameron 2008). At this level, employees are either committed or apathetical about the organization's shared values, and are likely to sustain the momentum in the organization or leave the organization. When leaders and employees differ, it may be chaotic for the organization, because employees drive

the organization and leaders must ensure that they are aligned with the organization's shared values (De Vries, Ramo, & Korotov 2009). The commitment of the people in the organization is very vital to ensure the successful implementation of the organizational policies and that plans are attained and achieved, and by doing so organizational success is ensured (Yusoff 2011). The extent to which the leader articulates the culture and employees buy into it, will determine the consistency of the organization's performance.

How do leaders create and manage culture?
According to the Northern Leadership Academy [NLA] (2007), a consortium of leading business and management school, they observed that leaders have the capacity to create an organizational culture by directing resources and energy toward implementing new programs that highlights the organization's culture and through effective communication. Communicating is at the heart of managing culture in an organization as it is socially constructed (Schein 2010). The leadership in any organization create culture by being able to communicate their assumptions through a clearly defined vision and mission statement and the right set of values and assumptions including: rewards, crisis management, promotion, recruitment and selection. Communication must be two fold as explained by (Jaskyte 2004).

It must be utilized by leader to engage with prospective employees. It is very important as that whoever will work in the organization must be able to reflect the values of the organization and make it a better place. It also must be capable of communicating to current employees by being able to continuously articulate the company's values and ensuring that the employees take ownership of the company's culture. Any conversation must be able to establish observable action and improve or challenges the current cultural norms and beliefs

(Haneberg 2009). Another way leaders create a sustainable culture is by empowering the employees to implement the new vision into reality and by increasing employees' motivation through completion of assigned tasks (Jaskyte 2004).

In this role of delegating power, (Frontiera 2013) argues that the leader's ability to be a coach and a role model plays a significant role in ensuring that the right values are shared by employees as it will provide a foundation for future success. Culture can either be created by lessons from the past or an aspiration for the future (Schein 2010). However, Haneberg (2009) notes that to improve and sustain the culture, there must be a dedication to continuous learning and innovation. A learning and innovative organization will foster employee commitment and motivation to complete set goals and pursue those that may not have been attempted initially, whilst ensuring that the organization does not lose its competitive spirit. Besides, the style of leadership adopted will also determine to what extent the culture can be managed (Schimmoeller 2010). As part of the focus of this paper has examined different leadership styles, it becomes important to explore what the type of leadership style adapted by a leader either in a 'normal' organization or in a 'change' setting will have on culture.

Leadership style is another area where cultural intelligence is necessary to lead across different cultures (Buble 2012). It has been established that there is a link between leadership and culture and though leadership initiates culture in an organization, the culture also shapes the leader to become more effective (Salmoni & Holmes-Eber 2008). Due to globalisation, exploring leadership styles would be very useful as organizations want to ensure that the right leader with the right values for a particular location or country have the opportunity rather than basing judgement solely on performance

(Divan 2012). Research determining relationships between different leadership styles and the fit with culture of a location may be helpful for organization in recruitment and selection process (Meehan, et. al. , 2008).

In their empirical study, (Casida & Pinto-Zipp 2008) and (Schein 2010) both showed there is a positive relationship between different leadership styles and organizational cultures. Using the competing value framework, Schimmoeller (2010) showed a significant relationship between specific types of organizational cultures and leadership styles. Tsai (2011) also found consistent result showing organizational cultures to be significantly (positively) correlated with leadership behaviour and job satisfaction, and leadership behaviour to be significantly (positively) correlated with job satisfaction. Buble, (2012) studied the interdependence of corporate culture and leadership style in large firms in Croatia. Their findings shows a relationship and interdependency between the style of leadership and the corporate culture in the organizations. They went on to show that there might be a conflict of interest or problem where a leadership style do not fit into the way of life of an organization. For instance, if an organization that has always had an autocratic leader whose values and assumptions are predicated on maximum output and effectiveness changes to a new leader with a new leadership style; the organization may potentially be affected negatively.

