

LITERATURE REVIEW ON LEADERSHIP, LEADERSHIP THEORIES, STYLE AND LEADERSHIP DEVELOPMENT

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ABSTRACT

The Literature review examines the theoretical, empirical and meta-analysis development in leadership literature. Substantial effort has gone in to clarify different dimensions of leadership, by generating considerable attention on the organizational and social research of leadership theories, styles, and behaviors.

The study on leadership literature review brings out that over the period of time the researchers have redefined and modified the theories and practices of leadership development, yet the previous work has been relevant and have not faded over the years.

KEYWORDS: *Leadership, Leadership Theories, Leadership Styles, Leadership Development, Autocratic Leader, Democratic Leader, Laissez-Faire Leader, Transactional Leader, Transformational Leader, Situational Leader, Strategic Leader, Spiritual Leader, Authentic Leader, Ethical Leader and Positive Leader*

INTRODUCTION

Leadership is one of the major research topics in the corporate and academic sector and has made tremendous progress in uncovering some of the enduring mysteries associated with leadership. In the coming decades, the research on leadership will be most existing in the history of mankind. Over the years, researchers and practitioners have developed a belief that leadership is an adaptable developmental process and with constant development in the area of research it has seldom disagreed which was derived before it. These include whether leaders are born or made? How have followers impacted the successful leaders? Can charismatic leaders be the game changers by building and destroying societies and what will be the impact on leaders through technology on the performance of group and individuals (Avolio, B., Walumbwa, F., and Weber, T. J., 2009).

A review of the literature suggests that leadership was discussed way back in the Egyptian and Arabian civilization. During the twentieth century, there has been substantial effort put in by researchers and practitioners to classify different dimensions of leadership. Thus creating an impact among organizational and social researchers to explore and understand structured research on leadership to understand leadership theories on trait, behavior, styles, and development of leaders. The history of leadership theory started with leadership traits, which makes the difference to the functioning and approach of the leader towards his followers. This approach dominated research up to the late 1940's. But further researches have proven that traits do not always predict leadership effectiveness, and so researchers have shifted to look at the behavior, style, and development of the leader and its effectiveness. The type of leadership applied in

functions, situations, contexts, culture, working environment, new laws and regulations, information overload, organizational complexities and psycho-socio developments remarkably impact the leadership concept thereby, making it commensurate to the changing organizational dynamics (Amabile, Schatzel, Moneta & Kramer, 2004 & Khan, et, al 2016). It means that leadership literature reveals that with a passage of time the theories have been modified and refined by researchers and practitioners and none of the theories is irrelevant.

LEADERSHIP

The study of leadership can be traced back to the ancient Egyptians, the Greek philosophers such as Plato, Socrates, and Aristotle. To the Arabian civilization, it was IbnKhalidun in 1377. However, the understanding and importance of leadership studies emerged in the early part of the twentieth century but a social-scientific approach to study didn't emerge until 1930's (House & Aditya, 1997 & Ozera et. al, 2014). The effectiveness of leadership began at few of the centers in Iowa 1930, Michigan and Ohio states during 1940's and 1950's. (Avolio, Bruce J., Reichard, Rebecca J., Hannah, Sean T., Walumbwa, Fred O., & Chan, Adrian. 2009). The first research studies concentrating on the leader were by Tannenbaum & Massarik in 1957 (Almohaimeed, Saleh, 2014).

