Gargi Sabharwal
Research Scholar,
Madhyanchal Professional
University, Bhopal, Madhya
Pradesh, India

Dr. Preeti Naik
Professor, Madhyanchal
Professional University,
Bhopal, Madhya Pradesh,
India

Analyzing the impact of leadership styles on change and organizational management

Gargi Sabharwal and Dr. Preeti Naik

Abstract

The research work has assessed the impact of leadership styles on change management and organizational performance. An exploratory and descriptive research strategy characterizes this investigation. Although transactional, laissez-faire, and transformational leadership all play important roles in managing change and improving organizational performance, transformational leadership is generally considered to be the most effective. Managers may use the data to determine the most successful leadership style based on the desired goals and to inform their own leadership style modifications. In this study, only managers from Indian organisations are being considered.

Keywords: Leadership styles, organizational performance, employee satisfaction

Introduction

"Leadership is the process of influencing people so that they will willingly strive towards the achievement of group goals," A great leader need not be born into a privileged family; the idea that certain individuals are just naturally gifted in this area has now been disproven. A good leader is one who makes the right plans and then puts them into action so that the organisation may achieve its goals. An effective leader lays forth a blueprint and establishes standards that followers may aspire to. Leadership fails if it fails to demonstrate to workers how its goal will benefit them in the future. Giving staff difficult assignments is one way a dynamic leader motivates them to grow. Boosting morale and productivity on an individual and team level is key to its values. By adhering to these guidelines, a leader may help their team reach its full potential. A leader might follow these guidelines to help the organisation reach its goals. Leadership principles are really a set of rules that leaders follow to achieve their organization's objectives. The leader's guiding principles are the measures he or she takes to inspire followers to work hard and achieve the established goals.

The Life Styles Inventory (LSI) to quantify and classify various ways of thinking and behaving. Leadership styles may generally be categorised into three broad categories. Each orientation has its own four distinct styles. Satisfaction, good relationships, task competence, people skills, and accomplishment are all characterised by a constructive orientation, which may be either humanistic-encouraging, affiliative, or self-actualizing. The four types of passive/defensive orientations-approval, dependent, conventional, and avoidance-all represent ways of thinking and behaving that are protective of the individual and promote social relationships as a means of meeting basic requirements for safety. people with an aggressive or defensive orientation tend to think and behave in a self-serving manner, and they seek to satisfy their security requirements via position, task-related activities, and status. These types of orientations include oppositional, competitive, power, and perfectionistic.

The LSI is based on the premise that different ways of thinking have different effects on different types of behaviour. The work of Cooke and Lafferty in 1981. The LSI was shown to be a viable and reliable tool for individuals to self-evaluate their thinking and behavioural patterns. while one's environment does have an effect on conduct, the onus is on the individual to choose which aspects of their environment to prioritise. How a person thinks about themselves and their surroundings influences their actions. Everything points to the presence of an ongoing, mutually reinforcing interaction among one's surroundings, thoughts, and actions.

Corresponding Author:
Gargi Sabharwal
Research Scholar,
Madhyanchal Professional
University, Bhopal, Madhya
Pradesh, India

Environment, behaviour, and thought "serve as interlocking determinants of each other" (p. 346). Data from self-assessment tools that pretend to facilitate judging processes and self-observation reach individuals. The ability to self-regulate one's behaviour depends on this. Organizationally speaking, these steps are critical for employees for the purpose of self-regulation, which ultimately results in to better time management and less reliance on supervisors.

Literature Review

Bello (2022) [1] conducted an analysis on the notion of Ethical Leadership, its definition, and its influence on how well workers do their jobs. In addition, he has elaborated on the qualities of a sound and effective leader and defined the terms commitment and trust in order to clarify the notion of ethical leadership. The nature of the investigation was qualitative. After reviewing the writings of numerous eminent business leaders, he came to the realization that leaders with integrity were those that showed concern for their staff and were fair in their dealings with them. For the most part, employ a 360-degree evaluation system and act as an example for their staff.

