Leadership Style and Organisational Performance: An Exploration

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Abstract
This study aims to investigate how leadership style affects an organization's performance, by examining the effects of transformational, transactional, and laissez-faire leadership styles on organizational performance. The paper made use of secondary sources of data and adopted descriptive analysis as a research design. Situational theory was used as a framework of analysis. The paper found that different leadership philosophies result in different degrees of employee motivation, which has an effect on organizational performance as a whole. Leaders comprehend and apply the proper leadership style in carrying out their duties as leaders. As a result, leadership styles play a significant role in the effectiveness of resource mobilization, allocation, use, and development of organizational productivity. A competent leader applies the many leadership philosophies as needed to provide for and accomplish organizational goals. The paper recommends that for a leader who wants to accomplish organizational success, there is a significant relationship between the various leadership philosophies closely followed. Leaders should also always be accessible to group members for consultation and feedback because those workers may one day become leaders. It is advised that transformational, transactional, and laisse-fare leadership styles be more closely followed because they have a significant impact on organizational performance.

Keywords
Leadership, Leadership styles, Employees, Organizational performance.

Introduction

The technique of inspiring or motivating others to work zealously toward achieving organizational goals is known as leadership (Northouse, 2010). By setting a course and bringing people together, encouraging them, and inspiring movement, it brings about change. The methods and strategies used to communicate, convey, attain, and maintain the company's goals and policies are decided by the leaders (Northouse, 2010).

There exist no organization without a leader who directs the affairs of others to achieve organizational goal with clear vision and communicates effectively with employees to achieve maximum objectives. An organization's leadership has a tendency to have an impact on many different areas, creating a connection between the organization's performance and that of its personnel. In order to pursue a goal that reflects the principles, inspirations, goals, and prospects of all parties concerned, employees or followers must follow their leader (Burns, 2003).

The process of employee performance necessitates a very effective and highly competent leadership that is able to see the most ideal form of an organization, who shows respect and approaches others with a sense of worth and value, who shows empathy to others and tolerates opposing views, who gives credence and, in general, treats others as worthy human beings. Effective organizational leadership prioritizes the

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growth of their followers over their own success, putting the demands of their employees and followers before their own.

Leadership can bring effective change in organization. He is an agent who can take initiative and bring change to organization which in turn leads to employee performance in organization. The role of a leader is well looked at based on its competences and characteristic to address different employee's performance (Marcel, 2016).

In addition, the extent to which employees contribute to the utilization of an organization's resources depends on how well the organization's leaders comprehend and apply different leadership styles in carrying out their responsibilities. Leadership styles have been of interest due to the predominant belief that they influence organizational performance (Jing & Avery, 2008). Styles of initiative influences working execution of viability, proficiency, productivity as well as hierarchical obligation to accomplish a put forth objective.

Too many leaders are preoccupied with power rather than their duty to the people they are in charge of. The ability of an individual or organization to lead or guide other people, teams, or an entire country is referred to as leadership (Northouse, 2010). It is both a research topic and a practical talent. The main issue with leadership is a lack of vision or target. Most of the time, leaders lack a good mission and directions for achieving organizational goals. Without a good objective or goals, an organization will lack good planning, foresight, and passion. Another significant issue in leadership is the hiring, selection, and appointment of persons who are not qualified or experienced to positions of leadership that require experts or professionals as a result of political and other outside forces, thereby putting the incorrect pegs in the correct holes.

There is no sincerity of purpose among our leaders, according to Fagge (2014). The foundation of leadership, which is a powerful blend of strategy and character, is trust. Leadership is possible because of trust and character. Trust is a fundamental tenet for any organization to flourish because leaders are those who set the direction for a working group of people, secure commitment from this group of members to the established direction, and then inspire members to reach the directions outcomes.

Leadership is impacted by cultural values and ideas. The phenomena of culture are all around us. Leadership and culture are entwined. Many people consider their traditions and rituals to be the foundation of their way of life. Culture is the exchange of moral principles and worldviews within a group of people who have come together to form an organization.

Methodology

In this study, qualitative method was used to gather information on leadership, leadership style and organizational performance. Different books, journals, articles and relevant materials were viewed using descriptive analysis as a research design.