Fisher (1985) & Chowdhury (2014) "Leadership is probably the most written about the social phenomenon of all time" and express with grief that it is still not well understood due to its complexity, defined by the number of variables associated with the concept of leadership, variables that encompass the entire social process. Over the years, researchers on the leadership focused on personality and traits of leaders, Situational and Contingencies factors that affected leadership and behavior styles, transformational, charismatic and transactional leadership. At the end of the twentieth century, attempts were made to look at various models of leadership to integrate and into a broader framework called "full range theory of leadership" (Avolio, 1999 & Avolio et.al., 2009). Leadership is one of the terms that researchers have attempted to understand or define it. Today leadership is the most studied and least understood topic, since we assume that it's a life's phenomenon which is complex and mysterious (Almohaimeed, Saleh. (2014). Since the early 20th century, leadership has constantly been redefined by a number of leadership theories having been proposed based on different theoretical perspectives by various researchers. There is no specific or single definition for leadership and it's a complex as various literature and research studies on leadership are varied and there is no definition that is accepted universally. Most definitions have a common theme of directing a group towards a goal. Shastri, Shashi Mishra & Sinha (2010) & Keskes (2014) define leadership as "the relationship between an individual and a group based on common interest and they behave as per the directions of the leader". According to Yukl (1994), "leadership is the process of influencing followers". Leaders play an important role in the attainment of organizational goals by creating a climate that would influence employee's attitudes, motivation, and behavior. Cole (2005) & Chowdhury (2014) define leadership as a "dynamic process whereby one man influences other to contribute voluntarily to the realization and attainment of the objectives towards the common goal". Aspiration, values of the group that is representing the essence of leadership is to help a group or an organization to attain sustainable development and growth. Harper (2012): Malik, S. Z., Saleem, M., & Naeem. R (2016) Leadership brings in the required change to influence learning and development of required skills, performance and creates a platform for individual growth in an organization. Aldoory and Toth (2004) & Men, R. L. (2010) despite the extensive research on the construct of leadership in the disciplines of management, business, and marketing, a scholarly discourse on leadership is lacking in public relations. Leadership is all about taking ownership and accountability aimed at achieving the end objective by applying the available resources and ensuring a cohesive organization where an individual influences a

group to achieve the common objective (Amanchukwu, R. N., Stanley, J. G., & Ololube, N. P. (2015). It appears that leadership interventions do have an impact on a variety of outcomes. Yet, leadership interventions appear to differ in terms of their impact based on the theoretical focus of the leadership models.

Leadership Theories

Various leadership theories like Great Man theory, Trait theory, Behavioral theory, Participative leadership theory, Situational leadership theory, Contingency theory, Transactional theory, Transformational theory etc. have been studied and explored over the years and currently organizations are looking at Servant, Strategic and Positive Leadership. Great-Man Theory looks at the effort put toward explorations for common traits of leadership which has been lasted over centuries as most societies need a leader or heroes to define their successes and to justify their failures. Carlyle (1874) & Khan, et, al (2016) opined “Great-Man Theory” that leaders are born and men who are endowed with heroic potentials can become the leaders. The credibility of the great-man theory was challenged by the subsequent events that leadership was morally flawed with reference to Napoleon, Hitler, and like, as these great men becoming irrelevant and hence the growth of the organizations restrained (MacGregor, 2003). The earliest leadership researchers believed in leader’s traits and theory talks about how leaders are distinct from their followers because of their physical features, confidence, personality attributes and social characteristics. Trait theory ignored fact whether leadership traits are genetic or acquired? Jenkins identified traits as emergent traits (dependent upon heredities- such as height, intelligence, attractiveness, and self-confidence) and effectiveness traits (based on experience or learning), as the fundamental component of leadership (Ekvall & Arvonen, 1991 & Khan, et, al 2016). Kamisan and King, (2013); Malik et,al., (2016) Individuals born with certain traits such as confidence, intelligence, idealism, a determination has the inclination of becoming a leader but there an only significant difference which distinguished between leaders and followers during the study. Trait theory failed since it was difficult to detect the common traits of every effective leader and in the 1940s, the researcher exposed the importance of certain traits developing at certain times while studying the traits of leaders from armed forces and civilian (Khan, et, al 2016). So it failed to produce consistency in the finding and sometimes degenerated into illogical speculation. Behavioral theory based on behavior pattern clearly differentiates between leaders and followers. It includes Michigan, Ohio and Managerial grid. Michigan research center has contributed a lot to leadership behavior (job centered and employee -centered). The leader who displays job centered behavior pays attention to the activities of followers by focusing mainly on performance and ensures they follow procedures and practices, whereas the leader who engages in employee centered behavior focuses at developing a cohesive work group towards employee satisfaction. Both the styles were presumed to be at opposite ends of a single dimension and were considered to display only one style and not both, whereas Ohio studies looked at leadership behavior from initiating structures and consideration. Though initiating structures and consideration were not thought to be located on the same behavior dimension, instead, they were seen as an independent dimension. As a result, leader could be high initiating and low consideration and vice versa and can also simultaneously display high or low levels of each behavior.