So, in any period of change of leadership, Block (2003) notes that it is imperative to question how the style of leadership impacts on the wellbeing of the organization. One of the underpinning issues of leadership theories or styles is a stance on an ideological or philosophical standpoint (Vigoda-Gadot 2007). But while culture is regarded as a major variable in leadership styles, the responses to a certain approach will also vary in preference dependant

on the culture as a whole. As has been explained, each leadership style emphasizes a particular way of doing things and if a leader shares the same thinking, he begins to exemplify the core values of that leadership style and act in a certain way. Some of the leadership styles are explained below.

Commenting on the authentic leadership style as it relates to culture, (Azanza, Moriano & Molero 2013) and (Jensen & Luthans 2006) supports this style to have a positive impact on culture as a result of the emphasis on sharing information, building relationship and fostering co-operation amongst employees. On the relationship between culture and the situational leadership style, Jackson, Meyer and Wang (2013) notes that the situational leadership style may be suited to change the prevalent system to establish a new leadership model that would achieve results effectively. Sharma and Sharma (2010) studied culture and charismatic leadership style, and found that charismatic leaders are very successful in developing employees, especially new and disillusioned employees, in order for them to find their identity within the organization. Taking a look at most peer reviewed articles, most of the studies on leadership styles and culture have however focussed on the transformational and transactional leaders.

For instance, (Schimmoeller 2010) findings reveal a significant correlation between both transformational and transactional leaders in cultures. Similarly, in their empirical study, Sarros, Gray & Densten (2002, p.15) cited by (Fronteira 2010) note that both transactional and transformational elements of leadership impacts culture, but they are still different in how they affect culture. Bass (1985) cited by Ogbonna & Harris (2000) demonstrates the relationship between leadership and culture by examining the impact of transactional and transformational leadership style on culture. He

argues that transactional leaders are good at maintaining existing culture in any organization because of their high expectation of achievements from employees and the performance of assigned tasks while transformational leaders are good change agents. Alimo-Metcalfe & Alban-Metcalfe (2006) notes that transformational leadership style differs fundamentally from other leadership styles because it is relevant to the needs of organizations, and ensures that, when 360-degree feedback is given, it is done so in a way that conforms to the principles of good practice. The transformational leadership style is able to lead or manage an organization undergoing culture change because of their adaptability to change and willingness to connect the employees to the bigger picture (Ogbonna & Harris 2000). Their ability to also embed new values, promote innovation, implement desirable values makes them also makes them successful. Packard (2009) maintained that the qualities of inspirational motivation, intellectual stimulation, idealized influence and individual stimulation that transformational leaders demonstrate, make them successful at impacting culture and making the connection between organizational values and desired outcomes explicit. Whether an organization is going through a period of change or sustaining

performance, they cannot just adopt or change to a new leadership style without doing a needs assessment of their current situation (Sarros et. al. , 2002).

It is essential for good leaders to cultivate the skills required to change certain aspects of their culture by understanding or undertaking a diagnostic view of what the best or appropriate leadership style in the setting is, in order to improve organizational performance. Leadership styles can be developed and shaped just like culture, by devising innovative ways of leading which can slowly change the culture of the organization inwardly and benefit the organization with minimal effort and cost (Majeed et. al. 2010). A conceptual framework model is proposed below that shows how the entrenchment of culture interplays with the leadership style to affect organizational performance. Clearly further research is necessary to identify, explore, and elucidate the character and pattern of association between organizational culture, leadership style, and performance. However, some literature-based conclusions can be drawn which is: culture will remain linked with superior performance only if the culture is able to adapt to changes in environmental conditions and the style of leadership (Ogbonna and Harris 2002).

Figure 2: The links between leadership style, organizational culture and organizational performance

Western vs Eastern Leadership Perceptions across Cultures

This section will explore cross-culture and national culture with emphasis on Western and Middle Eastern cultures, and also culture/leadership behaviour in public and private organizations. The desire for effective leadership across cross-cultural organizations is both urgent and unavoidable. Nearly 90 percent of leading executives from sixty-two countries named cross-cultural leadership as the top management challenge for the next century (House et. al. 2002). The urgency is due to the failure rate of leadership along cross-cultural lines, and the challenge of leadership towards having a culture change. For instance, Smith (2003) cited by (Girginov 2006) reported that within a group of North American corporations that had attempted culture change, only 19% of managers rated the culture change as 'extremely successful'. In another study, (Javidan & House 2001) cited by (Muczyk & Holt 2008) stated that 85% of the fortune 500 companies did not think

that they have an adequate number of competent global leaders.

