

Analytical study of positive and negative leadership and its role on organizational growth

^aPriyanka Singh, ^bSunita B. John

Assistant Professor, Department of Arts & Social Sciences, Sam Higginbottom University of Agriculture, Technology and Sciences, Prayagraj, Uttar Pradesh, India

^bAssistant Professor, Department of Physical Education, Sam Higginbottom University of Agriculture, Technology and Sciences, Prayagraj, Uttar Pradesh, India

Abstract

The aim of this study is to analyze the relationships between positive and negative leadership and its role on organizational growth. Organizational success and leadership have a direct cause and effect relationship. Values, culture, change tolerance, and employee motivation are all determined by leaders. They influence institutional initiatives, including how they are implemented and how effective they are. Leaders can be found at any level of an organization, not just in management. Successful leaders, on the other hand, share one trait. The fulfilment of a goal through the direction of human assistance is referred to as leadership. A leader is a person who successfully rallies his human partners to achieve specific goals. A great leader is one who can lead in a variety of situations day after day, year after year. It's not difficult to summarize what strong leaders do to be effective in a few sentences. It is, however, much more difficult to isolate the factors that affect their effectiveness. The standard strategy is to provide each worker appropriate acknowledgment of his or her role so that he or she can anticipate the fulfilment of some important interest or purpose in the group enterprise's execution.

KEYWORDS: Leadership, Organizational growth, Employee, Motivation, Goal, Values, Culture

Introduction

A leader who empowers his employee provides them with as much control and autonomy as feasible. A successful positive leader does not give commands or offer answers; instead, he gives his staff the guidance and resources they need to accomplish their best work. According to various studies, the majority of organizational failures stem from the leaders' failure to follow the correct path to achieve their goals. What's vital to look into is how the leadership style adapts to the organization's structure and composition. Corporate characteristics such as the nature of work, organisational ideals, and national culture frequently impact leadership styles. Effective leaders are well aware that they will not be able to rule the universe. To begin with, leadership is a labour of love. A good leader establishes goals and priorities while adhering to established standards. The second requirement is that leaders regard leadership as a responsibility rather than a source of status, image, or self-promotion. Effective leadership is about gaining people' trust; otherwise, the leader will have no followers (in a noble sense).

Literature Review

Numerous studies have found beneficial links between transformative leadership and individual and organisational results (Avolio 1999). (Kirkpatrick & Locke, 1996). Similarly, a number of related research (Waldman, Ramirez, House, & Puranam, 2001) have found that transformational leadership behaviours are more positively connected to subordinate effectiveness than transformational behaviours in a variety of organisational settings.

According to Mitonga Monga and Coetzee (2012), leadership is a pattern of managerial conduct that is aimed to combine organisational or personal interests and impacts in order to achieve specific goals.

Leadership, according to Herold Koontz (1988), is "the art of persuading people to work willingly and enthusiastically toward the achievement of group goals." According to Heresay and Blanchard (1977), leadership is the process of influencing an individual's or a group's actions in order to attain a goal in a particular context.

According to Macfarland (1979), leadership is the quality of an individual's behaviour in which they steer individuals or their actions in a coordinated effort. He goes on to suggest that leadership is an essential social component that offers a shared goal common meaning. It also creates the incentive that allows other incentives to work, as well as the decision that allows cooperation to occur.

According to Locke (1991) research, the most commonly noted traits of excellent leaders are drive, self-confidence, cognitive capacity, honesty, and integrity. The list of successful leadership attributes has lately been expanded to include context awareness and a willingness to lead.

Keegan et al. (2004) recognised the primary behaviours that are noticed in leadership attributes such as objective clarification, team boundaries setting, member guiding, leading followers, engaging members to the team, meeting organisation, and information flow control in their study. In turn, aggregate leadership dimensions include leading, involving, defining roles, and organising teamwork.

According to Distefano (2002), a manager's capacity to lead their subordinates is crucial to success in the global market. The study's main finding was that extraordinary leadership performances were universal across all countries.