Blake and Mouton (1964) developed a framework for examining types of leadership known as the Managerial grid. The grid consists of two dimension concern for production and concern for people. This model attracted considerable attention from researchers but significant weakness was revealed with further research. However, while trying to study a specific set of behavior in all situation, it overlooked the complexities of individual behavior in an organization, where a different approach was needed to look at the intricacy of leadership, and contingency theory was advanced for this

purpose. Fried Fiedler (1967) introduced the contingency modeling of leadership, which claims that leadership effectiveness depends on the situation and due to this effect of leaders differ in the situation (effective in one situation but not another). The theory explains why discrepancy occurs and identifies leader-situation matches that result in effective performance and effectiveness of a leader depends on his personality and situation. The theory is more advanced than the previous leadership approaches because of its explicit consideration towards situations in the organization and its role in effective leadership. Hersy and Blanchard's Situational theory (1977) is based on the notion that leader's behavior depends on maturity (competence, motivation, accountability) of leaders followers. As follower's maturity increases from low to high, the leader needs to move gradually from high task-oriented behavior to low task-oriented behavior. Situational leadership style uses two leadership dimension with reference to task and relationship behaviors which Fiedler identified but Hersy and Blanchard moved forward by considering each as low or high and combining them into four specific leadership behavior(telling, selling, participating and delegating). Graeff (1981&1997) argues that this internal consistency problem with the theory is made worse by conceptual ambiguity associated with the task-relevant maturity concept as it is used in the normative model with difficulties in the relationships-behavior variable as it is operational zed in the model, inconsistent or contradictory arguments about the relationship between participative decision-making and maturity, and shortcomings regarding the progression-regression, reinforcement cycles advocated in the model. Further, the researchers are looking at a set of traits that individual refer to when they characterize someone as the leader, looking at leadership as a style by projecting appearance of being the leader as it is a substance. Charismatic leadership theory assumes that charisma is an individual characteristic of a leader. It's a form of interpersonal attraction that inspires supports and acceptance from followers. This is likely to make a charismatic leader more successful in influencing follower's behavior. The theory also suggests the traits and behavior of charismatic leaders and its contribution is its ability to explain charismatic leadership in terms of a set of testable propositions.

Leadership Styles

For a leader to be effective among his followers is to consciously explore one's personal mastery of different approaches and adapt to various approaches based on the situation for effectiveness as a leader. Task and relationship behavior is central to the idea of the leadership style of individual leaders and their effectiveness depends on how they use their styles to the situation (Bruno, leo. 2013). Leadership style is a key determinant towards the success or failure of the organization and is the behavioral approach of the leader to provide motivation and direction to his people (R, M. Ojokuku., T, A. Odetayo., & A, S. Sajuyigbe.2012). After the emergence of behavioral theory, Psychologists Lewin, Lippitt and White (1939) & Ikram, A., Su, Q., Fiaz, M., and Saqib., A. (2017) identified three major leadership styles, namely, democratic, autocratic and laissez-faire styles as leadership style is considered being the most important determinant to increase employee motivation. In Organizations, leadership styles can affect the employees positively (reward) and negatively (punishment) and also has its own consequences on the employee behavior with respect to attitude, motivation, which in turn impacts the organizational performance. Autocratic leaders make a decision without involving their followers and laissez-faire leaders allow followers to make a decision by not being part of the process and democratic leaders involve their followers before making his decision (Ryan & Tipu (2013) Khan, et, al 2016). It is also one of the factors that intensify the commitment of the individuals towards the organization (Obiwuru et al., 2011 & Ojokuku, R. et.al., 2012).

