

THE MINISTRY OF EDUCATION OF THE REPUBLIC OF AZERBAIJAN

AZERBAIJAN STATE UNIVERSITY OF ECONOMICS

SABAH CENTER



The Impact of Leadership in Management System of Organizations

Toghrul M. Mikayilli

Supervisor: Ms. Aygun Abdulova

Baku 2019

Abstract.....	4
Acknowledgments.....	5
I. Introduction.....	6
1.1 Problem Statement.....	7
1.2 Research Questions.....	7
1.3 Purpose of the Research.....	8
1.4 Significance of the Research.....	8
1.5 Hypothesis.....	9
II. Literature Review.....	10
2.1 General Overview.....	10
2.2 Analysis of Relevant Literature.....	10
2.3 Definition of Key Concepts.....	12
2.3.1 Leaders and Managers.....	12
2.3.2 Management.....	13
2.3.3 Essential Management Functions.....	13
2.3.4 Leadership.....	18
2.3.5 Leadership Theories.....	19
2.3.6 Leadership Styles.....	22
2.4 Conclusion.....	25
3. Methodology.....	26
3.1 General Overview.....	26
3.2 Research Design.....	26
3.3 Case Selection.....	26
3.4 Data Collection.....	28

3.4.1 Comparative Analysis of the Corporative Governances.....	28
3.4.2 Leadership Model in USA.....	30
3.4.3 Leadership Model in UK.....	31
3.4.4 Leadership Model in Azerbaijan.....	32
3.5 Ethical Considerations.....	34
3.6 Conclusion.....	35
IV. Findings.....	36
4.1 General Overview.....	36
4.2 Secondary Data Analysis.....	36
4.3 Conclusion.....	39
V. Conclusion.....	40
5.1 Recommendations.....	41
5.2 Contributions for Further Research.....	42
VI. References.....	43

Abstract

The research is conducted in order to define the role of leadership in the organization's management system and to describe how to become an effective leader from a manager through utilizing various tools in different countries. As globalization has changed many things around the world, leaders are the key people in charge of defining the way of getting works done in organization and the role of managers became quite different in that context from the leaders. According to the substantial research, it became a clear that it is not enough to assign a task for employees and monitoring the process. As if one manager would like to become a leader, he/she should possess other qualities such as: vision, innovative approach and intellectual stimulation. What is striking that, the values associated with the perception of successful leadership also vary across countries and various decision making or leadership styles can be effective in different organizations. Thus exploring the management and leadership in details and defining the cross national differences are very important to analyze the ways dealing with changing trends and leading organization to the success. For analyzing the cultural differences, the author compared the values effecting the perception of successful leadership among USA, UK and Azerbaijan. The findings show that despite the fact that there are clear characteristics differentiate successful leaders from managers in the management system, there is a mainly positive correlation on the values effecting the perception of successful leadership among analyzed countries.

Acknowledgments

With a great honor I would like to present my thesis for fulfilling the Bachelor degree in Business Administration at the Azerbaijan State University of Economics (UNEC).

I would like to express my gratitude to the Dr. Aida Aydin Guliyeva, Associate Professor and Head of SABAH groups for creating necessary conditions to conduct this research.

I would like to mention my sincere gratitude to my supervisor Ms. Aygun Abdulova for great support during the whole process and motivating me during the most strenuous times.

Moreover, I would like to take a chance and appreciate all the support, understanding and patience from teachers and colleagues during the process.

I. Introduction

Employees play the key role in the process of fulfilling the organization's goals and objectives and drive the projects to the success. Thus, through centuries researches have been conducted on defining and analyzing the factors affecting employees' performance and productivity. As the organization is a living body in itself which means that it is constituted by people and depends on the people, it is very important to have the correct tools satisfying the needs and wants of employees. Organizations also constantly fund studies to define new innovative techniques and solutions to the existing problems in order to achieve greater results (Warigon, 2012). Leadership is a primary tool to promote the organization's mission and vision, strengthen organization's culture and values, and most importantly motivate the employees (Re'em, 2011). In fact, the employees always seek to do what they have been told and the way of doing things mainly depends on what they observe around. In this sense, leadership gives the power to managers to influence the approach and performance of the employees. According to Bohories, the skills and background of the employees are not enough to fully utilize their potentials, rather the clear understanding of what they are required to do and having strong commitment toward the organization's goals and values is more crucial (2010). As a matter of fact, the responsibility of establishing framework of clear job description, right staffing, injecting values and organization's culture to new comers relies heavily on the leaders. Meanwhile, since, the decision making process, values and environment are very dynamic around the world., the perceptive of effective leadership and manager can differ across countries Although leadership and management can be seem as different terms in the context of their responsibilities, successful managers can be considered as leaders due to the fact that mostly the impact and purposes are identical (Naile& Selesho, 2014). Throughout the research various management functions and

leadership styles have been analyzed in order to grasp the difference and understand what the effective leadership is. This research will clarify the role of leaders in the management system and which characteristics do successful managers or leaders should possess in order to lead the organization to the success and define the cultural differences in the perception of effective leadership.

1.1 Problem Statement

The globalization has converted the world into a small hub, where the boundaries became liquid and the quantity and intensity of various flows have been accreted. . Mostly, managers fail to put enough importance on the value of leadership, while mainly being concerned more with the effectiveness, achieving the result, than the efficiency. However, the management of the organization should consider not only getting results but also how to achieve continuous growth and profits over the long-term. It is not striking that, lack of this insight results with negative consequences for organizations such as higher turn-over rates, deviating away from the projects and planned outcomes, unmotivated workers and so on. Furthermore, in many contexts, the organizations fail to consider differences in the values across countries and its role on the perception of effective leadership, which is a potential risk source for global organizations. Thus it is very substantial to differentiate the leaders and managers, and to define values associated with the perception of effective leadership. An important part of this research is to analyze modern management system and the corresponding leadership models.

1.2 Research Questions

1. To what extent, does leadership affect the management system of the organization?
2. Which features are essential to managers to become a leader?

3. How do the differences among leadership styles impact the organization's goals and objectives?
4. How do different values across countries effect the perception of effective leadership?