Literature Review

Leadership

It is very difficult to try to define leadership or define what makes a particular person a leader. According to Abdullah and Faraj (2020), leadership is the ability to evaluate and/or anticipate long-term plans and policies and influence constituencies to achieve that strategy. Leadership is the art of influencing people

to make them willing and committed to achieve group goals (Asubiojo, Adewusi, & Oyediran, 2005). Leadership is expected to "mobilize all resources to set goals in the most economical and profitable way" (Dessler 2000). According to Kazim (2004), leadership is "the focal point of an organization's activities to achieve its goals and objectives". It is about influencing or directing people's efforts to achieve certain goals or objectives at minimal cost.

Guiding others is through guidance, action, direct contact and prioritization, taking into account people's emotions, likes and dislikes, desires and habits. It's not just an impromptu task, it's the ability to motivate others to work willingly to achieve the team's set goals. Ojikutu (2008) says: Keep in mind that leadership is successful only when it brings followers. This is a team effort, and everyone from top to bottom of the organization has an important role to play. To be successful as a leader, you need to lead and bring others along. A person who has complete control over the future of others or who can single-handedly determine the business model of his organization, company or association is a leader.

Leadership can be described as a combination of character and duty aimed at saving people and organizations and doing everything right (Torlak, Demir & Budur, 2021). True leadership is much easier to understand and almost every small group has a true leader. For some, leadership is a natural or natural leader. Others achieve and develop it through hard work and by being proactive and visible (Budur & Demir, 2019; Rashid, Salih & Budur, (2020).

Leadership requires extensive knowledge and self-improvement on the part of leaders, as it is not an easy task for one person to bear the weight of an entire company or organization (Poturak, Mekic, Hadziahmetovc & Budur, 2020). Ultimately, when leaders are supported and encouraged by others, success comes not only to them, but to everyone affected by their actions (Demir & Budur, 2019).
A leader is an individual who sets the direction of a workgroup, gains the group's commitment to that direction, and motivates members to achieve the results of that direction. Leadership involves people and leaders need followers (Torlak, Demir & Budur, 2021). A true leader possesses certain well-developed skills, strengths, and experiences, and who not only sees his followers as a disadvantaged group, but also finds new opportunities for the group and helps the group achieve the success it seeks to achieve. It is said to be someone who strives to help. (Budur and Potulak, 2020). Leaders can be found everywhere in society: governments, small activist groups, organizations, universities, local businesses. Today, most leaders work to protect the integrity of the entire system and improve its well-being (Khan & Yildiz, 2020).

It also requires leadership skills that allow the entire workforce to take responsibility at their own level. Therefore, everyone within an organization or system must be prepared and well-trained to assume decision-making responsibilities (Demir et al., 2021). Wong (2007) describes a leader as ``a person who influences a group of people to achieve a goal". Leaders are generally regarded as good people who improve the lives of their followers (Budur, 2018). Organizational and workplace leaders strive to create a positive environment that ensures the best performance of each individual. Good leadership reinforces attitudes and commitment to one's work (Abdulla, Wryna & Durmaz, 2020; Top, Abdullah & Faraj, 2020). Leaders influence those below them to be cooperative in order to succeed in their work.

Leadership is also important for organizational structures as it helps organize and manage different tasks within an organization. It encourages people to pay attention to all aspects and try to eliminate their weaknesses. Her team has been able to develop and expand its skills thanks to her outstanding leadership.

It also creates a competitive environment for employees and organizations, where everyone is trying to do their best and has the greatest impact on internal effectiveness and external success, each of which improves customer satisfaction (Budur et al. 2021; Ali, Tawfeq & Dler, 2020; Shawkat, Aidiniri, DeMille, 2020).

Leadership has a lot to do with the changes needed in our daily activities, attitudes to work, discipline and the dignity of work that are necessary to live a life of corruption and freedom and fight poverty. Strengthening reintegration and promoting equity are essential to the sustainable growth and development of any organization. We need flexible, dynamic, sincere and honest leaders who take a pragmatic approach to things.