In his study, examined the performance the methods often used and analysed their origins, the contexts and circumstances in which they were implemented, the extent to which they facilitate timely and pertinent feedback, and their contribution to the attainment of long-term business goals. The study has additionally provided an explanation of the five performance objectives and effectively differentiated among them, namely quality, dependability, cost, and speed. The nature of the investigation was descriptive. Prior to this, he conducted an analysis of conventional financial metrics utilised to assess employee performance. He then discussed conventional metrics of productivity, including output-to-a single input source ratio for labour, materials, energy, and capital. Tangen has additionally discussed performance, specifically pertaining to specific performance metrics such as cost, flexibility, dependability, adaptability, quality, and speed. He has reached the conclusion that every measure possesses its own set of merits and demerits, unless it fulfils specific situational requirements. Additionally, he has provided a list of factors that influence the decision regarding leadership. In their study,

Hakala (2018) [2] conducted an investigation into multiple facets of performance so as to assess the performance of their employees. His perspective the fact that it would be more appropriate for organisations to conduct annual performance evaluations of their staff as opposed to doing so continuously. The researcher has provided sixteen performance indicators for employees. Absenteeism, Quality, Timeliness, Absenteeism, Creativity, Policy Adherence, Personal Appearance, Gossiping, Self-Advised Evaluation, Peer-Evaluated Performance, Team-Evaluated Performance, Assessment Centre, 360-Degree Appraisal, and Management by Objectives comprise these sixteen indicators.

Borman and Motowildo (2019) [3] made a distinction between task performance and contextual performance in their research. The combination of task performance and contextual performance, in their opinion, provides a more comprehensive assessment of overall performance. They have discussed the works of numerous researchers for this purpose. Task performance is intrinsically linked to the fundamental activities of the job, whereas contextual performance is linked to the psychological and social components of the organization's core activities. They have reached the conclusion that performance in a given context is equally as significant as performance in the task itself. Additionally, they have deliberated on the significance of contextual factors, stating that by selecting them, the outcomes will be more favourable to an individual's personality predictors and are crucial for enhancing the efficacy of an organisation. Additionally, they established a correlation between contextual factors and personality constructs.

The correlation between transformational leadership, emotional intelligence, and employee work performance was investigated by Chen *et al*. (2015) [4]. The subject of the investigation was military personnel. For data collection, structured questionnaires were utilised. A sample of 300 employees was collected. The research utilised Wong and Law's emotional intelligence scale. Additionally, a scale for TFL was implemented, which was adapted from Jung and Sosik. Age, gender, and level of education were among the controlled variables incorporated into the research that affected productivity in the workplace. The results of the study indicate that EQ has a beneficial effect on productivity in the workplace. More than that, however, the research found that EQ affects both employee performance is precisely moderated by the perception of transformational leadership. Moreover, they proposed several enhancements that should be attended to in subsequent instances.

Leadership Styles

In this context, "leadership style" means the manner in which managers normally interact with the group's members and carry out their leadership responsibilities. Leadership style refers to the manner in which leaders act and the methods they use to articulate a goal, create a plan to achieve that vision, and put that plan into action. A seemingly unlimited amount of literature has opened the door for many leadership styles, and leadership itself has become a topic of vast thought. The way a leader acts may impact how well their team works together and how the company as a whole performs. Under the supervision of upper management, it is the responsibility of every employee to carrying out their duties and contributing to the company's success. Decisions, delegations, and interactions between leaders and their teams have far-reaching consequences for any given business. Even more so, leadership is multi-faceted and can be described in a variety of ways, including transformational, transactional, democratic, autocratic, laissez-faire, servant, charismatic, bureaucratic, etc. He creates a setting where everyone is upbeat and enthusiastic about making progress towards organization's objectives.