1.3 Purpose of the Research

The primary purpose of this research is filling a gap exists in the researches have been conducted on the cultural analysis and its effect on the management system in the Azerbaijan. Inadequate literature review creates further barriers for carrying out reforms within organizations and obstacles for international organizations to launch their business here successfully. Exploring this area in our country and to mirror the current trends in the management system and introduction most suitable modern leadership models into our country are among the other essential purposes of the study.

1.4 Significance of the Research

Since the organization's survival mainly depends on the leaders, it is important to understand the exact role of leaders in the management system and define the leadership techniques which are essential to bring the motivation and change to the organization. The leaders defined as the people who create and sustain the vision within the organization (Bennis & Nanus, 1985). The lack of researches defining the difference between managers and leaders and gap in the investigation on more effective leadership techniques put a high value on this research.

1.5 Hypothesis

It is assumed that there is a clear difference among the role of leaders and managers within the management system of the organization. Nevertheless, the qualities for defining the leader as a successful can vary across countries depending on the values for evaluating leaders' effectiveness.

II. Literature Review

2.1 General Overview

This part of the paper is going to analyze existing studies and conducted researches relevant to analyze the role of leadership in management system and the cross national differences among leadership styles. Since examining of the broad literature about the defined and relevant questions is important to grasp the ideas in details and find the gap, this section contain huge importance.

2.2 Analysis of Relevant Literature

In order to understand the need for leadership and its styles, many studies have been published on the how leaders around the world make decisions and its role on leadership styles. Analyzing decision making process is very important since it is the core of every management system and when you analyze decision making process many things became visible within the organization. The research conducted by the Rowe and Boulgarides revealed that leader's decision making is hugely depends on the decision maker's cognitive approach to the issue (1994). Elaborately, decision maker's existing values and believes affect the perception and analysis of the situation and forms the basis for making a decision. Reviewing the literature about variations in decision making process will assist to analyze differences in the management systems and leadership styles across nations, since the values affecting decision making vary accordingly. For instance, according to the research values are deeply incorporated with the judgments of the person and when a manager gives a decision he/she probably will consider in the context of the society, family and interpersonal relations. According to the research conducted by the Hofstede, there are considerable variations among values which leaders possess from more than 60 countries and these variations are explained through differences within national and cultural contexts (1988). As cognitive perceptions are accepted to vary across

countries even among various groups within one country, substantial studies have been carried out to find out exact differences among countries. Martinsons argued that there is a profound difference between decision making of leaders from Western countries and Asia (1991). Since, based on findings, Western leaders are portrayed as more objective, rational and analytical while Asian leaders are portrayed as less egalitarian, collectivist and bound to the hierarchy. The literature review about the decision making process of leaders and differences according to the countries, supports the differences among leadership styles across countries since leadership style directly depends on how leaders obtain, process and respond to the situations.

Another important way of analyzing the role of leadership in the organization's management is analyzing the significance of the leadership for the organization. In general, leadership with vision and innovative approach is considered as one of the prerequisite for bringing the change and success for organization (Gesell, 2010). The comprehensive research conducted by the University of Gavle, defines the role of leadership in organizational change and describes the various theories of leadership in various contexts. The leader, in general, is accepted as a key person in charge of routing others to attain organizational goals who has greater vision and capable of leading others for fulfilling the missions. In the context of globalization, the environment around and within the organizations is constantly changing and to handle many issues arising in this context create a need to broaden the definition of traditional leadership and add new competencies. Advancements in the information communication technologies brought many changes and changed the dynamics for organizations. Catching up to improvements in the products and services, dealing with growing expectations of customers, analyzing the dynamics of the markets and securing the profits and value of shares urge organizations to change constantly and to have strong leader to create

a stability and sustainability in the context of the instability. According to the findings, 70 percent of organizational changes carried to cope with the changing trends are failing to be a successful. In this situation, leaders have huge responsibility to find the most suitable and feasible roadmap for organization to carry out reforms, implement changes in various models and to fit into the desirable shape (Gesell, 2010). The research analyzed real cases in various organizations and concluded that the “vision” and “innovative approach” are key qualities for being a successful leader. This approach, indirectly endure the long-term survival of the organization and improve the organization’s performance.

2.3 Definition of Key Terms

In this section, key terms and theories related to the leadership and management will be elaborated. In order to grasp the distinction between leader and manager, the each will be discussed according to specific functions assigned to them. Additionally, various perspectives over how to be a successful manager or leader will be analyzed.

2.3.1 “Who is a leader?” and “Who is a Manager?”

In order to grasp the role of leadership within the organization, to understand the clear differences among leaders and managers is very important. Although both have considerable roles in the project management process, not every manager can successfully turn into the leader. Thus answering the questions related the distinct roles of each and whether leaders or managers are more important for organizations is not very easy.

Despite that fact that, in many contexts these two terms are using interchangeable, it is very important to differentiate the exact nature of these positions. .

2.3.2 Management

Some would define management as an art, while others would define it as a science. Management is a process that is used to accomplish organizational goals. that is, a process that is used to achieve what an organization wants to achieve (Bohoris, 2010). Managers are required in all the activities of organizations: budgeting, designing, selling, creating, financing, accounting, and artistic presentation; the larger the organization, the more managers are needed.

A well balanced organization should have a mix of leaders and managers to succeed, and in fact what they really need is a few great leaders and many first-class managers (Kotterman, 2006)

2.3.3 Essential Management Functions

Management is a broad term, which encompasses many processes and activities within. The definitions for each of these have evolved over time, just as the nature of managing in general has evolved over time. This evolution is best seen in the gradual transition from the traditional hierarchical relationship between managers and employees, where top executives support middle managers and they, in turn, support the employees who innovate and fulfill the needs of customers and clients. Through all four managerial functions, the work of managers ranges across ten roles, from figurehead to negotiator. Generally, four of them defined as basic management functions which are planning, organizing, controlling and leading.

