

## Leadership Styles in Managers

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### ABSTRACT


It is important that leading people use all resources effectively and efficiently within their organizational structure. The most important of these resources is human resources management. Employees stage behavioral skills and aspirational behaviors that vary according to the leaders' ability to manage processes. The effectiveness of leaders depends on the behaviors they show to improve the performance of employees. Effective leaders exhibit a variety of behaviors to unleash and motivate their employees to potential. These behaviors may vary according to the needs of the employees. It is also important for leaders to specialize in human resource management and have experience in this field. The objective of this study is to understand and identify these behaviors and competencies to help leaders manage human resource management processes more efficiently and effectively.


### INTRODUCTION

Leadership has an important role to play in determining whether an organization will be successful or not. A leader can have positive or negative effects on employees with his behavior in any organization (Oyindobra & Julianah, 2022). Therefore, it is essential for organizations to choose effective leaders who can create a positive and motivating work environment while also driving the organization towards its goals. Additionally, leadership development programs can help individuals acquire the skills and qualities necessary to become successful leaders.

The styles of the leaders are directly influenced by the employees of the organization. In this context, the effects of leader styles on employees are a subject of deep research in the literary field.

The leadership styles of managers, that is, the style of the leader, can be transformed into an advantage that increases performance on the people in the field of work. Therefore, the leader style, as an

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impressive element that can facilitate goals for the manager, can facilitate the work of this manager in the professional field.

In leadership forms, the manager's work requirement may vary according to the situation and conditions, sometimes employee-centered, sometimes democratic, sometimes autocracy, but in all management forms, the leader's style is the first situation felt by those who work as a preliminary perception in individuals. From this point of view, apart from the necessity of calculating situational concepts in leadership styles, the course followed by the leader's style is important. It is natural to have variations in the leadership style of managers depending on the work requirement, conditions, and circumstances.

The manager may adopt a people-centered, democratic, or autocratic style of leadership based on the situation. However, regardless of the type of management style, the leadership style of the manager is the first thing that is perceived by the employees. Hence, the style adopted by the leader is significant and requires careful consideration. Additionally, the situational aspect of leadership styles also needs to be taken into account for effective leadership.

Leadership is one of the key driving forces to drive an organization's performance to success. The leadership style used in an organization is considered to have an impact on the overall performance of the organization (Akpaprep, Jengre & Mogre, 2019).

In recent types of leader-themed research, the intensity of research on leadership style and different organizational and individual variability is remarkable. Within this area, the field of leadership styles is most prominent. Organizational structures should be manipulable by employers if they care about and value the benefits that working people provide for the organization of the institution. This awareness is created when the employee feels the presence of the organization and the leaders behind them. This is the organizational support provided by the employee to be perceived. Perceived organizational support is when employees of the organization feel the presence of the organization behind them. Organizational leadership style(s) go a long way to influencing corporate culture. Therefore, it directly or otherwise affects the performance of the organization (Haque et al., 2015; Klein et al., 2013; Akpaprep, Jengre & Mogre, 2019). The support that the employees of the organization will feel is provided through the leaders who are in the position of managers. In this case, the concept of leaders' styles comes to the fore and different studies and researches are carried out on these concepts. The link between leaders' styles and organizational support is the effect of real approaches whose methods and techniques are applied by the employee outside of theoretical approaches.

In the last fifty years, many theories of leadership have been proposed, which allegedly affect the general condition of organizations. In a competitive world with technological innovations in the work environment, organizations need to implement leadership styles that enable them to be sustainable in a dynamic environment (Maritz, 1995; Bass, 1997; Akparep, Jengre & Mogre, 2019).

They should be able to provide directions, motivate, lead, and inspire employees to embrace new technological changes and improve productivity. Effective leadership in technological innovation is essential for creating a work environment that fosters creativity, innovation, and continuous learning. This can provide the organization with a competitive advantage and help them thrive in the long term.

