



GSJ: Volume 12, Issue 11, November 2024, Online: ISSN 2320-9186
www.globalscientificjournal.com

Leadership Styles Towards Achieving the Organizational Effectiveness and Goals of Organization

Dr. Maria Teresa Matriano

Assistant Professor, Department of Management Studies

Middle East College, Al Rusayl, Muscat, Oman

maria@mec.edu.om

Abstract

Leadership is a key component of organizational success. It plays an important role in fostering organizational success by establishing the values, behaviors, and practices defining the organization environment. The importance of leadership styles in accomplishing organizational objectives and effectiveness is examined in this research. It emphasizes the substantial impact that varied leadership philosophies have on worker engagement, creativity, and productivity. Through the lens of transformational leadership, it emphasizes the need for alignment of leadership styles with organizational goals to foster adaptability in rapidly changing business environments. The paper discusses key leadership styles such as coercive, authoritative, pacesetter, and democratic, and their respective impacts on team dynamics and productivity. Leadership style, employee satisfaction, and organizational effectiveness are the three factors that influence employee morale and productivity. Leaders who prioritize ethical practices not only enhance trust and loyalty among employees and contribute to long-term organizational success but also foster a sustainable and ethical organizational environment. It further highlights the importance of ethical leadership in cultivating a positive organizational culture and sustainable success, providing real-world examples including the leadership strategies of Jacinda Ardern during the COVID-19 pandemic and Paul Polman at Unilever. Overall, the paper aims for a flexible and adaptive leadership approach that responds to challenges while promoting inclusive and innovative organizational objectives.

Keywords: *leadership, leadership style, leadership approach, organizational culture*

Introduction

An organization's ability to function effectively depends on the caliber of its leadership. This paper explores the decisive role that leadership plays in fostering organizational success. It addresses how diverse methods affect employee engagement, innovation, and overall performance. Apart from that, the different leadership styles are emphasized showing the relationship of the organization, leaders, and employee, highlighting how leaders adapt to the uncertainties of the environment and how these adaptations affect organizational effectiveness in accomplishing the organizations' predetermined set of goals and objectives. The paper also highlights the importance of aligning leadership styles with organizational goals, to foster innovation and adaptability while emphasizing the crucial role of transformational leadership. One of the topics that delve into this paper is the intricate relationship between organizational outcomes and leadership styles, emphasizing the importance of choosing the right leadership approach for specific situations. According to Northouse (2021), the impact of different leadership styles on various aspects of organizational performance can foster a more innovative and collaborative work environment. It also stated the effectiveness of adapting leadership styles to navigate challenging situations and achieve organizational resilience during times of crisis.

Furthermore, the paper investigates the important position of leadership in fostering a sustainable and ethical organizational environment and driving organizational culture change. It clarifies the importance of ethical leadership in aligning business practices with societal values and promoting long-term organizational success (Wilkinson, 2023). Aligning leadership styles with organizational goals is also mentioned in this paper. For instance, a participative leadership style can encourage collaboration and engagement, leading to improved employee satisfaction and productivity. This adaptability is significant for achieving sustained organizational success and navigating the complexities of modern business environments (Brown & Treviño, 2021).

Finally, the paper underscores the role of ethical leadership in promoting a positive organizational culture. Leaders who prioritize ethical practices not only contribute to long-term organizational success but also enhance trust and loyalty among employees. By integrating ethical considerations into their leadership approach, organizations can achieve sustainable growth while fulfilling their social responsibilities (Hiwa et al., 2021). To help leaders who want to accomplish

long-lasting and significant outcomes, this paper aims to give a thorough grasp of the complex nature of leadership and how it affects organizational success.

Literature Review

Definition of leadership and its importance in organizations

There are several definitions of leadership, but in general, leadership is the ability of a person, group, or organization to motivate and direct other people, groups, or organizations toward the accomplishment of shared objectives. It includes a variety of abilities and conduct that orient individual toward a common goal, allowing them to collaborate efficiently (Barney & Pratt, 2023). Having a leader around in an organization makes a lot of difference since they create an environment conducive to success by providing direction, vision, motivation, and inspiration. In addition, they facilitate the decision-making process by guiding teams through challenges and ensuring that the best choices are made while maintaining harmony within the organization (Patel, 2022).