According to Dunphy and Stace, an organization's leadership is defined as a person who can influence change in an organisation through its vision and strategy (Dunphy and Stace 1994 in Senior and Fleming 2006). The job of leadership is becoming increasingly important in this era of fast changing business trends and greater client demands. Strategic leadership is desperately needed for organisations that are capable of anticipating and implementing necessary alterations and changes in a timely manner, as well as creating the necessary commitment and a highly suitable environment for employees and teams to understand and successfully adopt these changes. This action by leaders is decisive not only for the effectiveness of the organization but also for its very survival (Bass, 1990; Burke & Cooper, 2004).

Dunphy and Stace define an organization's leadership as a person who can promote the organization's goals. Psychological empowerment was found to partially moderate the association between charismatic leadership and workplace hostility by Hepworth and Towler (2004). Psychological empowerment mediated the association between transformative leadership and organisational commitment, according to Avolio et al. (2004). Transformational leadership was favourably associated to both followers' dependency and empowerment, according to Kark et al. (2003), and personal identification mediated the relationship between transformational leadership and followers' dependence on the leader.

Concept and the role of Leadership

Leadership is a topic that has received a lot of attention in the literature. Leadership is defined as a person's method of leading others. Employees play a crucial part in assuring service quality. Employees are more likely to perform well when they are informed about their expectations and criteria. By influencing team members, leaders are said to have a favourable impact on the efficiency of the organisation. Leaders, in particular, have a significant impact on the organization's followers. As a result, it's critical to comprehend the nature of different leadership styles, such as transactional and transformational, in order to analyse their impact on resolving various organisational issues.

Currently, many firms place a premium on forming teams and workflows in order to improve the efficiency of their overall performance. The role of the leaders in the company is critical in achieving this. Learning about the expectations and references of team members can help you establish high-performing teams. Furthermore, each member of the organisation should be aware of their obligations and duties, as well as their function within the organisation.

In general, a reward-based system is utilised to inspire followers in transactional leadership. The motivation provided by such an approach, however, does not endure long. When it comes to transformative leadership, this style helps to enhance collaboration among employees (Keegan et al., 2004; Bass and Avolio J., 1990; Pearce, 1981). Transformational leaders make their followers feel like they're a member of the team. Such executives have a powerful inspirational vision that encourages people to care more about the company's goals and interests than their own. Leaders in this category are thought to be enthusiastic and dynamic.

According to the research, there are three key types of task-focused leadership to investigate: transactional, initiating structure, and boundary spanning. When their subordinates fulfil or exceed the required job standards, transactional bosses always praise and reward them. In other words, task-focused behaviour is targeted and formulated on the basis of goal setting theory, equity theory, and reinforcement theory, as these theories are based on achieving objectives and completing tasks. Transactional leadership based on contingent incentive appears to contribute positively to team development and effectiveness, according to the literature. Despite the small team size, the research conducted on identifying primary variables that lead to the effectiveness of transactional leadership found that team members who are influenced by transactional leadership are more likely to develop good relationships among members.

Positive vs. Negative Leadership

The majority of leadership research has focused on determining which traits, behaviours, and styles of a leader are more or less effective in achieving individual and organisational goals. Positive leadership styles have been shown to promote the flourishing of positive cognitive, affective, and behavioural aspects of employee attitudes, positively impacting employee productivity, efficiency, and effectiveness as well as the organization's overall productivity, efficiency, and effectiveness (Fineman, 1996; Fredrickson, 1998; Seligman, 2002; Staw, Sutton and Pellod, 1994). Negative leadership styles may appear to meet organisational goals and assist the organisation gain a competitive edge over its competitors, but they are not without long-term negative consequences for individuals and organisations.

Once you get past the technical words and academic jargon, the distinction between positive and negative leadership is very straightforward: positive leadership encourages, empowers, and energizes people, whereas bad leadership drains, discourages, and demoralizes them. Positive leadership can be applied in any situation where there are leaders, and we can always find methods to develop our leadership skills and become more effective. Establishing relationships, recognizing various points of view, not always having the correct answer (or claiming to have the right answer), and cultivating a culture of creativity and innovation are all part of positive leadership. A really effective and positive leader is a listener, a mentor, a catalyst for change, and someone who helps others thrive.