Principles of Organizational Leadership

Bennis & Nanus (1985) acknowledges that a leader must possess specific qualities and characteristics in order to achieve successful employee performance within an organization. Furthermore, the leadership role is extensively studied due to its capacity to address the performance of various employers. Every leader ought to have a variety of leadership styles in order to be able to deal with the issues that each employee faces. These styles are presented in order to handle and manage employees' performance.

i. PREDICTION: A successful leader will likely be a prophet or a seer. He should be able to see how organizational performance might be enhanced.

ii. DELEGATION ABILITY: A successful leader must be able to delegate followers in order to avoid or create a bottle hill that will cause endless delays in achieving maximum organizational performance. When work is delegated, followers are given the chance to exercise and develop initiative.

iii. RESPECT: Effective leaders approach their followers with a sense of value and worth; they demonstrate empathy for those around them, accept competing ideas, lend credibility, and overall regard people as deserving persons.

iv. JUST: The majority of effective leaders prioritize equality. Everyone will receive the same treatment unless their circumstances need otherwise.

v. TRUST: This is an essential component of leadership that calls for a variety of acts. Being open and honest entails telling the truth to others in a forthright way.

vi. SERVICE: A successful leader put the needs of their followers before their own. They stress the development of their followers before their personal advancement. Leaders who serve are altruistic; they mentor others and exhibit behaviors that encourage group development and empowerment.

vii. VISION: Vision is essential for a successful leader because it assists in directing, aligning, and motivating a large number of followers to take action, which is essential for bringing about beneficial change.

viii. INNOVATION: By encouraging followers to contribute novel ideas and providing the necessary infrastructure for them to become reality, a successful leader must be able to promote and cultivate an innovative culture within an organization.

ix. SKILLS FOR COMMUNICATION: The success of an organization depends on its ability to communicate effectively. A good leader is one who actively listens, can build close, productive working connections with each follower, and excels at speaking, acting, and modeling the behaviour they want others to follow.

Typologies of Leadership Styles

The widespread belief that leadership style has an effect on organizational performance has led to the recognition of leadership styles. However, research has shown that leadership style paradigms have multiple effects on organizational performance (Jing & Avery, 2008). Initiative style is in this manner the way of behaving of an individual who endeavours to impact the activities and convictions of others which might incorporate both order and strong ways of behaving. The specific attitudes and behaviours of leaders, as well as the manner in which they interact with and inspire followers to achieve organizational efficiency, distinguish leadership styles.

    i.   Transformational leadership
    ii.   Transactional leadership
    iii.   Laissez- faire leadership (Nickels & Ford, 2017).

Transformational leadership:
This style of leadership is regarded as the most active because leaders work to develop a vision and establish a culture in which they are actively involved (Breevaart & Zacher, 2019). It places an emphasis on developing harmonious working relationships between leaders and followers. According to Krishnan (2005), transformational leadership is founded on a leader's capacity to inspire subordinates to achieve more than they had initially anticipated. He creates visions and emphasizes goals and objectives that align with those of their followers, influencing employees' attitudes and beliefs.

A transformational leader prioritizes the interests of the group over their own and works toward the common goal. They act in accordance with high ethical standards and demonstrate selflessness in order to earn the respect and trust of their employees and subordinates. Through inspiration, sustenance, and intellectual challenge, the transformational leadership style invariably increases followers'/employees' satisfaction and job performance. It plays an essential role in bringing about change. The style is on the improvement of adherents and persuading them to arrive at their maximum capacity through impact and commitment.

The four main components of transformational leadership—inspirational motivation, intellectual stimulation, individual consideration, and most importantly, idealized influence attributes and behaviours must be adequately utilized by leadership in any organization for it to be effective. It is seen at the more significant levels of the executives than at the lower level in light of the fact that the harmonization of its proficiency lay on the initiative through its focal point of making a cooperative working connection between them. Any leader in an organization should be able to mentor and inspire those under him or her. He ought to be a diligent employee and have certainty and hopefulness that rouses others. Great relational abilities, visioning, remedial activity, and hazard taking which are expected to make way for empowering individual title and cooperation.

The ability of a leader to inspire employees and followers to think outside the box is emphasized in transformational leadership. This is accomplished by creating an environment that encourages input from followers and provides opportunities for them to express and develop new ideas. This gives employees the freedom to think for themselves and gives them a way to talk about how they can improve not only their performance but also the operations of the organization by being creative and imaginative. Ground-breaking authority style empowers a pioneer to assess and address representatives needs exclusively by

perceiving the distinction in individuals, wants, needs, thought processes and needs, tending to them independently rather than all in all as an association.