Despite the low success rate for competent global leaders, a study by the (American Management Association, 2010) cited by (Caligiuri & Tarique 2012) notes that over 60% of organizations they surveyed reported having in place a global leadership development program with only half of this group reporting improvement in leadership skills. Black and Gregersen (1999) cited by Manning (2003) also found that between 10-20% of US managers who were sent abroad had to return early than expected; either because they could not adjust to the new culture, or they were totally unsatisfied with their jobs in the new location. It further notes that among those who stayed, about 33% did not perform up to their job roles and expectations. This empirical analysis only goes to reinforce the need for cross-cultural leadership success and challenges the assumption that because a leader has been

successful in a particular organization does not mean the same leader will do very well in another organization. It also highlights the desire of international organizations to find additional training or knowledge that would be beneficial for their leaders to exceed needed expectation and performance.

It might seem reasonable to say that there is a higher chance of success for leaders within the same organization because of shared values and underlying assumptions. For instance, Orazi, Turrini & Valotti (2013) analysed the complexity of cross culture and why there are uniqueness to each culture and observed that: national culture can manifest itself within the corporate cultures of organizations that operate within that country. Using the Japanese national culture as an example, they showed that social values that exist within the Japanese national culture is similar to what is found in their corporate sector as well. Still (Suutari, Raharjo & Riikkilä 2002) argued that real cross-cultural leadership interaction will still be a major problem for any leader to achieve success. For leaders to be effective in cross-cultures, it is important that they understand the prevalent culture operational in the new environment for success to be guaranteed.

According to Lok and Crawford (2004), the national culture and leadership has an influence on organizational leadership styles, organizational culture and their subsequent effects on employee's job satisfaction and commitment. Dickson, et. al., (2003) also notes that national culture has an impact on the development of implicit leadership theories. They further note that values, attitudes, and beliefs are reflected in cultures and it is very important for leaders to understand and find a way to adapt into the system to be effective at what they do. While the research on national culture is on the increase, the emphasis of most publications have tilted to one side of research

and is limited in scope and may be difficult to reproduce because of their external validity (Gelfand, Erez & Aycan 2007; Livingstone 2003 & Taras, Rowney & Steel 2009).

According to (Yukl 1998) analysis, most of the previous researches on organizational culture up to the 1990s had focussed on mostly Westernised countries including America (US), Canada, and Western Europe. The results of these researches had unconsciously assert these cultures as determinants of success despite some of the values not shared elsewhere. To buttress this point, (Budrina 2011) used the autocratic style of Romania leaders and participative style of Dutch leaders to question how flawed it could be if both countries are deemed to share similar cultures because they are European or Western countries. Harms, Han and Chen (2012) also asserted that when researchers only use leadership theories applicable to Western cultures, they undermine and limit the prudence of their work and fail to appreciate the achievements of other cultures no matter how diverse it is.

If this assumption had stood, then companies like Samsung, Toyota and Honda would not have been able to compete at the global level. On the issue of scope, Dorfman et. al. , (1997) empirical research focussed on six popular contingency leadership theories and found out three were universally accepted and had positive impacts. However, the study was limited to some countries and therefore such claims may be misleading. More researches are still needed to empirically understand variables in culture that impact leadership and the interplay between leadership and culture. Despite the worrying levels of success in cross-cultures and difficulty of having a set of variables that may coherently analyse sets of various country data, there is still the need to encourage leaders to find a way of adapting into a different culture (Schimmoeller 2010).

As a result, a need has arisen to understand the performance of leadership in various cultures especially the Western and Middle Eastern/African areas, and a need for empirically grounded theory to explain different leaders' behaviour and effectiveness across cultures (Ogbonna & Harris 2002). To understand the difference in culture between Western and Middle Eastern leaders, it is impossible not to first acknowledge that there are obvious difference on how leadership shapes organizational culture, and one cannot but concede that altogether leadership in Western cultures is different from leadership in the Middle East. Perhaps the lack of empirical studies on Middle Eastern cultures or the difficulty in basically including these cultures lies in its complexity as well. Oyserman and Sorensen (2009) notes that even in similar countries, culture is not just in black-and-white, but best understood as a multidimensional rather than a unitary construct.