According to experts in business leadership, being pessimistic or having negative attitudes as a leader of a work team does not help to better the work, and the end consequence is a poisonous workplace. As a result, it is suggested that leadership be optimistic in order for the company's achievements to be higher. Leadership personality traits and leadership styles are not the same thing. Negative leadership behaviours are always detrimental. Positive and negative leadership styles are influenced by a variety of factors.

- The team leader sets goals and then leaves it up to the rest of the team to figure out how to achieve them. This works effectively for creative, self-motivated staff, but novice workers may struggle without further instruction.
- The authoritarian leadership style places the power of decision-making in the hands of the leader, and the team follows the boss's orders. If the job is repetitive or straightforward, or if quick choices are required, this approach may work effectively, but it stifles creativity and may frustrate personnel.
- The Democratic Party's leadership delegated decision-making authority to the team. This can motivate employees to do their best work, but it's slow and may not be effective if the organisation requires speedy judgments.

In some situations, a leadership style can be beneficial, while in others, it can be detrimental. In any situation, negative leadership attributes such as poor communication skills are a liability. A dictator who is unable to communicate is at a disadvantage, but a democratic leader is as well. Every day, every leader experiences problems and events that put their patience, abilities, and perspective to the test. There is no such thing as a

magical, drama-free team. What distinguishes a good leader from a bad leader is how they deal with the issues they confront on a daily basis.

Positive impact of leadership styles

- **Goal-setting:** There are numerous leadership styles, ranging from autocratic leaders who feel it is their way or the highway to bureaucratic leaders who believe in crossing all the I's and crossing all the T's, which may be time-consuming. However, regardless of your boss's preferred leadership style, the reality remains that he can achieve the stated objectives rapidly. However, most CEOs like to take credit for themselves and leave others "smoking in the grass," so to speak. The autocratic ones, on the other hand, accomplish the project ahead of schedule, which is commendable given the task's complexity.
- **Takes initiative:** A strong leader always takes the initiative and motivates people to go above and beyond to complete the work at hand. Of course, in order to inspire others, your boss would have to be a compelling leader, and once he has your attention, he should be able to get you to do anything. With this leadership style, your employer should be able to better organise projects and assign jobs to others, allowing them to be done ahead of schedule. One disadvantage is that he may begin micromanaging all tasks allocated to him, which can be problematic.

Negative impact of leadership styles

- **Stubborn:** Those that adopt an autocratic leadership style rarely listen to others; they are more focused on the present and may even ignore individual employees. Such leaders do not inspire others, and they are rarely aware of the importance of intuitive leadership qualities or talent in general. While these leaders may be capable of achieving short-term objectives, their authoritarian leadership style generally leads to failure when it comes to long-term objectives.
- **Traditional:** Some CEOs have a bureaucratic leadership style and will go to great lengths to block creative ideas. If the proposed remedy is non-traditional in concept or implementation, there's a strong probability it'll be discarded.
- **Democratic:** When it comes to resolving difficulties, a leader who prefers to listen to others tends to function slowly and rely on others for solutions. In other words, you could claim that he is relying on the efforts of others rather than accomplishing anything on his own. As a result, he accomplishes his objectives far more slowly than others.

Leadership and organizational growth

For maximum efficiency, organisations require strong leadership. Leadership, as we all know, is a quality that can be inherited as well as learned. Human psychology and expert methods are both addressed in organisational leadership. Organizational leadership focuses on the development of cross-organizational leadership skills and capacities. It refers to an individual's ability to persevere through difficult times in the industry and thrive as a result. It clearly distinguishes between the leaders and the managers. The leader should be capable of commanding a group of people. The process of influencing people so that their efforts are directed toward attaining the organization's goals is known as leadership. The process of guiding others' behaviour toward the achievement of stated

goals is known as leadership. In many successful firms, the leader's viewpoint consists of three aspects, from which other elements can be built. Any organization's cornerstone of strength is its leadership. For any business to achieve maximum efficiency and achieve its objectives, leadership management is essential. An organization's informal leadership processes contribute to a non-defined culture and non-sustainable growth if it lacks well-thought-out leadership practises. It causes an organisational structure to become unbalanced, leaving members perplexed and frustrated. It also has an impact on the company's total bottom line. Businesses are run by people. These individuals fit into the many components of an organisational structure. However, you can't expect people to solve the organisational jigsaw on their own. You must ensure that they are aware of the organisational aspects as well as what is required of them. And this necessitates strong leadership capable of motivating individuals through the development of interpersonal relationships with each of them. It is a key management position that aids in the optimization of production and the achievement of business objectives.