Additionally, the ability of leaders to articulate a mission and exhibit actions that assist an organization and its members in achieving the desired level of organizational performance is emphasized. A transformational leader's personal traits and actions are the subject of idealized influence. He caught and conveyed a laid out mission while building certainty and trust among supporters/representatives, they introduce pride in devotees, act in manners that form supporters regard for themselves and show a feeling of force and certainty (Avolio & Bass, 1994).

The leaders here inspire, care for, and inspire others to pursue individual and organizational goals, as well as to stimulate creativity and innovation in themselves and others. They also openly discuss significant beliefs and values, stress the significance of having a strong sense of purpose, use ethics and morals to make decisions, and place an emphasis on having a collective mission and pursuing it.

Transactional leadership
In contrast, focuses on the follower's performance in accordance with the leader's instructions. It revolves around the leader-follower exchange, with followers acting in accordance with the leader's instructions. Followers are closely monitored as leaders communicate their organizational responsibilities, when to complete them, and how to do so. Pioneers give award or discipline to work acceptable or unsuitable authoritative execution. They give devotees things of significant worth in return for their hierarchical exertion which has demonstrated to lay out a relationship for persistent discovering that has displayed to build workers' obligation to hierarchical accomplishment and an essential wellspring of pioneers' impact.

To persuade followers to exhibit the desired organizational performance, transactional leaders rely on the power-reward relationship's dynamic. According to Groves and La Rocca (2011), the leaders in this situation are concerned with controlling the outcome and seeking the behavioural compliance of their followers in order to maximize the mutual organizational interests of all those involved. Value-based authority put together their suspicions with respect to an individualists' way of thinking in which pioneers and their devotees objectively seek after their own personal matters. They make decisions in a consultative manner, involving followers in varying degrees of consultation but always having final say. They rarely empower followers, thereby limiting their influence in organizations and their own labour efforts.

Laissez-Faire leadership
Breevaart and Zacher (2019) state that is a type of passive leadership that is frequently referred to as non-leadership. Here, leaders take a very passive approach to leadership, delaying decisions, giving little feedback, and handing over responsibilities. They give their followers the tools and resources they need, but they don't give them much direction. Laissez-faire leaders give their followers little support and push them to be as productive as possible. As a result, followers are expected to work within their means and are given more autonomy, which typically comes with higher expectations.

Laissez-Faire lets their followers know what they can do, and they also let them look for more opportunities to grow in their jobs so they can be at their best. Followers are given a lot of opportunities

to use their own skills to understand organizational issues while being guided and free to make the right decisions when they're needed.

Theoretical Framework

Situational leadership theory, developed by Hersey and Blanchard in 1969, serves as the foundation for this work. This is one of the generally acknowledged ways to deal with authority and is regularly utilized in hierarchical turn of events. According to the point of view of Hersey and Blanchard situational authority centres on administration in capricious circumstances and is fixates on the establishment that various circumstances call for various administration style (Northouse, 2010). Situational leaders are able to assess their followers' competence and commitment to a specific task in a given circumstance, adapt to meet those requirements, and demonstrate situational leadership.

Situational leadership encourages leaders to adapt their leadership style to the current circumstance. The genuineness of leadership is emphasized, and the authenticity of a leader is emphasized. Intrapersonal authenticity, which places an emphasis on the leader's internal processes and thoughts. The authenticity of a leader is rooted in their self-concepts and the impact they have on their actions. They demonstrate genuine leadership, which always results in conviction, originality, and actions based on their own morals and values. The value of genuine pioneers, as demonstrated by Bird & Wang (2011), can be seen in the way they forge connections and get along with other people despite having significant areas of strength for their cause. By acting in accordance with how they truly feel, they can establish credibility and confidence. Situational leadership, on the other hand, is developmental, and it emphasizes the psychological qualities and ethics of a leader's position, suggesting that leadership is made up of self-awareness, internalizing a moral perspective, being balanced, processing, and relational transparency (Northouse, 2010).