Autocratic Leadership

Autocratic leaders are Strong-willed, domineering & to some extent aggressive. Usually, don't listen to views and suggestions of others if they offer different opinions. The followers of autocratic leaders have a low level of job satisfaction because they assert absolute power and influence (Kerfoot, 2013 & Afshinpour 2014). They have their own ways of exercising their authority and look at followers or team members as mere functionaries. (Michael, 2010 & Ojokuku, R. et.al 2012) their followers are waiting for the inevitable failure to happen, so the leader can be changed. There is shared vision and little motivation beyond coercion however autocratic leader is unable to stimulate the feelings of helping others due to its task-oriented nature (Malik et, al., 2016).

Democratic Leadership

In this style decision making is decentralized, the leader includes his followers in the decision-making process of planning and execution. The leader is concerned with maintaining group effectiveness and encourages members to express their ideas for task accomplishment. While democratic leadership sounds good in theory, but often is bogged down in its own slow process and workable results usually require an enormous amount of effort (Ojokuku, R. et.al 2012). Democratic leadership style stimulates more organizational citizenship behavior among the employees (Malik et, al., 2016). Bureaucratic leaders believe in the policies and process. They are driven by the organizational policies and practices to execute the tasks. They are committed to procedures, systems and believe the same from their followers. Certain aspects of leadership like motivating and developing people are ignored by bureaucratic leaders (Michael, 2010 & Ojokuku R. et.al).

Laissez-Faire Leadership

These leaders practice the art of delegation, in which the leaders are hands –off and allow group members to take a decision. There is not much interference between leaders and followers, they usually avoid responsibility, don't have feedback mechanism and delay the decision making (Bass & Riggio, 2006 & Samad.et.al, 2015). This style of functioning doesn't involve in the meaningful transaction and does nothing to affect the follower's behavior outcomes. They usually avoid getting involved in the decision making and work progress and allow things to happen (Chowdhury 2014) and also have a weak relationship with organizational citizenship behavior (Malik et, al., 2016).

Transactional Leadership

During the late 1970s and early 1980s, the research on leadership moved in different direction from the specific perspectives of the leader, leadership context, and follower and toward practices that focused on the exchanges between the leaders and followers. Transactional leadership theory looks at exchange of wants between followers and leaders. This style is based on the exchange of rewards contingent on performance (Avolio et al., 2009). Transactional leaders display constructive and corrective behaviors such as contingent reward and corrective dimension by following management by exception. This style involves close monitoring and taking corrective action as and when they occur (Obiwuru, et. al., 2011). Avolio (2007) & Afshinpour (2014) Transactional leadership is usually characterized as instrumental in follower's goal attainment using carrot and stick approach (Bass, 1997 & Samad.et.al, 2015). Transactional leaders expect certain work behaviors from their team members or followers who are compensated for these behaviors by both monetary and nonmonetary rewards. Power and influence is also part of transactional leadership style and is more

applicable in corporate management style of functioning. It can sometime be compared to autocratic leadership style when there is more power over their followers with regards to making staff inputting to management decisions (Lyons & Schneider 2009 & Samad.et.al, 2015).

Transformational Leadership

Yukl (2011) seeks to “raise the consciousness of the followers by appealing to the ideals and moral values rather than to materialistic desire’s or negative emotions”. On the basis of agreement to involve followers in the process (activities) towards organization to achieving common goals and returns distinguishes transformation leadership from other previous and contemporary theories. This style helps followers to accomplish their commitment and renew them (Avolio 2007&Afshinpour 2014).The leader motivates, inspires and transforms followers to perform while transcending self-interest for the betterment of the organization (Avolio et al., 2009 & Samad.et.al, 2015). Burns(1978) & Obiwuru.et.al. (2011) inspires his followers to go and achieve goals beyond their personal interest for the benefit of the group or organization. He also identified this style as a process where people engage with others in such a way that they raise their level of motivation and morality. They promote intellectual development, confidence in the team; build team-spirit and enthusiasm by motivating and encouraging the followers towards achieving organizational goals (Aydin, Sarier, &Uysal, 2013, Cho &Dansereau, 2010 & Samad.et.al, 2015).