Table 1: Leadership Styles

	Commanding	Visionary	Affiliative	Democratic	Pacesetting	Coaching
The Leader's modus operandi	Demands Immediate compliance	Mobilizes people towards a vision	Creates harmony and builds emotional bond	Forges consensus through participation	Sets high standard of performance	Develops people for future
The style in a phrase	" Do What I tell you"	"Come with me"	"People come first"	"What do you think"	" Do as I do now"	" Try this"
Underlying Emotional intelligence competencies	Drive to achieve, intiative, self-control	Self- confidence, empathy, change, catalyst	Empathy, building relationship, communication	Collaboration, team leadership, communication	Conscientiousness drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround or with problem employees	When changes require a new vision	To heal rifts in a team or get inputs from a valuable employee	To build buy-in, consensus, or to get inputs from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or long-term strengths
Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive

Transformational leadership
In 1973, James V. Downton laid the groundwork for transformative leadership, and in 1978, James Burns built upon that foundation. Bernard M. Bass, a scholar, extended the concept in 1985 to include metrics for evaluating transformational leadership effectiveness. In this paradigm, leaders are encouraged to demonstrate authentic, trustworthy, and strong leadership with the objective of that their staff would be motivated to replicate. By energising, animating, and propelling their staff to innovate, leaders practicing transformational leadership inspire organisational change. A strong business culture, employee ownership, and workplace freedom, together with good leadership at those in charge of the company, enable this to happen. Aside from drilling, taught personnel are given the power to make choices in their assigned roles by transformational leaders. This kind of management encourages workers to think outside the box, plan ahead, and come up with novel approaches to old issues.

Coaching Leadership
An updated and directive leadership style, coaching is all the rage now. As opposed to an autocratic leader, a coaching leader takes the lead in making decisions for the group. In charge is a skilled coach who can help his team grow and thrive by boosting their own abilities and performance. An organization's vision and goal may be realized via the invaluable insights gleaned from a constantly evolving relationship between its the team's coach and teammates. A dynamic coach encourages workers to take initiative and learn from their mistakes by providing constructive criticism, reflecting on relevant issues, and strategizing inspiring discussions. Leaders who adopt a coaching stance help their teams become more self-sufficient and self-directed, allowing them with the support and guidance they need to thrive while yet retaining a significant amount of independence. Given the focus on individual initiative.

Laissez-faire:
When a leader adopts a laissez-faire approach, he or she does not micromanage employees. His crew is reliable and has the freedom to do their jobs as they see fit, thanks to him. Leaders who are receptive to bottom-up communication from their subordinates are better able to assist the team and boost their performance by developing tactics that are optimal for the organization's interests. If anybody on the team has any questions or concerns, they may always contact the higher-ups. Mindful, rational thinkers who are well-equipped with the abilities they need to do their jobs and who draw on their own experiences are ideal for this style of leadership. The employee turnover rate is reduced because workers are more satisfied with their jobs, have a stronger connection to the company, and are able to showcase their skills.

Democratic Leadership: The focus of this style of leadership is, unsurprisingly, on fostering a democratic work environment. Everyone has an equal opportunity to weigh in on workplace debates and decisions. The higher-ups are asking the employees for their thoughts, ideas, and criticisms. Ignoring the reality that leader has ultimate decision-making authority, the group's thoughts and suggestions are carefully considered. The folks are being advised on the necessary steps to take. In order so that it may be improved in line with the organization's interest, the workers contribute their experiences and practices. Creativity and an optimistic work culture flourish when employees are inspired and fulfilled in their job.

Affiliate leadership: Affiliative leaders build relationships with their subordinates on a social and emotional level. As a result, the worker feels appreciated by their employer. As a whole, it strives to bring the employees of the company together in harmony by resolving their differences. Even while this style of leadership is great at increasing productivity, there is a risk that too much praise may have the opposite impact. In tough times, it doesn't meet the organization's needs and limits controls on underachievers.

Charismatic leadership: The subsequent leaders have an entirely distinct vibe. They possess a charismatic personality that captures the attention of others around them effortlessly. Their self-assurance inspires faith in others around them. Whether it's managing their emotions or overcoming challenges, they are completely self-sufficient. Subordinates are afraid to speak up for fear of reprimand since leaders are in charge. Staff members' ability to think creatively and innovatively is subsequently diminished. When leaders are like this, the organisation is in danger because their actions affect everyone else. Those that are good at this leadership style might potentially get away with not thinking creatively when developing strategies, thanks to their success with previous approaches.