The situational leadership approach is also viewed from an interpersonal perspective, which recognizes the followers' contribution to interactions between leaders and followers. In order to achieve the desired outcome, leaders must not only be thoughtful and disturbed with others but also obtain their followers' commitment. To put it another way, leaders should always adjust their leadership to the situation at hand by looking at things like the kind of work being done and the followers' personalities.

The appropriate application of the command and supportive aspects of leadership is essential to the success of situational leadership. A successful situational leader must be able to evaluate their followers' competence and commitment to a particular task in a particular circumstance. The skills, drive, and dedication of employees change over time, necessitating that situational leaders adjust their degree of command or support. As per the situational approach a fruitful viable pioneer is one who can assess and perceive the necessities of their supporters and afterward adjust to oblige those requirements in light of the development level of his/her group (Northouse, 2010).

Leadership Styles and Organizational Performance

The majority of organizational productivity is influenced by leadership behaviour, and it is recognized that leadership is a major contributor to employee productivity, the quality of leadership affects the pace of development in any organization. The art of influencing others to willingly work toward the accomplishment of the group's goals also known as influence is another name for leadership. This kind

of leadership entails constant direction and setting an example. According to Katz & Kahn (1966), it is the significant improvement above and beyond the organization's routine compliance with its directives. When the followers are highly skilled and self-motivated, and when there are few complexities or demanding criteria involved, the value of the leadership style is evident. Organizational leadership focuses on creating a positive working environment that fosters high performance from all employees. According to Torlak et al (2021), good leadership improves their attitude and sense of responsibility for the work they do.

Leadership has been shown to have a significant relationship between organizational success and individual employee performance. Leadership style is of great interest because it tends to affect employee productivity and organizational performance (Jing et al., 2008). Some researchers believe that the leadership style used is a key factor in driving poor performance and achieving organizational goals (Berson, Avolio, & Popper, 2001). Employee performance is paramount to achieving organizational goals in any organization. With a dedicated, disciplined, and motivated leader who gets the job done, employees can work efficiently in an organized manner. It is the duty of leaders to apply discipline to their work and to motivate subordinates to work with purpose.

Therefore, managers need to know the factors that influence employee work motivation in order to improve employee performance. With a high level of discipline and motivated leadership, employees perform their duties in the best possible way to achieve the goals according to the plans set by the organization. Employee performance suffers when leaders fail to instil discipline and motivation in the workforce. Achieving goals is essential to the success of an employee performance organization. Good organizational performance is essential to the realization of the organization's vision and mission for the future. To receive an employee performance appraisal, you must complete a performance appraisal in order to encourage productivity in the work force.

In order to achieve organizational performance, leaders encourage their subordinates to work together, assist in the organization and management of various tasks, require them to take care of each and every aspect of organizational activities, and work to eliminate followers' weaknesses. Through the use of leadership styles in which everyone strives to do their best and has the greatest influence on internal effectiveness and external success that leverages customer satisfaction, respectively, an excellent and remarkable leader enabled its team to develop and grow their skill set and builds a competitive environment for organizational efficiency (Budur, 2018).

Leaders are key component of any organization as they choose the means and the methods by which the organizational goals and policies are communicated, are expressed, achieved and uphold, leadership is a moral necessity, expression and achievements are best measured by such virtues as liberty, equality, justices, opportunity and pursuit of happiness. Leadership practice in every organization vary from different climates and different cultures, aims and goals. All organization have a dynamic life cycle. They are created, struggle to exist, are modified by forces within and outside the organization which leads to specific adoption of leadership style a leader deemed suitable. A dynamic process that varies from situation to situation in line with observed change in leaders-followers and environmental situation.

It must also be noted that every organization has a policy and rulemaking system. There are organizations in which coercion is the major means of control, remuneration and calculative involvement, dual

compliance and normative power as a major means of control, but whatever policy or rule making system is involved needs a competent and a visionary leadership to concur since every organization deals with leadership and followership to achieve that objective; no leadership achieve organizational results without full compliance with the followers. It is solely the responsibility of the leadership to make certain that the organizational activities are locked onto goals and standard previously ascertained. The leadership is responsible for controlling the organization in the sense of detecting problems before they threaten the welfare of the entire system and having the ability and the courage to institute corrective action to ensure that the organization fulfils its missions.