Situational Leadership

Hersey and Blanchard proposed the situational theory based on the appropriate leader behavior depending on the maturity (degree of motivation, competence, and accepting responsibility) of the leader’s followers. As the follower’s maturity increases from high to low, the leader needs to move gradually from high task-oriented behavior to low task -oriented behavior. The theory claims that it’s possible for a task-oriented leader to change his style to become employee oriented leader based on the situation. Peretomode.O (2012) argues that effectiveness of successful leaders is those who can change their style according to the situation and their effectiveness depends on identifying the level of follower’s maturity and adapt to their leadership style. Farmer (2012) & Afshinpour (2014) leaders can use this style for learning and development, as it develops independence and competence among employees to communicate openly to fulfill organizational goals and employee satisfaction. Graeff (1997) concludes in his critical review of evolution of Situational leadership theory that the multiple version of situational leadership may be more beneficial to practitioners and if these versions are combined and fine-tuned into a single theoretical approach it will less confusing to researchers.

Servant Leadership

While servant leadership is a timeless concept, the phrase “servant leadership” was coined by Robert K. Greenleaf in "The Servant as Leader", first published in 1970. Chanakya, 4th century BCE, wrote in his book Arthashastra: “the king (leader) shall consider as good, not what pleases himself but what pleases his subjects (followers). The king (leader) is a paid servant and enjoys the resources of the state together with the people”.Servant leadership can be found in many religious texts, though the philosophy itself transcends any particular religious tradition. Servant leadership is based on concepts taken from religious faith (Sendjaya. et, al., 2008 & Samad.et.al, 2015).Larry Spears (2010) identified ten characteristics of servant leaders(i.e.listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of others, and building community in the writings of Greenleaf. Joe Iarocci (2017) author of Servant Leadership in the Workplace, identifies 3 key priorities (developing people, building a trusting

team, achieving results), 3 key principles (serve first, persuasion, empowerment) and 3 key practices (listening, delegating, connecting followers to mission) that distinguish servant leadership in the workplace context. Joseph J. Iarocci, *Servant Leadership in the Workplace: A Brief Introduction* (Atlanta: Cairnway, 2017), Yukl (2011) clarifies the primary concern of the leader should be to develop, mature and protect followers/team members. "The servant leader is also more concerned with the "have-nots" and recognizes them as equal (Greenleaf, 1996). A servant leader focuses on the needs of others, especially team members, before they consider him as part of themselves. By leading the team members to higher engagement, more trust and stronger relationships is built. Brown (2006) put forward value-based servant leadership and transformational leadership styles are appropriate for academic institutions. The major difference between the transformational leadership and servant leadership is based on the focus of the two kinds of leadership. It is debated that transformational leaders focus on organization and organizational goals, whereas the servant leaders focus on followers (Greenleaf, 1977a, 1977b & Graham, 1991 & Samad.et.al, 2015).

Spiritual Leadership

Yukl (2011) looks at how leaders enhance the meaning of spirituality in their day to day work involving the followers. Spiritual leadership is a blending of natural and spiritual qualities utilized for influencing God's people to accomplish God's purposes. Spiritual leadership doesn't focus on leader-centric approaches but more on "engaging all group members to meet spiritual needs to enhance organizational commitment and performance" (Fry. et, al., 2011 & Samad.et.al 2015). Besides the spiritual aspect, engaging followers to achieving the desired goals is the key feature, which is common with both the transformational and servant leadership theory (Samad.et.al, 2015).

Authentic & Ethical Leadership

Authentic leadership is another emerging and ethical leader behavior which focuses on positive values. The theories talk about consistent values and behavior of leaders. They include honesty, altruism, compassion, optimism and resilience (Yukl 2011). "Authentic leadership as root constructs that can incorporate transformational and ethical leadership" given that there is an overlap with transformational leadership theory (Avolio, Gardner, Walumbwa, Luthans & May, 2004, & Samad.et.al, 2015). Ethical leaders seek to build mutual trust, respect and social justice among the followers and find solutions to conflicts among the stakeholders. They do not play favorites or don't foster distrust. Values and integrity is the key for ethical leaders (Yukl 2011).