Leadership is significantly more important than we may realise. It improves employee motivation and morale, reduces bias, increases confidence, creates a psychologically safe work environment, and encourages creative thinking. It's safe to conclude that leadership plays a critical role in achieving efficiency throughout the organisation. However, it all depends on how one interprets leadership and leads a workforce to greater long-term success. Great ideas can arise in a psychologically safe environment where people are not frightened to speak up. Exponential development is feasible when a leader entrusts the personnel employed into their roles to discover solutions and make decisions. The highly emotional intelligent organisational leader conveys to all employees that their contributions are valued, since each function is critical to the organization's overall progress. The leader embodies the organization's principles and exemplifies the communication, ethics, inclusivity, and respect that each employee is expected to exhibit. Individuals who study organisational leadership acquire collaborative skills, effective communication skills, conflict resolution skills, and group problem solving approaches. Organizational leaders properly explain the organization's purpose, vision, and policies; boost employee morale; and assist employees in growing professionally and contributing positively to the mission of the organisation.

Teamwork in Enhancing the Work Performance

Over time, firms have placed a greater emphasis on team building in order to improve their production processes, serve their consumers, and learn and grow in the long run (Cohen and Bailey, 1997; Osterman, 1994). Effective teams, also known as teamwork, can help with flexible work arrangements and difficult job completion, as well as providing a source of dynamic capability that supports long-term organisational effectiveness (Teece et al. 1997). To far, management researchers have focused on teams as both production units and social systems (see Ilgen et al. 2005), concentrating on both their internal processes (e.g., Marks, Mathieu, and Zaccaro, 2001) and their external environment (e.g., Marks, Mathieu, and Zaccaro, 2001). (e.g., Ancona and Caldwell, 1992a). Team-based work systems can act as a functional structure that supports collective knowledge production and usage by boosting connections and collaborations among people and different units (Mohrman et al. 1995).

It's becoming increasingly difficult to find teams that are well-designed, dynamic, and have been around for a long time. The teams that have remained competitive and successful are those who have established strong interpersonal skills among themselves. Teaming, according to Edmonson, is a crucial aspect of organisational growth. It is critical to emphasise the role of the leaders who are in charge of these teams in this regard. Strong leadership abilities are required to transform stagnant teams into dynamic ones. Dynamic teams are more open to new ideas and keep up with the newest trends in the industries in which they work. Furthermore, team members must be aware of their responsibilities. Understanding the specific responsibilities that each member of the group is responsible for allows them to communicate more effectively with one another and have a better understanding of their teammates.

Conclusion

Strategic planning is seen to be a requirement for leadership. Leadership is proven to be critical in establishing a shared vision and commitment. The search of an effective leadership style is inextricably linked to the collective work strategy. Organizations must be cognizant of the possible impact of role pressures in today's highly competitive environment. Role stressors such as role ambiguity and role conflict are shown to be the most important source of job discontent and job performance, as evidenced by the review of existing literature and the findings of the current study. The least effective sort of leadership is laissez-faire leadership. According to numerous research, the current leadership style is the least productive. The majority of these research identified laissez-faire leaders as the primary perpetrators of role conflict.

In terms of cooperation and communication, motivation, goal-setting, and decision-making, each leadership style is distinct. The study provides a literature evaluation that includes transformational, transactional, and laissez-faire leadership, based on a review of the literature. The impact of various leadership styles on role conflict and ambiguity is investigated. It is vital for leaders to consider the negative consequences of role ambiguity and conflict, which are damaging to employee productivity and effectiveness. A comprehensive awareness of employee needs, as well as a clear picture of the negative consequences of role ambiguity and conflict, can motivate leaders to take effective steps to improve the organisational climate, allowing people to reach their full potential.