They went on to propose that as different societies mix and individuals have access to a diverse set of overlapping and contradictory processes, they will begin to make better sense of the world. Smith, Achoui, and Harb (2007) cited by Opoku, (2012) demonstrated this in their research findings that, there is even a substantial unity and diversity in leadership across the Arab world due to a myriad of factors such as religion and multi-ethnicity in the region. Expanding this Asian dichotomy further**,** Dorfman et. al., (1997) support this view noting that there is a lot of variation in leadership and culture.

They compared Western leadership to Asian leadership and found out that "there is a marked difference, as what may be acceptable in a Western context might be socially unacceptable or modified in an Asian context". Recent researches have further attempted to dispel this

notion by critically evaluating leadership and culture (Hofstede Centre 2014), yet the general findings still points to the fact that it is very hard for a one size fit category in the Middle East. Even beyond these cultures, (Blunt & Jones 1997) examination of leadership patterns in East Asia and Africa indicated that no single model of leadership can accommodate significant variations in societal culture and their influence on organizational behaviour.

How is Leadership and culture different between Western and Middle Eastern Cultures?
This section uses one of the culture model to explains how leadership and culture are different in Western and Middle-Eastern context. Different models such GLOBE Model (House et. al. , 2002), Hofstede Model (Hofstede 2011), (Schwartz & Bilsky 1987 and Trompenaars 1993 cited by Shi & Wang 2011), have been developed to understand and identify similar patterns in the behaviour of culture at the organization and national level. The Hofstede and GLOBE model have been mostly prominent, and have been helpful in providing insightful analysis into the structures of national culture (Mooij & Hofstede 2010). However, there has been a great debate on which one of the two models is more relevant and helpful in understanding national culture. The Hofstede's study, done in the 1990's in over 70 countries on a single company, IBM, identified five dimensions of culture and continues to be used and updated (Hofstede 2011; Shi & Wang 2011).

Conversely, the GLOBE model was initiated in 2004 in 62 countries and includes nine dimensions (House, Hanges, Javidan, Dorfman & Gupta 2004). The GLOBE study's criticism is less than the Hofstede's model, because it is newer than the Hofstede's model, and researchers may not have been able to carefully analyse the dimensions very well (Brewer & Venaik 2010; Shi & Wang 2011). A recent researcher (Pinnington 2011)'s critique of the GLOBE model found that

they direct too much attention away from other potentially meaningful, but conflicting aspects of different models of leadership. While this debates continues it is important to note, that it will continue to remain improbable for a single model to universally capture the very essence of all national cultures, because as (Shenkar 2001 cited by Venaik & Brewer 2008; Sivakumar & Nakata 2001) argues, cultural convergence is unattainable and will only lead to more inconsistencies.

Notwithstanding, credit must be given to these culture models in their quest to critically analyse patterns in different national cultures. Taking a diagnostic analysis of the two models, it could be concluded that the GLOBE model is an extension of the Hofstede's model as according to (House et. al., 2002); six of the dimensions did originate from the Hofstede's dimension of culture. It is also not within the purview of this literature to look at the two in details but Hofstede dimensions of culture will be used to briefly show how western leaders differ from Middle Eastern leaders.

According to (Dickson et. al. , 2003; Hofstede 2011; Shi & Wang 2011; Venaik & Brewer 2008; Wu 2006), Hofstede's identified five but now updated to six main dimensions. He notes the first dimension as power distance which is the problem of inequality in society. The second dimension which is uncertainty avoidance refers to how societies relates and deals with the fear of the future and the unknown. The third dimension which is individual versus collectivism relates to how individuals are integrated and whether their sense of worth is on an individual or collective level. For example, a leader who has always shared a collectivist ideology may find it very difficult fitting into a culture where individualism is emphasized. Masculinity versus femininity is about how socially balanced are the leadership roles between men and women.

The next dimension, long-term versus short-term, refers to how a society handles its past, present and future. The last dimension, indulgence versus restraint, highlights whether a society wants to indulge compared to contentment of basic human desires. Each country as noted in (The Hofstede Centre 2014) has been positioned relative to other countries through a score on each dimension. The dimensions are statistically distinct and do occur in all possible combinations, although some combinations are more frequent than others. For instance, according to a comparison of the United Arab Emirate UAE with similar cultures (Saudi Arabia and Kuwait) carried out on the (Hofstede centre 2014), the result showed similar scores on four constructs (power distance, individualism, masculinity and uncertainty avoidance), but only Saudi Arabia scored in indulgence.