Planning

Planning is essential step for any project management process, since it set the goals to achieve in a timely manner and create a definite order to proceed with. Planning is a must for successful and efficient management of any project, because

it ensures the use resources efficiently, most importantly time, and prevents procrastination. As human beings, of course, it is hard to imagine giving optimal decisions while managing the project, however good, detailed and well-thought planning is a must in order to detect and avoid any hidden mistake during the process and forestall time and resource waste. Thus, “If you fail to plan, you plan to fail” expression is widely used by successful managers, and studies prove that good planning is not a waste of time but rather a prerequisite for continuous growth. However the main question is “What are the main technicalities to develop a good”, which has to be answered. Initially, the key of the planning is of being attainable. Since the whole meaning and purpose behind carrying out of the planning is to achieve the goals by the most efficient way and if you cannot attend the objectives, planning would serve for the unmotivated rather than a feeling of appraisal and success. Additionally, in order to set attainable planning the one should clearly state the vision, mission, objectives, strategy and actions to follow within the planning. Including these details is critical because without clear purpose and values, target dates and prioritized tasks one cannot find clear destination to reach. So it became clear that the planning is must, however developing proper planning is not easy and requires broad knowledge on the topic and the team. SWOT analysis is one of the essential parts of the good planning either in the research period or as a product of the planning. Elaborating more on the sides that the organization or project have strength and identifying possible weaknesses, whether during the extraction of resources for the project or in comparison with similar projects offered, and eliminating them are critical for effectiveness of planning and management at the end. Although there are many classifications of plans for different purposes, for now focusing on two would be more related to our research: strategic and organizational plans. Organizational plans is the detailed description of the organization’s structure by defining the core principles, staff, coordination and communication styles

Strategic plans are about projecting set of actions in order to achieve long-term goals based on defined organization's mission and values.

Organizing

Organizing is the stage comes after the planning phase, which describes the way of necessary steps to be taken in order to carry out activities defined by the action plan. Organizing usually is performed by the people with assigned authority or by the defined person according to the organizational hierarchy chart. Usually, organizing of projects mainly encompasses creating work breakdown structure and responsibility matrix. In details, with organizing the project certain employees are entitled with completing defined tasks and overall work load of the project became clear. In general key elements of the organizing are values, authority, staffing and assigning. Values are the main principles which set the framework for organization's short and long term activities. Particularly, values create a common ground for all employees to build strong communication, to grasp what should be done and to guide how to achieve objectives. Values create clear expectations from employees and play a key role for motivating employees to achieve the planned outcomes. The second element for proper organizing is authority. As mentioned above, authority is about the power the person has based on its position on the hierarchy chart. Mainly the scope of the authority depends on the position description and is justified by certain features, such as: expertise, set of skills, influence over the employees and credibility. Authority defines staffing in order to proceed in management of projects. Staffing is very important in overall success of the management, since the selection of right employee who possesses needed skills and expertise to complete the task within time and assigned resources. When it comes to assign or delineate the tasks, the authority should know the context of the task and the team, in order to avoid failure to complete the project.

Leading

Leading is the third stage as a management function which is built upon communicating, motivating and directing employees to achieve the intended goals. In order to attain organizational targets, guiding employees according to the mission, vision and values of the organization and motivating them to achieve these targets are very crucial steps. Generally, there are various ways of communicating with employees and directing them which mainly depends on individual personality traits and principles. Mainly, there is a power in the hands of managers which roots for the authority of position in the hierarchy chart, however, personal power is more influential in case of leading people. Widely, all managers have to possess set of skills, like emotional intelligence, strategic planning and strong communication, in order to be influential and be able to take necessary actions to encourage the people around. However, there are varying leadership styles for managers depending on the organization, personality and project. For instance, autocratic leaders usually don't consult with others while giving a decision, however democratic managers are willing to listen employees and take into account their inputs. So the main essence in leading is to motivate and encourage the team through using different tools in order to increase the satisfaction, performance and potential. In overall, it is impossible to suggest the best of leadership since every case is unique and the most considerable thing in leading is achieving strategically defined goals and missions at the end of the project.

Controlling

Controlling is another function of the management and in clear description; this function is about monitoring and correlating. Since even the most detailed and comprehensive plans can fail too, constantly monitoring the process and reviewing

the plan is necessary for any project. In its essence planning and project management overall is dynamic processes, the objectives and project organization can change according to the changes in the environment, technology, and demand. Most of the time, successful projects fail after some period due to lack of focus given to the controlling and carrying out necessary changes in order to meet the needs. Predominantly, some techniques are widely used to keep the track of the project and evaluate the actual results in comparison with predicted targets. Setting performance standards and constant evaluation of the data created according to results are significant tools to constant monitoring of the performance and defining the gaps. Identifying problems and taking corrective measures usually lead to greater achievements and make the overall communication within the organization better. Another mechanism to avoid from negative deviations is establishing transparent system where each employee acts accountable for taken actions and regularly receives relevant feedback. Usually, the feasibility of the actions, clarity of the responsibilities and assigning tasks to right people are very important steps for management, however leading and controlling are the key steps where the actually process happens and the project plan turns into actual project. Thus, controlling is very important to complete the project by handling the problems arising during the process.

Leading as a core management function

Despite the fact that above described management functions are crucial for effective management in all levels and fields, leading is much less technical in its essence but more critical as a function for the success of every project. Initially, leading is highly

incorporated with other functions, since at every stage one out of the group must play the key role in decision-making process and for motivating the others by communicating and persuading. Ensuring the leading function will be performed by the most competent, both knowledge and skill wise, is very important for successful execution of the other functions (Goleman, 2001). In general, leading is a crucial stage from the very beginning of the project in creating the sound vision, motivation, increasing job commitment and satisfaction.

How to be a successful leader: Leader is a driving force within the organization which empowers employees to realize their potentials fully and guide them to take more strategic actions. Another view about leadership is that “leadership is like the Abominable Snowman, whose footprints are everywhere but who is nowhere to be seen” (Bennis and Nanus 1985). Another feature of successful leaders is bringing a change to the organization. As change mainly associated with the progress and innovation, successful leaders are the ones who take the initiative and become in charge of taking practical steps to ensure long-term success and make the organization more competitive (Kennedy, 2000).

2.3.4 Leadership

The leaders want to create a direction for a working group and then motivate people to achieve their mentioned goals (Northouse 2004). Leadership comes either from the personal qualities of the individual or from what he believes. It is a continuous debate which we still lack the answer. The other problem which was highlighted by Grint is that are leaders really in charge? A research says that the leadership is a process when the individual influences other people to achieve common goal (Grint, 2004). In short, the leadership is a driving force for creating and sustaining the vision in the organization and in addition, the leader can be

selected not only according to the personal characteristics but also from cultural and social characteristics as well because these are contributing factors towards the individual's life (Bolden 2010).