In an article written by Rebecca Knight (2024), it tackles six leadership styles that remain relevant even though the world has changed. The first style is Coercive Leadership, which is characterized by demanding immediate compliance. Then we have the Authoritative Leadership, which focuses on mobilizing people toward a vision that inspires and motivates. Next is the Pacesetter Leadership that expects excellence and self-direction. The fourth one is Affiliative Leadership, which emphasizes building emotional bonds while fostering a positive work environment. The fifth one is Democratic Leadership, which involves creating consensus that encourages participation. Finally, we have Coaching Leadership which focuses on developing people for the future that fosters growth. Ultimately, most successful leaders recognize that adapting their style to different situations and individuals is key to achieving optimal results.

Impact of Leadership Styles on Organizational Effectiveness

Leadership Styles significantly influence team performance and productivity through several key factors. By motivating and engaging their team members while fostering a sense of purpose that enhances their commitment and productivity. According to Wankiewicz (2024), by empowering team members and encouraging skill development, they create an environment where individuals are capable of leading to greater performance levels while being valued. .

In terms of building an organizational culture, leadership plays a crucial role by establishing the behaviors, values, and practices that constitute the working environment. They set the tone by

modeling desired behaviors, fostering open communication, and encouraging collaboration among team members. They also ensure that employees understand the organization's mission and vision, which helps align individual goals with the overall objectives. By mentoring and supporting their teams, leaders create a culture of trust and respect, ultimately enhancing employee engagement and satisfaction (Zeghaty, 2023).

Effective leadership styles have been pivotal in the success of various organizations, as demonstrated by several case studies. For instance, a study titled "Strategic Communication – Jacinda Ardern's Crisis Management During the COVID-19 Pandemic" has regarded her leadership as one of the most successful in the world. Ardern's ability to successfully manage the epidemic has been largely attributed to her Democratic leadership style. Additionally, case studies about the Reformation of Microsoft showcase an Affiliative leadership style that contributed to the transformation of Microsoft's culture, making it more innovative, inclusive, and agile (Robert, 2024). These examples illustrate that effective leadership not only drives performance but also fosters a positive organizational culture leading to sustained success.

Aligning Leadership Styles with Organizational Goals

Tailoring leadership approaches to an organization's vision and mission is essential for fostering alignment and achieving strategic goals. Various leadership styles a result of globalization, digitalization, and demographic change, a leader must adapt their styles to reflect the core values and objectives of the organization, ensuring that their team is motivated and engaged in a shared purpose. An article written by Pinard (2024) states that this alignment not only enhances team cohesion but also drives performance by creating a clear connection between daily activities and the overarching mission.

In terms of objectives, we have short-term objectives with long-term strategies that are needed to balance to have a sustainable organizational success. An effective leader must ensure that immediate goals do not overshadow the broader vision of the organization. According to Parker (2024), this involves clearly defining both long-term and short-term goals, breaking down short-term objectives into manageable tasks, and regularly assessing progress.

Another factor a leader must have is flexibility in dynamic and diverse environments, which is essential for managing teams that face constant change and uncertainty. According to Smith (2023), this flexibility or adaptability not only enhances team cohesion but also drives innovation by allowing leaders to respond swiftly to new challenges and opportunities even in the most harsh environment.

Transformational Leadership and Organizational Innovation

Achieving organizational goals needs innovation and adaptability that stem from a transformational leader who fosters an environment that encourages creativity and open communication for the sake of the organization. Some research studies have indicated a significant correlation between transformative leadership and increased employee satisfaction. For instance, a study conducted by Rizi (2023) in Ethiopia found that transformational leadership significantly enhances faculty job satisfaction that leads to greater organizational effectiveness.