Using these dimensions as a template, most Middle Eastern cultures have high power distance dimension compared to Western cultures. Hierarchy in an organization is seen as replicating intrinsic inequalities and is often not questioned. Power and authority are viewed as non-transferable, and often not achieved but earned by class (Smith, Peter, Achoui & Harb 2007). In most Middles Eastern countries, who you are, your beliefs, and what you have are very important as the responsibility and designation of one's job. Greaves (2012) elaborated further on how religion affects the cultural setting and reinforces the high power distance in most Middle Eastern cultures. He notes that the Middle East is still largely influenced by Muslim theology, and is strongly rooted in the belief of things under the control of Almighty Allah.

According to Lewis (2006), while the West can separate religion from state and secularism has further added to this separation; religion still shapes social conduct and business philosophy in

the Middle East. Also, the collectivist culture as against the individualist culture is more prevalent in Middle Eastern cultures and there is a great level of high masculinity in leadership. Sidani and Thornberry (2009) claimed that Arab leaders are perceived as strong, relational and decisive in comparison to Western leaders, and this is manifested in their ability to foster long term commitment and encourage loyalty among members. High power distance often complements high masculinity in leadership as well. In Lewis (2006) view, the Middle Eastern culture still believes males and females have different roles and this is further made complex by the demands of the Muslim religion.

This is also consistent with (Lok & Crawford, 2004) findings on the study of Hong Kong and Australia. They found out that culture in Hong Kong has high power distance preference due to Confucian values, which is loosely related to religion. Also it is a collectivist culture with high masculinity as well. Amongst Hofstede six dimensions of culture, the main differences between Western and Middle Eastern cultures and leaders are: high power to low power distance, collectivism-to individualism, and masculinity. A deeper understanding of the salient elements of Mideast culture can do much to inform and help Western leaders to come to grips with the continuous expansion of globalized trade. With the rise of countries like China, India, United Arab Emirates, Brazil and Oman; Western countries cannot afford to be insensitive to the handling of inter-cultural issues. They must adapt and accept these emerging countries with their culture, otherwise they may lose on the downturn.

Culture in Public and Private Organizations
Apart from national cultures, there has always been a contention whether or not public sector leadership is different from leadership in the private sector (Rainey, 2003; Rainey & Bozeman, 2000 cited by Fernandez, Rainey, O'Toole Jr, &

Meier 2003). This is further fuelled by the relative dearth of empirically based and well-articulated public sector leadership research when compared with the literature that currently exists for private sector organizations. Some of the researches done on public sector organization include: (Horton, Farham, & Hondeghem 2002) study of nine European countries public sector organizations using the competency management framework. Fernadez (2005) study on developing an integrated framework for public sector leadership in education.

Kabacoff (2006) study of leadership practices in European public sector organizations using 2,121 leaders from 125 public sector organizations sampled from several European countries. This is one of the biggest research assessing public sector leadership approach, behaviour and competencies. While (Parry & Proctor-Thomson 2002) notes that more research may be needed to understand the relationship between public and private sector leadership and culture, (Hester & Meyers 2012) argued that it is still difficult to clearly distinguish public and private organizations. From reviewed literature, three major themes differentiates public and private organizations. Contrary to private sector organizations, employees in the public sector enjoys greater job security and have a better channel to air their criticisms (Nutt 2006).

Unlike private sector leaders, the leadership turnover is very high in public sector because of the limits on time in office (Hooijberg & Jaepil 2001). Lastly, there is more bureaucracy in public sector and less in private, because private sector leaders are judged in terms of economic results. Recent trends and the recessions have in reality made most public sector organizations in various countries to begin to analyse how to become prudent. O'Donnell & Boyle (2008) analysis showed that public sector organizations are now focussed on meeting the needs of the citizens

rather than rules oriented, they are becoming result oriented with a more desire to change the ways of doing things.