Ethical Leadership: Respect for the values, opinions, and rights of one's coworkers is fundamental to ethical leadership. Consequently, it has ties to the values of justice, can dour, trust, charisma, and care. The integrity and character of the organisation are the cornerstones that members' character development is built upon. A more positive and accountable work environment is the result of ethical leadership. Such an organisation places a premium on maintaining a positive reputation in the marketplace. A great deal of room for interpretation when it comes to ethical leadership; what is considered ethical by some maybe not by other people, and in other regions of the globe have different standards when it comes to corporate social responsibility. A leader's ability to persuade is crucial at every stage.

Servant leadership: Prioritizing the happiness of others is at the heart of servant leadership. Seeking power for one's own benefit and the benefit of one's community is why individuals seek out those in positions of leadership. An emotionally fulfilled team is the result of this kind of leadership. The other prospective leaders' development is their primary focus. Such leaders are helpful in people's personal lives that include their professional ones. A major issue with this kind of leadership the fact that it could lead to a decrease in production and efficiency among the cared-for and protected employees. As an added bonus, this sort of leadership style makes superiors feel less authoritative.

Benevolent leadership: The Latin roots of the English word "benevolent" are "bene" and "volent," which, when combined, mean "wishing well for all," or being open to considering the impact of one's actions on others. Good leaders pay attention to their surroundings and work tirelessly to improve life for all people, not just themselves. The characteristics of a good leader are pragmatism and realism, an unusual mix of frugalness as well as boundless creativity, selflessness, and the capacity to see what the future holds. A good leader will always hear out every viable solution in order to make sure that people and the planet can live in harmony in the future.

Visionary Leadership: A leader with vision sees transforms it into his own mission to achieve it. It might seem that the forward-thinking boss disregards challenges, but in reality, on the contrary, those with vision constantly take into consideration the opinions of others, take what is desirable, and disregard what is not. Since taking chances is essential to making changes, they clearly possess a risk-taking skill. It seems like people will always find a way to resist change. The visionary leaders' ideas, and by extension, everyone's success or failure, are quite precarious. When making a decision, inspiring executives consistently own up to it. Despite leadership with a long-term perspective is in jeopardy, it is obvious that organisations need individuals with creative minds and the gift of sight outside the box in order to implement necessary reforms. Only those who is capable of conceptualizing creatively can bring forth new developments.

Autocratic Leadership: A powerful, top-down strategy to communication is used by autocratic leaders inside a company. Every single teammate is expected to adhere to the directives given by their leaders, who act as a central control centre. The leader usually gets things done based at his discretion. The squad as a whole is allowed to voice an opinion or challenge the working style, regardless of how well it serves the organization's goal. The good news is that this style of leadership improves efficiency and allows for faster decision-making. Actually, it makes employee turnover worse. It works well for short, high-risk projects or ones that rely on a large number of inexperienced workers to do repeated activities.
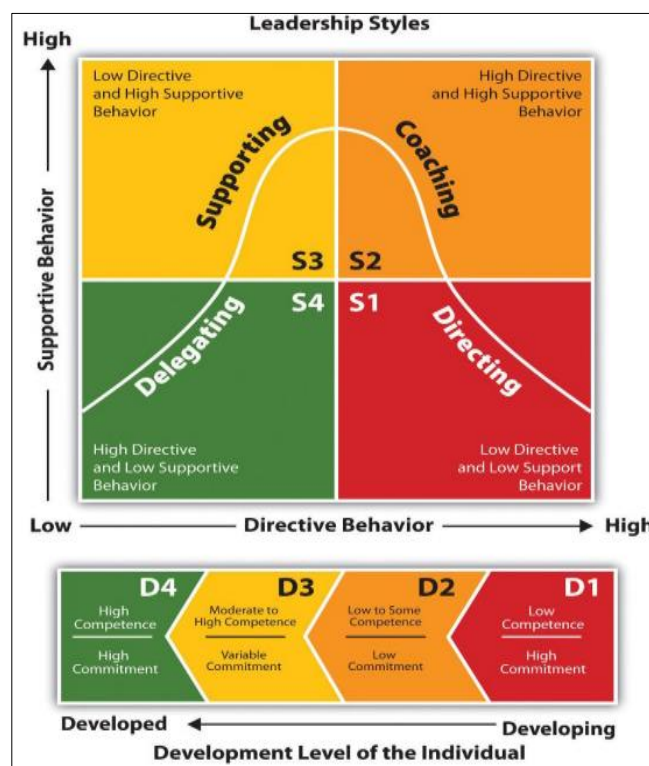