2.3.5 Leadership Theories

In order to carry out comparative analysis among particular countries, initially learning more about approved leadership theories and styles is preferable. As there are many various organizations in the world, obviously, there are as many various management systems and organizational cultures in the world. Therefore, in this section, various leadership characteristics and theories will be elaborated.

According to the researches and studies about the effects of the environmental factors to the leadership styles and management system, it became obvious that there are many diverse patterns of leadership and management depending on the conditions and targets. External effects affecting the organization are defined as the political, social, economical and technological factors which create a basis for creation of the organizational culture. The political effects can be described as the overall government regulations and policies, particularly specific political regimes or restrictions towards some activities which can either positively or negatively affect the organization. Economic factors can be both the nature of the economic policies or the conditions derived from the competition with other organizations. Technological factors are obviously conditions dependent on the utilization of the information communication technologies and management of the information systems. However, social factors are much wider in its scope and influence. Since, every society mirrors every change within the society, societal factors are very crucial in the process forming organization's culture and choosing the most effective leadership style and management system.

Many researches mainly take two types of leadership while analyzing the differences across countries or organizations which are task or relationship orientation. According to the researches, both types are defined mostly affected by the societal or cultural factors, and interpretation of the leadership style also depends on the context in analysis (Gill, 1997). Although task oriented leaders are more focused on the actions and directives, relationship oriented leaders are more engaged on building strong commitment to the values and interpersonal relations.

Dominantly, leadership styles and management systems are formed on the ground of the affecting cultural factors. Cultural specifications can be a clue for organizations to find the best method of operating and dealing with the employees and customers.

Contingency Theory

Fiedler developed the contingency or situational theory of leadership to measure the effectiveness of the leaders based on three conditions which are: leader-member relations, task structure and position power. In order to find the preferred leadership style within the organization, each factor should be rated accordingly and the result will determine the style of the leadership. Leader-member relations mainly define the trust of employees on the leader and leader's influence over the employees with the means on motivation and subordination. Task structure element describes the nature of the tasks assigned for employees which results with the performance rate and satisfaction. Position power factor is used to define the leader's ability to take necessary actions in the management process based on the positional power. The Least Preferred Coworker (LPC) scale was developed to define whether the leader is task or relationship oriented and the leaders who score high on the scale are described as more relationship-oriented (Fiedler, 1996)

Path-Goal Theory

According to the theory, the success of the leadership is hidden in providing clear path with strong vision to employees. For House, this approach make employees more accountable and motivated to work for achieving organization's targets and leaders take the control over employees by motivating them (1971). In this theory, leaders also should use various tools such as clear appraisal mechanism and showing enthusiasm about the competences of employees to better the performance.

Managerial Grid Theory

Robert R. Blake and Anne Adams presented the theory of leadership grid which focuses on applying market mechanism of supply and demand to the organization's management systems. According to the theory, leader should focus on what is the demand from organization by customers and should work toward to satisfy the demand by bettering the management of the teams (1991). Under these conditions, leaders should be open to change and flexibility in order to be able to meet the rapid changing trends in consumers' demand.

Transformational Leadership theory

In general, transformational leadership theory encompasses the conditions in the above mentioned theories, but present a set of key characteristics which transformational leaders should possesses. According to the theory, leaders should bring the change to the organization and employees by winning their trust, increasing confidence and motivation. According to the Burns, transformational leaders should be courageous, strong and visional and should possess high values.

2.3.6 Leadership Styles

Transactional Leadership

Transactional leaders support followers based on clear rewards according to the performance. Transactional leaders can be divided into active and passive management according to the corrective measures have been taken or the techniques of monitoring process.

Transformational Leadership

Transformational leaders are the people who have the long term vision about the company and inspire the employees to build up necessary conditions for translating the vision into the reality. Inspirational leaders act as a role model for employees to create a vision and standards with provision of clear targets. According to the Bass, mainly the conditions are provided by the leaders with similar qualities fit into transformational leadership theory and Blake-Mouton managerial grid, since these leaders are more development oriented and try to cultivate the potential within employees (Avolio & Bass, 1999). The focal point for transformational leaders is having an intellectual stimulation or, in another word, creative insight to generate new ideas. Intellectual stimulation as one of the main feature that transformational leaders do possess which enable them to lead the followers to be more innovative in the process of achieving desired targets.

In general, transformational leaders possess inspirational, intellectual, personalized and idealized characters (Northouse, 2004). Thus, these characteristics, lead them to be determined about their influence while taking a risk and apply creative ideas into the practice.

Servant Leadership

In order to achieve the desired outcome, servant leaders first develop the ways to assist people to get what they want then persuade and inspire the people to follow him/her. They do focus on more building strong relationship with employee, rather than directing as tasks or relying heavily on the positional power (Cherry, 2012). Despite the fact that, under this kind of leadership the level of trust is very high which leader bettering the performance, in real practice there are few successful examples of servant leaders. Since the nature of the human being is more self centered and constantly prioritizing the needs of others is challenging.

Democratic Leadership

Democratic leader are the one who want to cultivate participatory culture within the organization. This leadership style values getting input from everyone related to the project and to reach a consensus over the decisions (Cherry, 2012). Putting strong emphasize on integrative decision making process, encourages employees to make contributions and necessary adjustments to improve the product. Although employees can get high level of job satisfaction from working with democratic leaders, decision making process can take a long time and much effort in order to get an overall agreement.

Autocratic Leadership

Autocratic leadership style mainly concerned with directing and controlling the employees in order to reach defined targets. If the employee is working with the autocratic leader, probably his/her has little flexibility to change the way of conducting tasks or to affect the process by individual analysis or practice (Cherry,

2012). This kind of leadership style is considered as the contrary to the democratic leadership due to performing functions with the opposite means in their nature. For instance, the decision making process for the autocratic leader should be in the hands of the one who holds the absolute power. From this point of view, democratic leaders can be considered as focused on more task orientation and measure the effectiveness on such basis.

Bureaucratic Leadership

Bureaucratic leaders mainly take a basis for their decisions and actions from defined scope of authority and the positional power they have. Setting clear defined rules, responsibilities and management system is the key feature to have a successful leadership for bureaucratic leaders (Smollan, 2010). The main advantage of this leadership style is generating stability by ensuring the strong hierarchical system within organization. Nonetheless, functioning within defined framework can reduce creativity over time and create a challenging situation time by time.