Becoming result oriented however may come with changing the dynamics of the leadership style. This, according to (Currie & Lockett 2007; Parry & Proctor-Thomson 2002); Van Wart 2003; Wright & Pandey 2010) will require implementing the best leadership practices that will sustain performance in the public sector and it must go beyond the transactional leadership style to the transformational leadership style. These will include strategic, effective communication channels, and a transformative culture of flexibility, adaptability and openness to change (Abbe, Gulick & Herman 2007).

When such a leadership style is in place with the right values, (O'Donnell 2006 cited by O'Donnell & Boyle 2008) is optimistic that it will facilitate innovation and will provide a supportive environment that fosters co-operation amongst employees. This is consistent (Kabacoff 2006) findings on best practices across industries and culture. Perhaps if the public sector had a more transformational organizational culture, it would be even more effective per se, and possibly more 'effective' than the private sector. Therefore, in this constantly changing, public sector, leaders must have the right strategy in place to lead their organizations. In private organizations, having the right strategy was identified as always been one of the most consistent leadership behaviour for predicting leadership effectiveness (Den Hartog & Koopman 2001).

The desire to identify qualities that defines a leader who may work successfully either in a different culture or diverse organization, have brought about many research publications. Manning (2003) notes that the central theme for success is the ability of the leader to build good and sustainable relationship. Leaders who have the competence and capacity to build

relationships wherever they find themselves will be able to bring out the best in people and will earn the trust and respect of their employees. According to Dickson et. al., (2003) the difference between good and great leaders and between cross-cultural leaders who succeed compared to those who fail, is the ability to connect at a personal level to their followers and the intuitiveness towards proactive action that gives the followers the right perception and acceptance to trust the leader.

There are indications from studying public and private sector organizations, that the organizational culture of the public sector could be more transformational than transactional as this approach may be more beneficial (O'Donnell & Boyle 2008). However, by virtue of the public sector set-up, it may be difficult to adopt the more transformational outlook (Den Hartog & Koopman 2001). For any transformational agenda to be achieved it will demand a systematic thinking change which must become aligned with the modern role of government as an engine of economic growth (O' Donnell 2006). The assumption that cultural change is easier in the private sector than in the public sector due to the emphasis of profitability and performance may actually prove to be true (Zalami 2005).

Summary

It is quite evident from the wealth of evidence that has been analysed during the course of this study, that organizational culture is a very complex topic (Majeed et. al. 2010). While culture has become ubiquitous especially in organizational leadership and management studies, there remain a discord on what is defined as culture and how the culture concept should be evaluated as it relates to leadership effectiveness and organizational performance. Researchers tend to disagree on how this should be defined, interpreted and utilized. So far, it has been established that there is no universally

agreed definition of culture and it is still difficult to set the boundaries especially in culture studies which poses reliability and generalisations issues.

The attempt by researchers to delve into national cultures and even analyse cross-cultural dimensions make the study more puzzling. There is therefore the need to either have a workable framework that may help narrow down dimensions as it relates to cross-cultural research, or do not attempt to dig such a relative issue capable of not reaching far-reaching conditions. There is also the need for leadership and organizational theories that go beyond cultures to examine what works and what does not work in different settings (Triandis 1993 cited by House et. al. , 2002).