Fig 1: Swaying Influence of Context on Leadership Styles

Figure 1 presents the Hersey and Blanchard situational leadership concept. Their main point was that a leader had to manage to adapt his approach to fit the needs of every person and situation.

The Role of an Effective Leadership and Leader
Employees obey orders with more fervor in the occasion when they are in trust in executive management throughout the company. In this regard, achievement in a business is heavily dependent on the leadership's ability to plan rationally and successfully. For a leader to be successful in elevating the organization's performance under their guidance, then followers will have faith in them. One of a leader's duties is to for a number of things in leadership:

- **Negotiator:** An effective leader is like a skilled negotiator; they keep their eye on the prize and work to resolve each issue that arises.
- **Coach:** A successful leader should also be an effective coach. He or she needs strong coaching skills to guide staff members to greater organisational performance.
- **Motivator:** Leadership requires the ability to inspire others. He or she needs strong influence and motivational skills to inspire workers to maintain a high level of self-control.
- **Team Builder:** An effective leader brings people together to form strong teams. A leader's ability to assemble a high-performing team dedicated to the organization's mission is critical to its success.
- **Friend:** Just like a good buddy, a good leader is approachable.
- **Advisor:** The ability to provide sound advice to subordinates depends on the leader's level of expertise and experience. Therefore, an effective leader also has to be a competent counsellor.

Leadership Principles
By adhering to these guidelines, a leader may help their team reach its full potential. A leader might follow these guidelines to help the organisation reach its goals. Leadership principles are really a set of rules that leaders follow to achieve their organization's objectives. The leader's guiding principles are the measures he or she takes to inspire followers to work hard and achieve the established goals. The guiding concepts are:

- "Lead by example" means that a leader should show and instruct followers on how to carry out the tasks and responsibilities of their Organisation.
- Leadership revolves on individuals: A leader's role is to foster open lines of communication with their team members in order to include them in making decisions.
- A leader has to be prepared to adapt to changes that will benefit the Organisation and should also inspire their followers to do the same.
- Leaders are human and may make errors. The ability to recognizes and grow from one's own shortcomings is a crucial trait for every leader.
- Recognize the importance of listening: A leader has to have excellent listening skills and use reasoning to understand what others are saying.
- The ability to identify and cultivate the necessary leadership abilities is crucial for a leader to exert influence over their team members and motivate them to achieve the organization's objectives.

- A leader ought to acknowledge and value diversity in order to promote it. Because a varied workplace encourages creativity and boosts productivity.
- In order to grow and achieve more, leaders should team up with other organisations, fostering healthy competition while working together to achieve more.
- In order to motivate their team, leaders should uphold strong and effective principles.

Levels of Leadership
There are three tiers of leadership, as described by James Scouller: public, private, and personal. He posits that great leaders hone their skills across all three tiers of management at the same time.

Public and Private Leadership: When a leader operates at the level of "external behaviours," influencing two or more people at once, he or she must adhere to the four tenets of effective leadership:
1. An inspiring collective goal.
2. Taking Action, Making Progress, and Achieving Results.
3. Team Unity.
4. Chose an individual.