Laissez-Faire Leadership

The laissez-faire leaders are more focused on achieving the result as a team after providing necessary mechanism and tools for the process (Cherry, 2012). These leaders are more interested on actions rather than words. The employees working for the company ruling by the laissez-faire leaders are mainly have strong sense of collaboration, trust and sharing values. Despite the created positive culture within organization, some employees may underperform without direct supervision and overall confusion within the team can arise.

Charismatic Leadership

Charismatic leadership principally takes a basis for authority from personal qualities. Charismatic leaders try to show the clear way to be followed by the entire group in order to reach the success (Smollan, 2010). Strong communication and shared vision are essential features for this leadership style.

2.4 Conclusion

In this chapter relevant literature review and detailed explanation of key terms have been expressed. Initially, differences between management and leadership have been stated. Moreover, relevant theories and characteristics for each subject have been elaborated.

III. Methodology

3.1 General Overview

The methodology used for this research will be mainly qualitative analysis of data collected from a review of existing literature and materials related issues. The researcher have reviewed more than 20 articles, and identified most relevant and comprehensive articles about the concept.

3.2 Research Design

The design of this research will be Most Similar Research Design approach. We plan to implement this type for identifying the best options for Azerbaijan, in terms of analyzing and improving the role leadership by examining best models in the world as well as the successful cases.

3.3 Data Selection

The researcher have reviewed more than 20 articles, and identified most relevant and comprehensive articles about the concept. The comparative analysis will be carried according to the independent variables, which are decision making styles, country or region specific values and leadership styles.

As the world became more globalized, the flow of communication, interaction and exchange of goods and services have been accreted. Meanwhile, economic, legal and political issues also appeared and put many organizations in front of unexpected opportunities or threats. As the tools and environment have changed enormously, organizations also adapted new techniques to deal with the changing trends and overcoming barriers. The actions should be taken by the leaders can differ enormously according to the society and employees' expectations.

Detailed researches over the impact of the cultural differences and values on the communication have been carried out however; still, there is lack of researches

conducted on the effect of varying cultural differences on the leadership styles. In order to carry out comparative analysis, selected independent variables, according to the relevant literature review, will be analyzed across various regional or cultural groups. Independent variables, as the basic factors for furthering the comparative analyses, were chosen as the general cultural values and perception of effective leadership.

As mentioned above, leadership styles differ according to many factors, and the behavior mainly drives from the position authority and personal traits. According to the research carried out by the Ohio State University and University of Michigan, two behavioral categories recognized for leaders which are task oriented and people oriented leaders. As it is clear from the label, task oriented leaders are mainly concerned with the staffing the employees and constantly assigning tasks with provision of guidance on how to increase the quality of the results. While people oriented leaders are more concerned with overall satisfaction and well being levels of employees, rather than being too focused on the things to be finished. In conclusion, as assumed, findings support that despite the fact that these two categories have quite distinct features, it is hard to predict which one is better since each organization's management is unique and both types of leadership can serve for different purposes successfully.

According to the responses of more than 1200 managers from 8 countries, most of the managers agreed upon the importance of articulating vision, values and strategy as the essential features for successful leaders (Yeung & Ready, 1995). Nevertheless, while assessing the responses on the country basis, the importance of particular factors for particular countries became obvious. According to the study conducted by the Brittain and Van, main values have been taken as dominance against submissiveness, friendliness against unfriendliness, acceptance or opposition

to the task orientation (1998). In that sense, chosen values are similar with the conditions in the Least Preferred Coworker (LPC) scale which were based on the leader-member relations, task structure and position power. Values related with the dominance and submission mainly associate with the perception and the role of power, status, and position to influence the employees. Friendly and unfriendly or relational dimension describe the overall culture within the organization, whereas, friendly attitude is accepted as the egalitarian and cooperative. Task orientation, mainly describes the leaders approach to the assigned tasks and written procedures to manage the employees. Additionally, comparative analysis will be carried out on the basis of the corporate governance systems and main cultural traits.

3.4 Data Collection

This part will be based on the presenting data related to the leadership styles in USA, UK and Azerbaijan. In order to understand the differences among cultures and its impact on various actions, comparative analysis is considered as the best. Strikingly, cross-cultural comparative analysis became of the widely used method for clearly describing the variations in the process in recent years. This study offers an effective and preliminary tool for comparative studies on the particular topic and based on the findings of the research various models can be developed further with more comprehensive suggestions

3.4.1 Comparative Analysis of the Corporative Governances among USA, UK and Azerbaijan

In order to understand the leadership style better, initially analyzing the management system and board structure across countries would be more practical. Two management systems have been identified for the corporate organizations which are the unitary system and two-tier system. In the unitary system, single

governing body is considered as successful, while in two-tier systems management and supervisory bodies are divided into separate boards (Boyd, 1995). Although segregation of the supervisory and management functions can be successful in some countries, the USA and UK both adopted the unitary governing structure as the single system for organizations. It is striking that the UK in that point displays high level of variation from other European Countries. In the UK as it is true for the USA, the leader has high level concentration of power and would prefer to be independent in its functions. However the minor difference between these two countries is UK's having non-executive Chairman besides having executive team (Davis, 1991). Thus the leaders in the USA are more likely to have a strong relationship orientation with employees since he/she is a member of the management board and well aware of the challenges. Nonetheless, in the UK the chairman of the board, as an independent agent from the management team, is more inclined to use his/her positional power while giving the decisions.

EBRD defined Azerbaijan's corporate governance system as two-tier board, which forms another difference from the USA and UK models. In Azerbaijan, it is defined that the board has little impact over the organization's strategic decisions and the competency of the board members to the assigned positions mainly remain as unclear due to high level of diversification of the portfolios and disclosed system within the board. In general, it is argued that the institutional factors for the organizations should be strengthened in order to increase the efficiency of the management system.