According to (Cameron 2008), culture is a critical factor in fostering relationships and ensuring that organizational goals are met. The shared values embedded in a system gives employees a sense of identity and ownership and helps define what the organization stands for. The leadership of any organization is central to establishing the core values of that organization, which evolves into a way of doing things and employ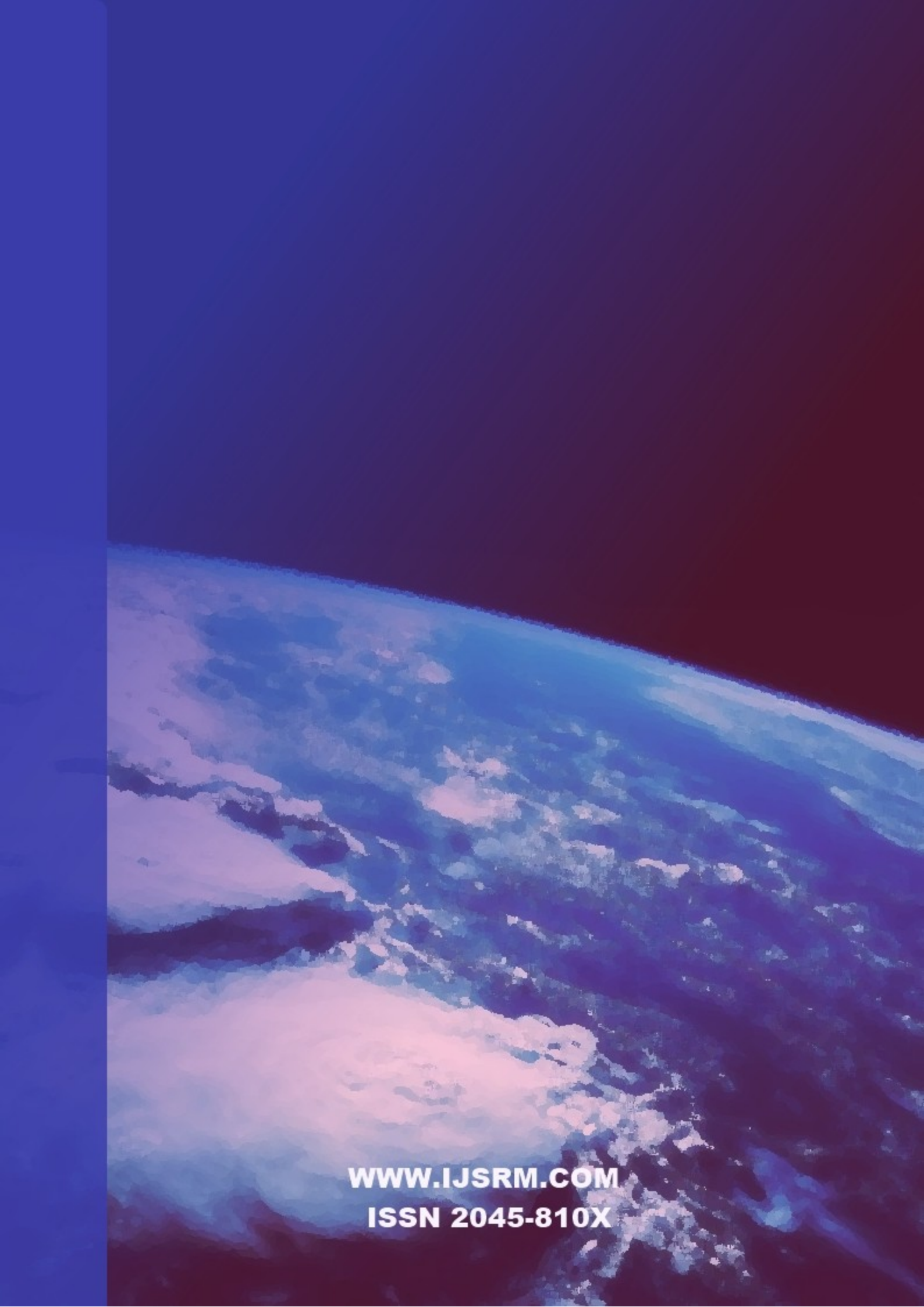ees become programmed into this behaviour (Tsai 2011). When a pattern is established and well rooted in the organization, it will improve performance and may be helpful in evaluating the developments in the organization. Culture must not only be strong (widely shared), but it must also have unique qualities which cannot be imitated (Mozaffari, 2008).

There is a need for more research that focusses on cross-cultural issues that could lead to new discoveries about the interplay of culture with different leadership theories and variables such as religion, ethnic background and the influence of education. There may be little consistency in research if this is not looked into very well (Harms et. al., 2012). It may or may not be difficult for an organization to change leaders who do not share the same philosophy or have the same leadership style. The work place is such a volatile yet real place and the overriding culture could positively impact or not at all. Even if a new leader style may not go well with everyone, yet employees always find a way to adjust to its new leaders and more in a power distance culture. Regardless of any culture the virtues of integrity, honesty and justness were universally accepted while being ruthless, irritable, and cunning as universally undesirable negatives.

The missing gaps in this chapter

Aim	Argument	Gap
Touches on the concept of leadership and details the different leadership styles that are currently being implemented. It reviews a huge chunk of the literature around leadership styles	This chapter does not provide an argument, it delves into the literature defining leadership and highlighting the traits of every leadership style	As explained, this chapter delves into the literature and does not defend or refute an argument; hence, there is no gap to highlight