Personal Leadership: There are three tiers of leadership, but personal leadership is fundamentally superior. This is associated with the inherent leadership qualities of the individual and pertains to their inner behavioural level. The leader's self-awareness, subject-matter expertise, subject-related technical knowledge, and interaction with others around them are all aspects of personal leadership. A leader's outward leadership effectiveness stems from their personal leadership, which is the core inside. A personal leader's influence, says Scouller, is like a stone thrown into water: it spreads outward from the center. To improve their leadership abilities, leaders at this level should bear in mind the following three points:
1. To begin with, a leader must technically savvy.
2. It is important for in charge of have a proper demeanour towards others.
3. A leader should make an effort to boost psychological strength.

Leadership Approaches
Trait or Psychological Approach: One way to find an effective leader takes stock of their traits. What differentiates a good leader from the average person are the specific traits that make their position as a leader. In order to effectively find a genuine leader and evaluate how well different workers were doing, some of the leadership attributes were established.
This method in charge is predicated on the idea of leadership traits. Thomas Carlyle is considered the progenitor of the trait theory (1841). who established a connection between the lives of great people and how civilization evolves, the trait theory approach has its roots in the nineteenth century. Even while the characteristic idea is deeply felt, it could be challenging to provide evidence for it. According to trait theory, some individuals are just naturally gifted with leadership qualities. All things considered, this kind of leadership is figuring out what it means to be a leader, evaluating that leader's performance, and then training that leader to be even better. "A person

does not become a leader by virtue of possessing some combination of traits," Stogdill argues with regard to the quality. There has on the role of bridge between the leader's character pattern and the followers' character, behaviour, and goals.

Behavioral Approach: Recognizing various leadership types and outlining the actions necessary for successful leadership are the main points of this theory of leadership. In order to confirm the actions of a successful leader, two investigations were carried out:

Michigan Study: Finding a pattern of leadership conduct is the goal of the Michigan research, which found two distinct patterns:

- **Job-centered:** The focus of a job-centered leadership style is on the more menial, task-oriented parts of an organization's work.
- **Employees-centered:** The goal of an employee-centered leadership style is to foster strong connections with staff members by attending to their individual needs and interests.
- **Ohio Study:** Everything here is connected to the survey study on what makes a good leader. The leaders in the Ohio research were found to be engaging in two distinct types of leadership behaviours:
- **Consideration:** The leader's care for their subordinates is relevant here.
- **Initiating Structure:** Subordinates are made aware of their obligations by defining their position in the leader's leadership structure.
- **Situational or Contingency Approach:** It has been reported that situational or contingency method, leading some people requires constant two-way communication, interaction, and handling of each employee as an individual. Additionally, this approach assumes that various contexts call for different traits and that the absence of universally applicable method of dealing with workers; rather, tactics may vary depending on the individual, the team, and the circumstances. There isn't just one ideal psychographic profile for a leader, according to this method.
- **Situational or Contingency Approach –** According to the situational or contingency method, leading a group of people requires constant two-way communication, interaction, and handling of each employee as an individual. Additionally, this approach assumes that various contexts call for different traits and that the absence of universally applicable method of dealing with workers; rather, tactics may vary depending on the individual, the team, and the circumstances. This view holds that It's not just one. ideal psychographic profile for a leader to adopt.

The qualities of the circumstance in which a leader performs determine what decisions or actions they actually take, according to this theory.

- **Functional Approach:** Addressing specific leadership habits is the goal of the functional leadership method. Leaders, according to this view, should prioritise meeting the needs of their teams and doing whatever it takes to keep them running smoothly. That is why it is considered a mark of a good leader when they have helped the team achieve its goals. Although this theory

of leadership focuses mostly on team leadership, it also acknowledges the importance of leadership in larger organizational contexts. When it comes to making a group or unit more successful, there are five main things a leader does:

- Environmental Monitoring
- The process of coordinating lower-level tasks
- Guidance and Instruction for Subordinates
- Motivating Others
- Intervening Actively in the Group 's Work.