Positive Leadership

Jay R. Tombaugh, (2005) argue that two important traits that leaders can and should develop are optimism (positivity) and emotional intelligence. So they are able to bring out the creative power of positivity from the employees. Arakawa and Greenberg (2007) see positive leaders as those who influence their team members positively and enhance their engagement and well-being (Krueger & Killham, 2005). Roy Saunderson (2013) shares this point from Cameron book "Positive leadership: Strategies for extraordinary performance" To have an impact on the individual and the organization, leaders must create a positive workplace and involve every employee in the organization to collectively perform the positive practices and not leading only those individuals with a vision. Rapid development of positive leadership theories has been witnessed in the last decade and a half since the statement that "the understanding, developmental process, and implementation of needed positive leadership still remains largely under-researched by both the leadership and recently emerging positive psychology fields" (Luthans and Avolio, 2003: Zbierowski,Przemysław,

2016). Ryan and Deci (2000) “positive performance feedback or appreciation enhanced intrinsic motivation, whereas negative performance feedback diminished it” and researchers have identified good job performance significantly correlates with the positive style of leadership (Seligman & Schulman, 1986; Arakawa and Greenberg (2007).

Strategic Leadership

House and Aditya (1997) & Ozera, et. al. (2014) describe the research on strategic leadership is mostly theoretical and case studies, not much work is done using empirical studies. Based on recent researches on the leadership behavior, many styles are relevant to strategic leadership. Gardner, et. al. (2010) & Ozera et al (2014) have called for more research on strategic leadership in a recent review. The Strategic leader needs to influence others to enhance their performance towards the success of long-term organizational goals by managing change, handling ambiguity and providing right direction to the group by aligning workgroups to implement change.

Leadership Development

In recent years leadership has become one of the most researched subjects in the field of management and many researchers have worked on leadership development to understand the dynamics of the human behavior towards the group and their effectiveness. Leadership development is becoming critical and strategic for organizations in the current business scenario (Sheri-Lynne, Parbudyal 2007&Abbas,Q., & Yaqoob. S 2009).It’s an important area in today’s competitive world to increase the capability of individuals to gain competitive advantage. Leadership development is being considered and implemented in organizations to increase human capability and to gain competitive advantage. These developmental can be carried out with regular job responsibilities for the individual development and organizational growth (Yukl, 2002). These developments can be used to develop leadership and managerial skills as per current job requirements and can also be used to develop, undertake and execute new projects across functions. Development programs are important and play a pivotal role in developing individual and organizational performance and also motivate employees (Klagge, 1997 & Abbas et al 2009).

Performance is an important feature of an organization’s development and growth. So, development programs can be helpful in identifying and managing teams, guiding the managers to learn and adopt the attributes required for the job for effectively executing his performance towards organizational growth. Leadership development process intends not only to develop leaders but also look at improve the overall development of the organization by including organizational culture and values to achieve organizational objectives (Hamilton and Cynthia, 2005. & Abbas,Q.et.AI, 2009).

Research on leadership development is extensive but the literature on leadership development has progressed in a small way, though the literature on managerial leadership development is sparse and most of the studies are not empirical (Goldstein, 1980&Collins, 2002). Even though leadership development interventions are much talked about, research indicates that corporate are spending little time to evaluate the effectiveness of their interventions and more specifically, evaluate whether the programs are improving the organization’s performance (Sogunro, 1997& Collins, 2002). Lynham (2000)& Collins (2002), indicated that managerial leadership development should not be confused with leadership education as it involves a person’s career throughout their lifetime and not a short term event towards learning and development..