3.4.2 Leadership Model in USA

While USA is one of the main focal points in the world and influence many processes and transactions in the world, analyzing USA is very important to grasp

the huge portion of the issues related with the management system. In general, various leadership styles can be observed within one country, however researches show that there is should be a pattern which set the conditions for organizations showing the way of carrying out certain tasks. According to the Boyd, US culture is described as less congruent due to high level of immigration and variety of the local groups; general tendencies preserve its existence (1995). Some of the general characteristics are features as individualism, functionalism, free will and others. Even USA has been identified as having the most individualist culture in the world, where the individuals believe their success for the change rather than accepting what they are already offered with (Hofstede, 1988). A strong emphasize over developing a solid system has been the essential principle since the USA was established as the independent country. Obviously, individualistic culture brings accountability over the individuals and put a high value over the work. So in USA the four management functions are considered as utmost important in order to find the success at the end of the project. Managers in the USA take the responsibility of the decision and while delivering the task the accountability over the results and risk management between parties are agreed clearly (Gill, 1997).

The mean for the values over dominance and submission is close to the EU countries, which shows that the authority and status assigned with the position matter to the manager and employers and considered as a key characteristic for the successful leader. The USA put the highest value on the leaders having friendly attitude around the world (Brittain & Van, 1998). The leaders from USA consider task orientation as important factor for having better authority. In general, essential values to form perception of effective leadership in US can be described as the responsibility and collaboration (Brittain & Van, 1998). In USA, effective leaders are considered the ones with strong task orientation but together with democratic

values such as equality. It is obvious that, in US leaders have much more “push-oriented” approach to the management.

3.4.3 Leadership Model in UK

While choosing the UK for comparative analysis with USA and Azerbaijan, the question aroused whether there is, in general, a clear consistency among EU countries on the values and perception of the effective leadership. Although the researchers have been conducted to analyze the EU member countries, confirm that values on the effective leadership do not differ considerably within EU and there is a consistency on the perception of the effective leadership, UK have slightly different approach from USA and EU countries. The difference between UK and EU is analyzed on the basis of the different state-building processes and duration of the establishment of the principals for ruling the organizations (Oshagbemi, 2004). Since the US also affected by the UK in a great extent, most of the principles and values are similar between US and UK on this particular field.

According to the findings of the Conyon, consultative and participative leadership are highly practice within the UK organizations (1994). Since this result can be connected with the fundamental values in the UK for governing the country which are the role of majority in decision making process, sense of argumentation for achieving the best result and others. According to the analysis of the findings of the various studies, it is agreed that transactional leadership is more common to the UK organizations, since there is a high level exchange of information, ideas and goods at all levels of the management (Peters & Kabacoff, 2010). While the nature of the activities is very similar for organizations within one country, the goals and the way of communication can differ among organizations. Gill argued that

transformational or inspirational leaders were more common in practice in US rather than in UK, which also supports the above mentioned findings (1997).

Findings of various researches show that, UK value the role of friendly behavior to become a successful leader less than USA, however in both countries there is positive correlation between friendly behavior and effective leadership. The CIPD Annual Survey Report 2012 estimated that nearly 72 percent of organizations in UK reported a lack of management and leadership skills. UK puts much higher importance on the positional and high dominance values in comparison with the US. In UK managers consider dominance as the key characteristic for effective leadership (Brittain & Van, 1998). In general, essential values to form perception of effective leadership in UK can be described as the efficiency and impartial management. Leader from the UK value effective leaders as task oriented based on the assigned authority with the strong dominance values. In UK, the position or the level in the hierarchy chart is very significant in analyzing the leadership style.

In general, in the UK, “inspirational motivation behavior”, “idealized impacting behavior”, “intellectual stimulation” are considered as the essential qualities for transformational leaders (Bass, 1999; Bass and Avolio, 2000; Conger, 1999).

3.4.4 Leadership Model in Azerbaijan

As the Azerbaijan's economy is growing rapidly, the perceptions over how to be a successful leader became more diverse. In general, since the Azerbaijan is still in the very beginning of the state-building process and continuously carries out reforms in many fields, there is huge gap in the research of this field. Today, in Azerbaijan, the values and perceptions over the effective leadership can be defined as heterogeneous due to existence of various organizational cultures within the

country. Since there is a gap in Azerbaijan, estimating the importance of particular values for effective leadership, the general cultural traits and proxy measures can be used to define the significance of certain feature for becoming a successful leader in Azerbaijan.

One of the factors affecting the leadership style is the power distance index within the countries. According to the Hofstede, the autocratic leadership style is more common in the societies which have high rates of the power distance (1988). In general power distance shows the level of horizontal communication and interaction within the society, when there is a clear distinction between social groups those countries are more likely to have strong hierarchical order and being in the upper position gives an authority to manage the followers independently. According to the PDI (Power Distance Index), both USA and UK have relatively close indicators which are relatively 40 and 35 (2016). In general, both countries are described as having accessible management system.

Despite the fact that, PDI is not available for Azerbaijan, it is assumed that Azerbaijan is high power distance country as most of the post-soviet countries. Detaillier, it is described as there is a clear separation of the classes which is mainly rooted back to the Soviet Period, and overcoming this barriers and increasing the mobility still in the process. In general, in Azerbaijan the people consider the positional power as a key for the leadership but whether the effective leadership depends on the dominance or not cannot be answered due to lack of empirical data to support.

According to the report published by the European Bank for Reconstruction and Development, the management system has been identified in Azerbaijan as the mainly autocratic and hierarchical (2016). However, it is also stated that during

recent years, development in the cultivating participatory culture has been observed, especially among the younger generations. In that sense, although the leadership styles in Azerbaijan is much different from the Western experience, recent trends displays positive change towards adopting more participatory culture within organization.

According to the research conducted by the Dr. Rahimi, in Azerbaijan both transactional and transformational leadership styles are observable and there is a considerable positive correlation between productivity and transactional leadership (2016). However as it suggested by various researches that still Azerbaijan in need of adopting open-minded organizational culture for bringing the innovation to the production.

3.5 Ethical Consideration

Till know, the research has been based on analysis on secondary data in case of literature review and looking for conducted comprehensive researched on the role of leadership in the management system of the organization. However, a space for individual interviews, analysis of primary data, and survey of participants' related recommendations will be introduced after clarifying major gaps has been found out through literature review.

By being aware of the importance and value of the previous studies, all ideas, quotes and arguments mentioned from other sources have been sourced appropriately.