While it is very important for employees to reach satisfaction in their work areas in terms of themselves and the work done, it is also very important for those in managerial positions. The reason for this is; Professional satisfaction is one of the most important factors affecting the performance and success of employees. In this sense, there are a number of behaviors that directly affect job satisfaction. On the other hand, for managers and leaders, having satisfied employees is important for achieving organizational goals and outcomes. Therefore, managers need to adopt leadership styles that build trust, encourage open communication channels, promote employee engagement, and foster a positive work environment that leads to job satisfaction. Additionally, continuous efforts to meet employee needs and expectations are crucial for their well-being and job satisfaction, leading to better productivity and overall organizational success.

It is known that the employees who provide satisfaction in this field are happy, efficient, effective and harmonious. When considered in the context of servant leadership, it is stated that since Servant Leadership is a holistic approach (Canavesi & Minelli, 2022) in which leaders act according to moral values, value the employees of the organization and provide opportunities for their development in line with talent, it is linked to positive individual and collective outcomes through various intermediaries including behavioral, attitudinal and performance (Canavesi & Servant, 2022).

The workplace environment has a significant impact on the health of employees. Job dissatisfaction in the institution is known as a source of workplace stress that affects the psychological and physical health status of stakeholders (Aazami, Shamsuddin, Akmal, Azami, 2015). In this context, it is to ensure this satisfaction at the beginning of the important tasks of the organizational structure in the managerial situation.

In a study, Inayat & Khan (2011) examined the effect of job satisfaction on performance in private sector organizations in Peshawar, Pakistan. According to the results obtained from the sample working from private institutions in Peshawar (N = 180), it was found that there was a significant

relationship between the type of occupation and job satisfaction. In addition, it has been shown that job satisfaction has a positive relationship with the performance of the personnel. Therefore, it was concluded that satisfied personnel with the study were better in performance compared to dissatisfied personnel.

In order to achieve this satisfaction, it is important that the leadership styles within the leadership styles of the managers and this is perceived by the employees.

## **LEADERSHIP STYLES**

Although there are many definitions related to the concept of leadership, there is no definition that is agreed with a common approach. Apart from the fact that the leading people know their existing roles in the organizational structure, the differentiation of these roles is one of the features expected from the ideal leader. There are a number of abilities and special behaviors that distinguish people in the leadership structure from other people.

As important as the adequacy of the ability to solve organizational problems is the way it presents the methods of diagnosing and solving these problems. This way of presenting reflects the leader's style on the employees. In this context, the concept of different leadership styles emerges from each other. When these concepts are examined, styles that are opposite or close to each other emerge. When we begin to classify and examine these styles, we first encounter an unrelated leadership class. This style is different from other styles and is one of the concepts found although it does not suit the leader styles. While the detailed examination of all classifications gives us information about the styles in the concept of leadership with the inductive method, it offers the opportunity to examine these classifications one by one when these styles are separated.

### **Autocratic Leader Style**

Autocratic leadership is defined as a leadership style in which the leader makes all decisions alone and acts without the involvement or ideas of those who work. While this leadership style can be effective in some situations, it can often have negative effects on those who work and limit the success of the organization.

Mackey et al. (2021) "The dark side of leadership: A systematic literature review and meta-analysis of destructive leadership Research" conducted a systematic literature review of disruptive leadership research. They used and integrated many insights from the disruptive leadership literature to advance

knowledge by conducting meta-analysis in the context of random effects that predict the magnitude and direction of relationships in the nomological network of disruptive leadership from a sample of 418 empirical data ( $k = 418$ ,  $N = 123,511$ ), facilitate nuanced theory development, establish useful directions for future research, and create evidence-based recommendations for policy and practice.

Authoritarian leadership refers to leadership that focuses on the use of authority to control subordinates (Cheng et al., 2004; Wang, Liu & Liu, 2019).