Leaders are key part of any association as they pick the means and the strategies by which the hierarchical objectives and arrangements are imparted, are communicated, accomplished and maintain. The aims and objectives of every organization's leadership practice vary from climate to culture. All association have a powerful life cycle. They are made, battle to exist, are changed by powers inside and outside the association which prompts explicit reception of initiative style a pioneer considered reasonable.

Understanding how different leadership styles affect employee performance is essential because leadership is one of the key factors that determines an organization's success. Leadership behaviors have an impact on the attitudes and engagement of employees in the workplace (Breevaart & Zacher, 2019). It has been demonstrated that successful leaders in organizations rely on more than just their actions.

However, productive work behaviour is affected by both internal and external factors, bearing in mind that productivity has a human dimension rather than an impersonal relationship between inputs and outputs receive. An individual's productivity at work is influenced by the work environment, individual skills and manager's support, and internal values (Anjum Ming, Siddiqi & Rasool, 2018). Workplace productivity depends on an individual's ability to exercise self-discipline and initiative. While developmental learning is desirable, adult values that influence behaviour and performance in the workplace can be changed. Such values are modified and acquired over time through the patient and persistent efforts of good leaders (Cherrington, 1980).

However, in order for the leadership of an organization to achieve maximum productivity, it requires a workforce that represents the followers/employees as part of the tools to achieve efficiency in the organization. Organizational behaviour is a complex network of decision-making processes, and all point to their influence on the behaviour of the employees performing the actual physical exercise of the organization. Leaders have organizational powers to create a context that is beneficial and encourages the desired behaviour and attitude of followers. He has the ability to understand that followers have different motivational forces in organizations at different times and in different situations; ability to inspire; getting followers to use their full organizational development skills and ability to act in a way that develops a climate to respond to and drown out motivators, i.e. the management style and the development of a favourable result.

Positive leadership traits produced more upbeat ratings of followers' work effort, accomplishments, and performance-outcome linkages, which encouraged followers to work harder. Even more so when workers have an overall positive attitude towards work, they trust their leaders and have what is expected of them and are more committed, dedicated and committed to the company's success. It is also clear that no organization can succeed unless members of all skill levels acknowledge the need for high standards of organizational performance and work together to meet those requirements as effectively as they can

(Gardner, 1995). When given the opportunity to make decisions, followers become more driven, and they experience immense gratification when the business performs well.

The leadership styles employed by most leaders are frequently influenced by organizational factors such as the type of work, the organization's values, and the national culture. A leader plays a crucial role in the coordination and attitude of the organization, setting the organization's vision and mission and inspiring others to follow them. A competent leader establishes priorities and goals while upholding standards. Effective leadership aims to gain people' trust because without it, the leader will have no followers, which will negatively impact the performance of the business. A manager is effective at his job when he invests excessive amounts of money and does not leave him jobless or with little interest in the bank when he has almost ready-made plans to employ people in any circumstance or the information for which certain Resources are used rationally have been used up. Effectiveness is the capacity to select the appropriate objectives and strategies for achieving them.

Leadership is the process of persuading people to focus their efforts on attaining the objectives of the company. Leadership flourishes in environments where people have clear objectives and the means to achieve them. It involves controlling other people's behaviour in order to accomplish predetermined objectives. The core elements of any organization strive to accomplish shared objectives while also reaching the profit objective.

In general, an organization can be thought of as a place where leaders get together to carry out challenging tasks in order to achieve common goals. In order to avoid resource waste, efficiency in an organization is defined as the ability to provide high-quality outputs while utilizing the fewest amount of time and resources.

The ability to inspire others to work hard to complete important tasks while motivating others to follow suit by empowering them to use leadership styles that are deemed appropriate for the current situation; by ensuring that everything gets back to its proper place safely; and by encouraging others to use their talents to help carry out plans is the main source of leadership. When human effort is expertly organized, which is hard for a disorganized group of people to do, high levels of production are produced. In other words, there is a synergy. A leader who demonstrates transformational leadership in the workplace will undoubtedly improve organizational performance and profitability. Since a transformational leader is someone who promotes talent and diligence, they inspire their people to do great things and grow as leaders themselves. There is a tendency for the followers to work harder and more effectively, which breeds competitiveness (Budur & Poturak, 2021). The followers become more active and progress toward higher positions and ranks inside the organization as a result of the system, which eventually produces highly competent and good organizational performance.