Another study examines how Microsoft's culture has changed dramatically under Satya Nadella's leadership, which places a strong emphasis on innovation, teamwork, and a growth mentality. Under his direction, Microsoft shifted from a competitive and siloed environment to one that encourages learning and teamwork. According to Tabrizi (2023), this cultural transformation has not only revitalized employee engagement but has also led to a remarkable resurgence in Microsoft's market value and its relevance in the cloud computing sector, positioning the company as a leader in this rapidly evolving industry.

Adapting Leadership Styles for Crisis Management

During crises, an effective leader must shift their styles to maintain organizational stability by adopting a transformational leadership approach. In times of uncertainty, leaders may also employ democratic and visionary leadership styles, encouraging input from team members and creating a sense of commitment and ownership to overcoming challenges. In the article written by Desyatnikov (2021), it states that by being adaptable and responsive to the needs of their organization, they can navigate crises more successfully and ensure long-term stability.

Prime Minister Jacinda Arden is one of the people that demonstrated exemplary compassionate and decisive leadership during the most challenging period in recent history which is the COVID-19 pandemic. She effectively combined empathy with clear communication, which helped to foster public trust and compliance with health measures. . An article written by Lau (2023) states that her leadership not only emphasized the importance of collective responsibility but also showcased how empathetic communication can enhance public health responses, ultimately guiding New Zealand through one of the most difficult times in modern history.

Leadership's Role in Employee Engagement and Retention

Leadership Style, Employee Satisfaction and Organizational Effectiveness are the three factors that influence employee morale and productivity. A study conducted by Koche (2023), indicates that transformational leadership has a favorable correlation with increased worker satisfaction. On the contrary, it may also not foster the same level of commitment or satisfaction among employees.

Howard Schultz's approach exhibits a leadership style that satisfies employees while having a successful organization. He included initiatives such as employee stock ownership and comprehensive health benefits that might encourage a feeling of dedication and ownership among employees, referred to as "partners" in the company. An article stated that Schultz not only improved morale but also cultivated a loyal workforce that contributed to Starbucks' resurgence during challenging economic times, particularly after the 2008 financial crisis (Rana et al., 2019).

Leadership in Driving Organizational Culture Change

Promoting values that support strategic objectives is what a leader must do to reshape the organizational culture and align it with evolving goals. Based on the article of Cote (2023), leaders can implement initiatives that encourage innovation and adaptability, which engage employees in the cultural transformation process and ensure alignment with the organization's mission.

Alan Mulally's leadership approach is often cited as a remarkable example of effective leadership in the automotive industry. From 2006 to 2014, he was pivotal in transforming the Ford Motor Company's culture from a fragmented and struggling environment into a cohesive, goal-driven organization. An article by Distefano (2021), stated that by implementing his "One Ford" strategy, Mulally emphasized collaboration across departments, improving morale and saving Ford from financial ruin during the economic crisis of the late 2000s.

Ethical Leadership and Sustainable Organizational Goals

In ensuring long-term organizational success, one must have ethics to be called a leader. Ethical leaders establish a culture of trust, integrity, and accountability. By prioritizing ethical considerations in decision-making, leaders can navigate challenges and achieve lasting success, fostering a positive reputation that strengthens partnerships and drives sustainable organizational goals (Darby, 2022).

One of the organizations that promotes ethical and sustainable goals is the company Unilever, with its CEO named Paul Polman. Polman is very active in promoting ethical and sustainable business practices that in 2010 he launched the Unilever Sustainable Living Plan

(USLP) that aimed to integrate sustainability into the company's core operations. The three primary objectives of the strategy were to raise the health and well-being of more than a billion people, cut the environmental impact of Unilever's goods in half by 2030, and source all raw materials responsibly. An article stated that Polman's leadership not only aligned corporate growth with environmental and social responsibility but also demonstrated that sustainability could drive profitability, enhancing Unilever's brand reputation and customer loyalty (Low, 2020).