3.6 Conclusion

In conclusion, this chapter was a methodology part of the research, which was aimed to analyze the secondary data and develop comparative analysis. The values

affecting the perception of leadership styles have been elaborated which are the power rooted in the position or status, relationship of the leaders with the employees and the task orientation. Moreover the comparative analysis over the corporative governance systems of the organizations was carried out in order to define the role of the leader and managers within the management system. Positive correlation was observed among the values effecting the perception of effective leadership with minor variations which will be analyzed in the next chapter.

IV. Findings

4.1 General Overview

This section contains analysis of the secondary data, which have elaborated above. As in previous sections, the data relevant to the research questions have been defined and analyzed, in this section the question will be answered accordingly.

4.2 Secondary Data Analysis

Firstly, the difference between the roles of leadership and management in the organizations system has been defined. Managers are the people in the position with the assigned tasks of achieving the organization's targets by carrying out the key functions of planning, budgeting, organizing, staffing, problem solving and controlling. Leaders on the other hand, together with performing these functions, set a direction, align people, motivate and inspire (Kotter, 2001). According to the research, for the successful leaders just motivating employees to achieve organizations' goals is not enough; they also motivate them to develop their skills to achieve their own professional and personal goals (Naile& Selesho, 2014). Other researchers consider that a leader has soul, the passion and the creativity while a manager has the mind, the rational and the persistence. A leader is flexible, innovative, inspiring, courageous and independent and at the same time a manager is consulting, analytical, deliberate, and authoritative and stabilizing (Capowski, 1994).

Despite the fact that leadership style can be powerful indicator of the organizational culture, still there is no strong evidence or correlations have been found to claim which leadership is style is best for the organizations. For instance, some studies indicate that transformational leaders have linked more superior performance; however other studies have deviating findings. According to the secondary data analysis, it became obvious that in UK transactional leadership is more practical and common, however in USA leaders are mainly became

transformational in order to be more successful. In Azerbaijan, there quite successful examples exist for both transactional and transformational leaders. In overall, within one country many leadership styles can be observed and counted as successful, however particular trends can be observed due to the management system and dominant culture within the country. General limitation for such studies can be considered as lack of clearly defined measurement system of leadership effectiveness and put further barriers to elaborate more on the topic.

Generally, the governance systems are very similar between USA and UK; however Azerbaijan has mainly two-tier board system, which causes variations in the role and responsibilities of the leader and managers.

Researches show that the UK leaders and managers have relatively weak performance in the comparison with US and some of the EU countries which in the long run can affect the competitiveness of UK in the global market. According to the statistics, weak management by the leaders in UK ended up losing over £19 billion per year (Chang, 2007). One of the differences between USA and UK on the values for effective leadership has been identified as the understanding and accepting the job responsibilities and tasks. Despite the fact that the both countries, have individualistic culture and leaders tend to rely on execution heavily with the focus on the individual accountability, in USA, the leader put much more responsibility and accountability over employees, while in UK the culture of the organization is the determinant of the way of working (Brittain & Van, 1998). In details, in UK employees value the organizational vision and missions and would commit themselves to achieve the objectives only if the leader can successfully communicate and transmit these values. As Azerbaijan, also considered as the individualist society and close to Western culture, it is expected that the values defining the perception of effective leadership are close to USA and UK values,

however differences in the management system and development phases should be taken into consideration. Azerbaijan, is distinguished from the US and UK with having more autocratic leadership style, which is based on the high power distance among hierarchical levels. Conversely, both USA and UK have strong participatory culture within the organizations. According to the findings, USA and UK also value having strong relationship orientation within organization, which means having friendlier and open communication among all levels. Additionally, USA and UK have been known for the high frequency of the meetings among leaders and employees which supports the participative culture within the management system (Oshagbemi, 2004). Despite the fact that US values relationship orientation more than UK values task orientation and positional power more than USA. In that sense, UK is more similar to the Azerbaijan, where the authority drives from the position is very important for acting as the effective leader.

In sum, there are many similarities between USA and UK and main values are approximately close to the values in Azerbaijan for describing the effective leaders. Nevertheless, different historical development and cultural values caused having varying level of impact of each value over the perception of the effective leadership and differentiations in the existing management systems.

4.3 Conclusion

In this chapter, the secondary data has been analyzed to define the answers for the research questions. The differences between managers and leaders, and values affecting the perception of successful leadership across 3 countries have been analyzed according to the research questions.

V. Conclusion

Through the research, the role of leaders in the management system of organization became clear with the detailed description of how managers became a leaders and which features are essential. In general, leaders described as the main leading forced within the organization to motivate the employees, to bring a change

and better the performance. Albeit managers and leaders have huge roles within organization, in essence each has specific traits and job responsibilities. It is defined that in order to become leader managers should not only be concerned with the effectiveness, getting things done, but rather with the efficiency. Building strong communication with employees, understanding their needs and concerns, utilizing new innovative techniques in the appropriate manner are the features of successful leaders.

Furthermore, in the globalized world leaders must adapt their way of leading accordingly in order to become a successful. Leadership is process of influencing the followers through various techniques in order to reach the desired outcome for the organization. In fact, techniques or leadership style can vary according to either internal characteristic traits of the leader or the need of the organization. It is agreed upon that, the leaders should act on the basis of the situation and the culture. Since something effectively accepted in one country can be refused by another group of the people. Being aware of the dynamics across cultures would assist choosing the best suitable style in order to motivate and lead the followers.

The leader who fails to understand the cultural values, meaning in the change and the need of employees, most probably, will face with the underperformance and high turnover rates within organization.

The limitation of the research was a lack of more empirical and comparative analysis among the successful leaders and managers and to define which trait is more important in the success of the organization. For further researches, this paper can be used as a base material to conduct systematic research on the each specific feature and its impact on the level of success.

5.1 Recommendations

According to the findings, the researcher suggest to launch the database system within organization, which continuously gather feedbacks from employees and offer cumulative and results based on regressed data. The estimated result will help the management system to find the problem within organization and take a corrective action. Despite the fact that leaders are the ones who motivate people and observe the whole process, sometimes they may fail to answer exact need of employees and this database program would be very beneficial for ensuring sustainable growth. According to the results, various trainings can be launched for both leaders and employees, which will help to look the problem outside and bring new ideas to handle the problems. Mainly these trainings can be organized by the successful business intermediaries who have deep knowledge and expertise on the analysis of what the organization exactly needs, current economic conditions and the ways to better the performance.