Additionally, transformational leadership fosters an environment that is conducive to the development of fresh, creative ideas that will benefit the organization going forward. As a result, the organization invariably becomes more adaptable to the quickly changing business environment and improves at putting success-oriented tactics into practice (Bersona & Avolio, 2014). It improves the working atmosphere and the experience for employees, which improves organizational performance (Bayram & Dinc, 2015). Also, it is believed that followers of leaders will be more content with their work and competently complete responsibilities (Torlak et al, 2021). The idea of prioritizing morals over everything has an impact on how competitors view the business (Tajeddini, Altinary & Ratten, 2017).

Consumers are willing to use an organization's goods, services, or following as long as they respect their investors, clients, customers, and owners on a moral level. Sales and the reputation of the company rise as a result.

Different leadership philosophies are useful in inspiring followers and addressing their psychological requirements, and are necessary for completing tasks more quickly, meaningfully, and effectively (Bayram & Dinc, 2015). A good leader encourages many leadership philosophies to give workers a cause to genuinely love their work and, as a result, become more productive (Blackaby & Blackaby, 2011). The overall success of the organization will be maximized by the employees' improved behavior both inside and outside the firm, increased engagement in their work, and positive relationships with their leaders. Customers and investors demand more of the company's products and shares when they are aware of this culture within the firm, respectively (Wang, Guo, Ni, Shang &Tang, 2019).

Conclusion and Recommendations

The goal of this study was to determine whether the leadership style utilized by leaders to carry out organizational activities will have an impact on how well employees function as an organization. The study also looked for any connections between leadership and organizational effectiveness and employee performance. Given that leadership is recognized as one of the most potent forces driving an organization's success, it is essential to comprehend the impact of leadership on employee performance. Numerous organizations struggle to provide effective leadership that will enable the organization to achieve its desired level of success. It has also been suggested that having multiple leadership styles will be more effective than having just one style at fostering positive organizational performance.

The leadership approach used by leaders in organizational activities affects how employees feel about and are engaged in their jobs. According to Gruban, a competent leader may be more successful at managing the followers and enhancing organizational operations. Leadership qualities have a strong relationship with good organizational performance (Gruban, 2003). The role of every leadership is well investigated on the basis of its competences and characteristics to address different organizational issues that may arise from the followers in order to achieve organizational objectives, according to Bennis et al (1985), who also acknowledges that special qualities and characteristics are required for a leader to bring about successful organizational change. The effectiveness of a leader is thought to be particularly crucial to influencing staff performance and accomplishing corporate objectives.

The three leadership philosophies of transformational, transactional, and laissez-faire make up a paradigm for comprehending the effects of leadership style on organizations at both the lower and higher order levels (Nickels & Ford, 2017). Organizations are intricate, hierarchical structures that address fundamental society issues, including economic, social, political, and other issues. They accomplish this by the coordinated actions of individuals that entail the division of labour and some form of coordination. When every employee in an organization is fully committed to the organization's goals and his or her part in achieving those goals with an effective leadership style implemented, the organization's performance will undoubtedly increase.

Leadership is viewed as a leading strategy to provide an energizing motive and to enhance the staff's potential for growth and development in the organization. Excellent leaders not only inspire subordinates' potential to enhance efficiency, but also meet their needs in the process of achieving the common goal of the organization (Fry, 2008). It should be highlighted that each employee is treated as an individual with unique expectations for their time spent working for a company.

In order to achieve effective organizational performance from every individual, the leader must implement various strategies to ensure that the employees stay at work, feel content, are prepared to give their best effort, and that their expectations are met. This must be done without neglecting the overall organizational objectives. It is impossible to overstate the importance of leadership style, especially when combined with other traits, which will likely have a stronger impact on organizational performance.

Although there isn't a comprehensive list of the particular abilities and traits that make a great leader, traits related to leadership and followership can be given more weight. Those with strong leadership abilities who can inspire followers to work hard with little to no supervision will be sought out to boost organizational performance. These people have good communication and interpersonal skills.

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