Transactional and Transformational Approach
A leader in a transactional model is one who is delegated responsibility for carrying out certain tasks and who receives praise or criticism for the team's output. The chance to lead effectively and persuade subordinates to carry out one's directives in pursuit of an established objective presents itself. The authority to instruct, reprimand, and assess staff performance rests with the leader.

In contrast, the transformational model defines a leader's function as inspiring their team to greater heights of productivity and excellence. For a group to stay focused on the end result and reach their objective, communication is essential. The significance of the large outcome is provided by transformational leaders. Whenever the team needs assistance, the leader is usually there to provide a hand. Ideas and activities that can help the Organisation achieve its objective are constantly of interest to the leader.

Conclusion
Organizational success is positively and statistically associated with a leadership style based on doing business as usual. Leadership styles that focus on transactions often no direct or indirect impact on an organization's ability to successfully manage change. Because of this, we think transactional leadership isn't a good conduit for improving business results and effective management changes.

References
1. Bello SM. Impact of Ethical Leadership on Employee Job Performance. International Journal of Business and Social Science. 2022;3(11):228–236.
2. Hakala D. 16 ways to measure Employee Performance. HR World; c2018.
3. Borman WC, Motowidlo SJ. Task Performance and Contextual Performance: The Meaning for Personnel Selection Research; c2019. p. 37-41.
4. Chen AS, Hou MBY, Chen AS. Impact of Transformational Leadership on Subordinate's EI And Work Performance. Personnel Review. 2015;44:438-453. Available from: https://doi.org/10.1108/PR-09-2012-0154
5. Chiliya N. Impact of Level of Education and Experience on Profitability of Small Grocery Shops in South Africa. International Journal of Business Management and Economic Research. 2022;3(1):462–470.
6. Coulson-Thomas C, Coulson-Thomas C. Using Job Support Tools to Increase Individual Productivity and Improve Workgroup Performance. 2016. Available from: https://doi.org/10.1108/00197850310479114
7. Danladi U, Ph M. The Relationship between Leadership Styles and Employees' Performance in Organizations (A Study of Selected Business Organizations in Federal

Capital Territory, Abuja Nigeria). European Journal of Business Management. 2014;6(22):1-11.

8. Diamantidis AD, Chatzoglou PD. Factors Affecting Employee Performance: An Empirical Approach International Journal of Productivity and Performance Management; c2018. Available from: https://doi.org/10.1108/IJPPM-01-2018-0012

9. Ekaningsih AS. The Effect of Transformational Leadership on the Employees' Performance through Intervening Variables of Empowerment, Trust, and Satisfaction (A Study on Coal Companies in East Kalimantan). Journal of Business and Management. 2014;6(22):111-117.

10. Elenkov DS. Effects of Leadership on Organizational Performance in Russian Companies. Journal of Business Research. 2022;55:467-480.

11. Esfahani N, Gheze H. Social and Relationship between Emotional Intelligence and Transformational Leadership in Physical Education Managers. The Effect of Information Technology in the Entrepreneurship (A Case Study in Golestan Province IRAN). 2021;30:2384-2393. Available from: https://doi.org/10.1016/J.Sbspro.2011.10.465

12. Fatokun JO. The Influence of Leadership Style on the Performance of Subordinates in Nigerian Libraries. Library Philosophy and Practice; c2020.

13. Fraccaloi TM. Age Effects on Perceived Personality and Job Performance. Journal of Managerial Psychology. 2023;2(1). Available from: https://doi.org/10.1108/JMP-07-2013-0222

14. Gadot VE, Vigoda-Gadot E. Examination Of Two Competing Models Leadership Style, Organizational Politics, And Employees' An Empirical Examination Of Two Competing Models. Personnel Review. 2017;36(5):661-683. Available from: https://doi.org/10.1108/00483480710773981

15. Githuna L. Effects of Leadership Styles on Employee Commitment in Non- Government Organization: A Case Study of Christian Aid. Thesis Submitted to State International University, Africa; c2017.