References

- Aibieyi, S. (2014). Approaches, Skills And Styles Of Leadership In Organizations. *Review of Public Administration and Management*, 3(5), 53-60.
- Al Khajeh, E. H. (2018). Impact of leadership styles on organizational performance. *Journal of Human Resources Management Research*, 2018, 1-10.
- Al-Malki, M., & Juan, W. (2018). Leadership styles and job performance: A literature review. *Journal of International Business Research and Marketing*, 3(3).
- Ancona, D. G., & Caldwell, D. F. (1992). Bridging the boundary: External activity and performance in organizational teams. *Administrative science quarterly*, 634-665.

- Arami, M. (2016). Comparison of the leadership style of male and female managers in Kuwait: An empirical investigation. *Journal of International Business Research and Marketing*. Volume 1, Issue 2, January 2016, Pages 37-40.
- Bass, B. M. (1990). From transactional to transformational leadership: Learning to share the vision. *Organizational dynamics*, 18(3), 19-31.
- Bedi, A. (2020). A meta-analytic review of paternalistic leadership. *Applied Psychology*, 69(3), 960-1008.
- Cohen, S. G., & Bailey, D. E. (1997). What makes teams work: Group effectiveness research from the shop floor to the executive suite. *Journal of management*, 23(3), 239-290.
- Deming, W. E. (1993). The new economics. MIT Center for Advanced Engineering Study, Cambridge, MA, 51-56.
- Harris, A. (2013). *Distributed school leadership: Developing tomorrow's leaders*. Routledge.
- Hickman, G. R. (2012). Concepts of leadership in organisational change. *Educational Leadership: Context, strategy and collaboration*, 67-82.
- Ilgen, D. R., Hollenbeck, J. R., Johnson, M., & Jundt, D. (2005). Teams in organizations: From input-process-output models to IMO models. *Annu. Rev. Psychol.*, 56, 517-543.
- Kenge, R. N., & Khan, Z. (2020). Assessment of the Leadership Styles and Its Deployment in Indian Organisations.
- Kirkpatrick S. A., & Locke, E. A. (1991). *Leadership: do traits matter?*. The executive, 5(2), 48-60.
- Lee, A., Legood, A., Hughes, D., Tian, A. W., Newman, A., & Knight, C. (2020). Leadership, creativity and innovation: a meta-analytic review. *European Journal of Work and Organizational Psychology*, 29(1), 1-35.
- Lee, J. (2005). Effects of leadership and leader-member exchange on commitment. *Leadership & organization development journal*.
- Mansaray, H. E. (2019). The Role of Leadership Style in Organisational Change Management: A Literature Review. *Journal of Human Resource Management*, 7(1), 18-31.
- Marks, M. A., Mathieu, J. E., & Zaccaro, S. J. (2001). A temporally based framework and taxonomy of team processes. *Academy of management review*, 26(3), 356-376.
- Mohrman, S. A., Cohen, S. G., & Morhman Jr, A. M. (1995). *Designing team-based organizations: New forms for knowledge work*. Jossey-Bass.
- Muijs, D. (2011). Leadership and organisational performance: from research to prescription?. *International Journal of Educational Management*.

Rhodes, C., & Brundrett, M. (2010). Leadership for learning. *The principles of educational leadership and management*, 153-175.

Trickett, L., & Lee, P. (2010). Leadership of 'subregional' places in the context of growth. *Policy studies*, 31(4), 429-440.

Tuan, L. T. (2010). Organisational culture, leadership and performance measurement integratedness. *International Journal of Management and Enterprise Development*, 9(3), 251-275.

Vallejo, M. C. (2009). Analytical model of leadership in family firms under transformational theoretical approach: An exploratory study. *Family Business Review*, 22(2), 136-150.

Van Tonder, H. (2014). *The effect of transformational leadership on organisational culture*. University of Johannesburg (South Africa).

Waldman, D. A., Ramirez, G. G., House, R. J., & Puranam, P. (2001). Does leadership matter? CEO leadership attributes and profitability under conditions of perceived environmental uncertainty. *Academy of management journal*, 44(1), 134-143.

Yang, I. (2015). Positive effects of laissez-faire leadership: conceptual exploration. *Journal of Management Development*, 34(10), 1246-1261.