Leaders who fit the definition of an autocratic leader take all decision-making mechanisms individually and individually, without depending on anyone. These leaders gather all the power within the organizational structure in their own and their own decisions, and act alone while operating the decision-making mechanisms. It needs to motivate and motivate its followers by means of sanctions or coercion of certain rights given to it by legal powers. Although this is not an approved leadership situation, it is one of the different leadership styles. Authoritarian leadership is negatively correlated with the voice of employees (Chan 2014; Li and Sun 2015; Wang, Liu & Liu, 2019).

In most backward or developing countries, the Autocratic leader style is encountered a lot. As a result of the adoption of this style, employees also have the ability to act with this style. Democratic, or participatory leaders, on the other hand, perform their duties of managing the process entirely based on legal and written sources. It is the leader styles that use the leadership quality without exceeding the boundaries of this framework by seeing all the details of the written sources, namely laws, regulations and subheadings as a frame.

### **Disinterested Leader Style**

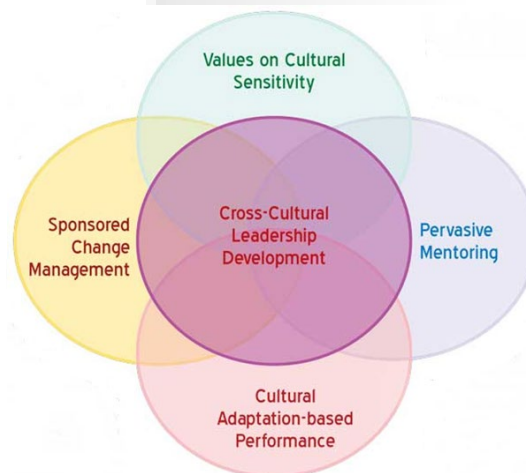
Another of the leader styles: the unrelated leader style. In a study by Barling & Flone (2016), a sequential mediating model was developed and tested by explaining the negative relationship of passive leadership with employee well-being. Structural equity modeling using a probability sample of 2467 U.S.A. workers supported the model by revealing that role stressors and psychological work fatigue partially mediated the negative relationship between passive leadership and both aspects of employee well-being.

The disinterested leader delegates his powers to other members of the organization as it is, distributing the concept of management of the process to other members of the group through it. It is not involved in decision-making mechanisms and is usually passive. As deemed necessary and in case of requests from other members of the group, it prefers to provide guidance according to its competence and makes all decisions taken by the organization as a whole.

In the new century, depending on the different situations in the world, we are also encountering leadership styles that can be explained in more detail and have evolved their course in the processes of rapid change in the organizational structure. At the level of the new world, with the increase in technology, science and the changes in perception within the organizational structure, these different leadership styles have started to attract attention.

### Cultural Leader Style

Cross-cultural leadership has evolved as a way of understanding leaders working in the newly globalized marketplace (Wikipedia) A cultural leader is known as a person who manages the field in which he / she is in management according to the culture of the organization. During this process, the manager acts in accordance with the common goals, ideas and beliefs of the working mass. Expecting movements within the organization in accordance with the cultural structure of that organization contributes to the formation of a stable environment and is permanent despite the fact that the rules are formed with unwritten norms. The factor that provides this situation is the cultural leader styles.



**Figure 1. Cross-cultural leadership development**

Source: Rathnayaka (2015).

### Authentic Leader Style



Authentic leadership, on the other hand, is the leaders who can solve the problems they will encounter in the field of work with practical methods instantly. The fact that the leader is aware of the existence of the other party by empathizing while establishing himself is the behaviors in the authentic leader style.

Drawing on authentic leadership (AL) and social influence (SPT) theories in a study conducted by Yang & Lin (2022), this study aims to investigate the role of the use of IT teleworking communication tools in establishing and shaping the relationship between a subordinate (follower) and his supervisor in the workplace. Within the framework of this research, trust variables, identifications with leaders, intentions to share information (self-disclosure, information sharing and online voice behavior) are introduced. Valid samples of 351 subjects comprising full-time employees reveal that social influence theory applies not only to face-to-face interactions, but also to online interactions between members of virtual teams.