Conclusion

The paper underlines how important leadership is to promote organizational success and accomplishing strategic objectives. By exploring a range of leadership styles, including coercive, democratic, affiliative, and transformational, it reveals how these approaches significantly impact employee engagement, innovation, and organizational culture. The analysis emphasizes the need for leaders to align their strategies with organizational objectives, suggesting that flexibility and adaptability are critical in navigating the complexities of modern business environments. Moreover, ethical leadership emerges as a cornerstone of sustainable success, with leaders who prioritize trust and integrity fostering long-term resilience and alignment with societal values.

In examining real-world examples, such as Jacinda Ardern's empathetic leadership during the COVID-19 pandemic and Paul Polman's sustainable strategies at Unilever, the study highlights the transformative power of adaptive and ethical leadership. These cases demonstrate how cultivating trust, encouraging innovation, and aligning leadership practices with broader organizational missions can lead to remarkable outcomes, including enhanced employee satisfaction and organizational sustainability. Overall, the study offers a thorough grasp of the complex relationship between leadership and organizational performance, urging leaders to embrace inclusive, moral, and flexible strategies to successfully handle changing obstacles.

Recommendations

The complex link between leadership styles and organizational effectiveness should be further examined in future studies, focusing on several important topics to expand on the corpus of current research. One essential focus area is the influence of leadership styles in different cultural, industrial, and economic contexts. Understanding how leadership approaches, such as transformational, coercive, or affiliative styles, perform across diverse environments can help organizations customize strategies for better alignment with their unique circumstances. Similarly, further investigation is warranted into the measurable effects of ethical leadership, particularly its

role in enhancing trust, employee loyalty, and long-term organizational sustainability. This line of inquiry could quantify the specific impacts of ethical leadership on productivity, profitability, and employee retention.

Additionally, future studies should focus on leadership adaptability during crises, examining how flexible approaches can stabilize organizations while maintaining employee engagement and productivity. Developing practical frameworks that integrate transformational and participative leadership strategies during periods of uncertainty could provide valuable tools for leaders navigating global challenges like pandemics or economic recessions. Another vital area for research is the intersection of leadership styles and innovation. Given the positive correlation between transformational leadership and creativity, longitudinal studies could explore how leadership fosters sustained innovation within organizations, especially in fast-evolving sectors like technology or healthcare.

Leadership's influence on organizational culture also merits deeper examination. Specifically, research could explore how leaders implement cultural transformations that promote collaboration, inclusivity, and adaptability, using case studies like Microsoft's shift under Satya Nadella or Ford's transformation led by Alan Mulally. Such studies could provide actionable insights into replicating these successes across industries. Finally, the integration of sustainability into leadership practices presents another avenue for exploration. Building on examples like Paul Polman's leadership at Unilever, future research could investigate how sustainability-focused leadership strategies impact corporate growth, stakeholder trust, and environmental outcomes. By addressing these areas, future studies could provide sustainability in complex, dynamic environments and a more nuanced understanding of how leadership drives organizational effectiveness.

References

- Barney, N., & Pratt, M. K. (2023, March 22). *What is leadership?* Search CIO; TechTarget. <https://www.techtarget.com/searchcio/definition/leadership>
- Brown, M. E., & Treviño, L. K. (2020). *Ethical Leadership: A Review and Future Directions*. Researchgate.net. https://www.researchgate.net/publication/222394137_Ethical_Leadership_A_Review_and_Future_Directions