Meta-Analysis Studies Related To Leadership Development

Bayley (1988) & Collins (2002) looked at 79 studies between 1966 and 1985 reported the effects of continuing education on behavioral changes in clinical practices. He used both pre and post -test, experiments versus comparison group studies in his research. Bayely recommended that information about intervention are provided by researchers and adhere to acceptable standards of scientific reporting.

Burke and Day (1986) & Collins (2002) studied to determine the effectiveness of leadership development program and the related effectiveness of the different training methods in improvising learning. Bruke and Day's meta-analysis studies are regarded as principal empirical support for the effectiveness of leadership development program. Collins (2001& 2002) analyzed managerial leadership development based on his 54 studies from 1982-2000 and found that organizations are taking methodical approaches to leadership development. bruke and Day's (1986) studies, team development and strategic leadership skills were the changes in the content of managerial leadership programs as per Collins. Compared to Bruke and Days meta- analysis, Collins one third of his studies analyzed and focused on organizational performance as the outcome of leadership development.

Lai (1996) & Collins (2002) integrated the findings of his twelve studies on the effectiveness of educational leadership. He used only experimental or quasi-experimental design consisting of four clusters. The study looks at participant's characteristics, training characteristic and outcome measurement. Avolio, et, al. (2009) looked at the research works from 1981, identified leadership studies using meta-analytical techniques and over the next 25 years identified 32 meta-analysis studies conducted in the area of leadership, where many cases were with one independent variable compared to dependent variables of limited set. While examining the effect of leadership across leadership theories and incorporating a range of dependent variables. Swanson and Holton (1999) & Collins (2002) emphasized that outcomes are important and the driving force behind the design and implementation of all managerial leadership development intervention programs. Outcomes of managerial leadership development intervention can affect the individual, group and organizational performance levels (Rummler & Brache, 1995 & Collins. B. D 2002).As Socrates ones said, "The unexamined life is not worth living" So self –assessment, learning through approaches to solve realistic problems can be way forward towards leadership development. Leadership development is work in progress; continuous effort must be made to practice for being effective in workplace. Organizations must look at long term development approaches and must create a culture of learning and development to further continue and approach towards developing leaders (Vries, K. M., & Korotov. K, 2010).

CONCLUSIONS

Through literature study, leadership has been identified as an important subject in the field of organizational behavior. Leadership is one with the most dynamic effects during an individual and organizational interaction. In other words, the ability of management to execute "collaborated effort" depends on leadership capability. Though a specific definition about leadership and its style is a complex task and studies has shown that there is no universally accepted definition. Leadership is about the influence the leaders have over their followers and is being looked at a complex and dynamic, evolving to be more holistic and increasing researcher's attention to examine how leadership causally impacts outcomes and how it can be developed. Over a period of time researchers have studied and proposed many theories on leadership traits, behavior, and style but there is nothing called as perfect leadership style or practice.

Though Bass significances the transactional behavior and spoke about leaders that “great men were born and not made’. However, due to the unfolding of various events, the concept of leadership was flawed (Hitler, Napoleon etc.) thereby challenging the reliability of the Great Man theory. This initial focus on intellectual, physical and personality traits that distinguished non-leaders from leaders through research work which showed only minor variances exist between followers and leaders.

Leadership theories that have focused more on behavioral change may have a greater impact on behavior versus theories focusing on emotional or cognitive change. Only to suggest that future work on leadership development should consider how the models of leadership are being adopted by participants to get the desired outcomes. To demonstrate the effectiveness of the leadership intervention, we need to link the leadership models to specific outcomes and build confidence in participants to develop greater leader efficacy. To have an impact on the organization through leadership development, these development programs need to be supported in organizations by ongoing, reflective practices with objective-setting and review that are linked to the leadership role and the organizational strategy though literature reflects on lack of universal robust evaluation of leadership development programs, especially those that fail to identify the effectiveness of long-term outcomes on the investment made. In today’s global scenario, the important aspect of a leadership style and leadership development is to inspire, motivate, empower and direct his followers/group members by being sympathetic to achieve the organizational goals by being a visionary, having big-picture thinking, flexible and who initiates change.

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