### **Charismatic Leader Style**

Charismatic leaders are considered by members of their group to have a number of unusual traits, knowledge, skills, and everything else needed. Charismatic leader types move on by dragging all members of their group behind them. In case of problems, charismatic leaders can solve the problem in a short time and effectively, so they are the only people needed by the group members.

### **Visionary Leader Style**

One of the different types of leadership is visionary leadership. This concept is also one of the recent paradigms. The visionary leadership style, as in many other styles, is different from the leaders who stand out with a single feature. They are conceptually multifaceted. Leaders should focus as much as possible on topics that arouse curiosity, interest, and satisfaction, and focus their strategy on giving the relevant rewards if they choose to use the rewards; otherwise, they risk losing the intrinsic motivation to innovate for employees who are already involved (Soleas, 2020). In this context, visionary leaders are a style of leader who can provide continuous effective and dynamic variables against methods and management style.

### **Sustainable Leader Style**

One of the different leadership concepts is; is the definition of sustaining leadership. In such leader styles, employees are in the perspective of meeting the rewards of their labor only on the work site,

expect obedience from the employees and have formed a managerial style in the concepts that eliminate all situations other than the business relationship. Although this somewhat mechanical perspective has created a routine working environment that continues in a functional manner as long as there are no problems or problems accumulate, the existence and importance of personal factors in human resources management is an undeniable fact. Within the framework of this reality, if problems related to some human situation arise or meet, unsolvable problems begin to damage these wheels of the organizational structure.

Iqbal, Ahmad, & Halim (2020) investigated the mediation mechanism of organizational learning and psychological empowerment as a conditional factor in the sustainable leadership-sustainable performance relationship. The research results in which they applied moderated mediation analysis revealed that higher levels of psychological reinforcement would lead to a higher indirect impact of sustainable leadership on sustainable performance through organizational learning.

### **Transformational Leader Style**

The concept of transformational leadership began to be discussed in the early 1900s. In this leadership style, the leader transfers authority to his followers and is voluntarily transferred to the processes where change is required. Employees of the organization may assume the duties of supervision and even decision-making mechanisms from time to time by taking the responsibilities with the delegation of authority when necessary. This situation involves the employees of the organization in the process and ensures that the employees of the organization are aware of responsibility. It ensures that the motivation and motivating tools that are needed for the employees work spontaneously. Employees inspired by transformational leadership are more likely to be engaged, and this is likely to result in more effective task performance and behaviors (Lai et al., 2020).

In addition, thanks to this management style, it provides a holistic approach by leaving individuality.

## **RESULTS**

The importance of leadership styles and organizational culture in management processes such as work performance, knowledge, dedication, trust and sense of satisfaction is undeniable. Taking place in the organizational culture; Team spirit, loyalty and sense of belonging, sense of belonging, sense of trust, as well as the organic culture of the organization as well as the leadership styles of the leaders are the most important factors in the creation of a sense of trust.



The relationships between employees' perceptions of job satisfaction and the styles of leaders in managerial positions were examined according to the styles of managers. It can be seen in different positions, at different times, in different styles. It falls to leaders, who are human resources managers, to positively meet the work efficiency of employees. Leaders use different techniques when managing this process, but this process management is not only about using different techniques, it is directly related to the leadership styles of managers in leadership positions.

In the developing and ever-changing world order, just as in business life, there may be new developments, awareness and differences, and managers need to revise themselves in this process of change. Managers who are able to renew their behavior will be successful as long as they are able to enter the process of change related to their style. Not only the success of the manager, but also the main goal of the manager, the corporate culture and organizational structure, will be ensured to achieve the basic goals. This will emerge with a solid mutual trust structure, but in the formation of this trust structure, the factors in the formation of leader styles and secure structure should be taken into consideration.

In this survey of leader styles, the analysis and examinations made directly about leadership styles provide thinking from the perspective of the employee (employees) while at the same time approaching the general truths. In this context, when it is considered that the people in leadership positions are also employees who have received a job from higher managers in the past times, in positions where they worked without a leader or in the time they were in, the agreed general judgments are reached.

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