- Cote, C. (2023, March 2). *How does leadership influence organizational culture?* Business Insights Blog. <https://online.hbs.edu/blog/post/organizational-cultureand-leadership>
- Darby, J. (2022, November 1). *What is Ethical Leadership? Attributes, Traits, & Examples.* Thomas International. <https://www.thomas.co/resources/type/hrblog/what-ethical-leadership-attributes-traits-examples>
- Desyatnikov, R. (2021, December 10). *Management In Crisis: The Best Leadership Style To Adopt In Times Of Crisis.* Forbes.com. <https://www.forbes.com/councils/forbestechcouncil/2020/07/17/management-incrisis-the-best-leadership-style-to-adopt-in-times-of-crisis/>
- Distefano, M. (2021, April 15). *Alan Mulally: The man who saved ford.* Kornferry.com; Korn Ferry. <https://www.kornferry.com/insights/briefings-magazine/issue-20/alan-mulally-man-who-saved-ford>
- Hiwa, H., Durmaz, O., & Demir, S. (2021, May). *Leadership Styles and their effects on Organizational Effectiveness.* Researchgate.net. https://www.researchgate.net/publication/351302738_Leadership_Styles_and_their_effects_on_Organizational_Effectiveness
- Kebede, A. M., & Demeke, G. W. (2017). The influence of leadership styles on employees' job satisfaction in Ethiopian public universities. *Contemporary Management Research*, 13(3). <https://doi.org/10.7903/cmr.17668>
- Knight, R. (2024, April 9). 6 common leadership styles — and how to decide which to use when. *Harvard Business Review*. <https://hbr.org/2024/04/6-commonleadership-styles-and-how-to-decide-which-to-use-when>
- Koche, S. (2024, July 29). *The relationship between leadership styles and organizational performance A meta analysis.* LinkedIn.com. <https://www.linkedin.com/pulse/relationship-between-leadership-stylesorganizational-sharad-koche-4o11f>
- Lau, J. (2023, November 21). *How Jacinda Ardern tackled public health crises in New Zealand.* News. <https://www.hsph.harvard.edu/news/features/how-jacinda-ardern-tackled-public-health-crisis-in-new-zealand/>
- Low, R. (2020). *Case Study: A Vision for Unilever.* Saylor.org. <https://learn.saylor.org/mod/book/view.php?id=59412>
- Northouse, P. G. (2021). *Leadership: Theory and practice.* Sagepub.com. <https://edge.sagepub.com/northouse8e>
- Parker, M. E. (2024, July 25). *Balancing short-term goals with long-term vision - Michael E. Parker.* Medium. <https://michaelparkerca.medium.com/balancing-short-term-goals-with-long-term-vision-b2a7a6dffaed>
- Patel, N. (2022, December 8). *10 reasons leadership is important in the workplace.* Siena Heights University. <https://www.sienaheights.edu/10-reasons-leadership-is-important-in-the-workplace/>

- Pinard, J. G. (2024, July 8). *Ensure organisational fit: Tailoring leadership to healthcare culture and values*. LinkedIn.com. <https://www.linkedin.com/pulse/ensureorganisational-fit-tailoring-leadership-values-george-pinard-iznie>
- Rana, R., K'Aol, G., & Kirubi, M. (2019). Influence of directive and achievement-oriented path-goal leadership styles on employee performance of coffee trading companies in Kenya. *International Journal of Research in Business and Social Science (2147-4478)*, 8(6), 137–147. <https://doi.org/10.20525/ijrbs.v8i6.478>
- Rizi. (2023). The Influence of Leadership Styles on employees' Job Satisfaction in Ethiopian Public Universities. *Contemporary Management Research*, 13(3). <https://doi.org/10.7903/cmr.17668>
- Robert. (2024, October 7). Case studies of successful leaders: The skills, strategies, and decisions that made them unstoppable. *Leading Business Improvement*. <https://leadingbusinessimprovement.com/case-studies-of-successful-leaders/>
- Smith, C. A. (2023, February 20). *Flexible leadership for dynamic teams*. Jointhecollective.com; Join the Collective. <https://www.jointhecollective.com/article/flexible-leadership-for-dynamic-teams/>
- Tabrizi, B. (2023, February 20). How Microsoft became innovative again. *Harvard Business Review*. <https://hbr.org/2023/02/how-microsoft-became-innovative-again>
- Wankiewicz, M. (2024, October 16). *How leadership impacts team performance*. Arbinger; Arbinger Institute. <https://arbinger.com/blog/how-leadership-impactsteam-performance/>
- Wilkinson, M. (2023, August 8). *The role of leadership in organizational success*. Leadership Strategies. <https://www.leadstrat.com/the-role-of-leadership-inorganizational-success/>
- Zeghaty, L. (2023, May 14). *The role of leadership in organizational culture*. Great Place to Work. <https://greatplacetowork.me/the-role-of-leadership-in-organizationalculture/>