Another recommendation to better the leadership in Azerbaijan can be based on comparative analysis with USA and UK. Since there are similarities on the values affecting the perception of successful leadership in USA and UK, it is expected to have similar values with Azerbaijan based on the societal and cultural similarities within organizations. However, in order to better the performance of leaders, Azerbaijan should follow practical steps in order to reflect those values in practice. One of the critical steps can be considered as increasing accountability in the organizations. In order to increase the accountability, clear written procedures, policies and responsibilities should be ensured. As a post-soviet country, Azerbaijan still face with problems related to informal practices which create barriers for motivating the employees and bettering the performance. ASAN Service Centers can be taken as a role model for other organizations, in the terms of how to create

accountability within organization and increase the satisfaction of both employees and customers even in public sector.

5.2 Contributions for Further Research

This research can be a basis for further researches, especially on the perception of effective leadership in Azerbaijan and analysis of values define the perception. Additionally more comprehensive and structural research can be conducted on the basis of provided data by furthering the cross national categories defining the perceptual differences for leaders in junior, middle and senior positions. As the managers and leaders can have various hierarchical positions, their values and thoughts about how the leader should be can vary.

References:

American Law Institute (1992), Principles of Corporate Governance, USA.

Applebaum, S.H., St-Pierre, N., Graves, W. (1998), "Strategic organisational change: the role of leadership, learning, motivation and productivity", Management Decision, Vol. 35 No.5, pp.289-301

Avolio, B. J., Bass, B. M., & Jung, D. I. (1999). Re-examining the components of transformational and transactional leadership using the Multifactor

- Leadership Questionnaire. *Journal of Occupational & Organizational Psychology*, 72, 441-462.
- Baker, J.C. (1945). *Directors and Their Functions*, Harvard University, School of Business Administration.
- Bass, B.M. (1990), "From transactional to transformational leadership: learning to share the vision", *Organizational Dynamics*, Vol.18No.3,pp.19-31.
- Bass, B. M. (1997), "Does the transactional-transformational leadership paradigm transcend organizational and national boundaries?", *American Psychologist*, Vol. 52, No. 2, pp. 130-139.
- Baysinger, B.D. and Butler, H.N. (1985). Corporate Governance and the Board of Directors: Performance Effects of Changes in Board Composition, *Journal of Law, Economics and Organization*, 101-124.
- Boyd, B.K. (1995). CEO Duality and Firm Performance: A Contingency Model, *Strategic Management Journal*, 16:301-312.
- Benner, M & Tushman, M (2003), Exploitation, exploration, and process management: The productivity dilemma revisited. *Academy of Management Review*, Vol. 28, pp, 238-256

Bennis, W. & Nanus, B. (1985), Leaders: the strategies for taking charge. New York: Haper and Row, Vol 24, No 4, pp 503-508

Blake, R. R., & McCanse, A. A. (1991), Leadership Dilemmas—Grid Solutions Houston: Gulf Publishing. 3rd ed.

Bolden. R (2004), what is leadership? Leadership southwest Research Report, pp 5-7 and 28-30

Burns, J. M. (2003). Transforming leadership: A new pursuit of happiness, New York: Atlantic Monthly Press, 1st ed.

Capowski, G., (1994), “Anatomy of a leader: where are the leader of tomorrow?”, Management Review, Vol. 83 Issue 3, p.10-18

Chang, S. and Lee, M. (2007), “A Study on Relationship among Leadership, Organizational Culture, the Operation of Learning or Organization and Employees’ Job Satisfaction”, The Learning Organization, Vol.14No.2,pp.155-185

Cherry, K. (2012). Leadership Theories - 8 Major Leadership Theories [Retrieved 2 January] Available at:

<http://psychology.about.com/od/leadership/p/leadtheories.htm>

Child, J. (1972). Organization Structure, Environment and Performance: The Role of Strategic Choice, *Sociology*, 6:1-22.

CIPD Annual Learning and Talent Development Survey Report 2012

Conger, J.A, (May, 1992) "Reflections on Leadership and Spirit", Conference on Leadership and Spirit, Boston, pp 5-20.

Conyon, M.J (1994). Corporate Governance Changes in the United Kingdom, *Corporate Governance: An International Review*, 2:87-99.

Coriat. B (2000), *Organizational Innovation in European Firms: The end of fordism and the rise of the Knowledge Economy*” Oxford University Press

Daily, C.M. and Dalton, D.R. (1993), “Board of Directors Leadership and Structure: Control and performance implications”, *Entrepreneurship: Theory and Practice*, Vol.17 No.3, pp.65-82.

Davis, J.H. (1991). Board Leadership Roles and Shareholder Returns: An Examination of Agency Theory, Doctoral dissertation. The University of Iowa.

Deal. T & Kennedy. A (2000) *Corporate Cultures, The Rites and Rituals of Corporate Life*. Perseus Publishing

- G. A., Bohoris. (2010). *Leadership vs Management* (Master's thesis, Lund University). Sweeden.
- Gesell. I, M.ED, CSP (2010), Leadership and Legislative conference (AIA Grassroots) Agile Leadership: Innovative Approaches to Leading in Uncertain Times, Leadership and Legislative Conference, Washington, D.C
- Gill, R. (1997), “A cross-cultural comparison of the leadership styles and behaviour of managers in the UK, USA and Southeast Asia”, Working Paper No. LT-RG-97-8, The Leadership Trust, Ross-on-Wye.
- Gelfand, M., Erez, M., & Aycan, Z. (2007). Cross-cultural Organizational Behavior. *Annual Review of Psychology*, 58, 479-514.
- G. Northouse, Peter. (2004). *Leadership : theory and practice*
- G. R., Rahimi. (2016, November 11). Investigation the relationship of Leadership Styles of managers in the West Azerbaijan province. *International Academic Journal of Business Management*, 3(11), 13-17.
- Grint, K. (2004) What is Leadership? From Hydra to Hybrid. Working paper, Saïd Business School and TempletonCollege, Oxford University

- González T.F., Guillén M., (2002), “Leadership ethical dimension: a requirement in TQM implementation”, *The TQM Magazine* , vol. 14 Issue 3, pp. 150 – 164.
- Goleman, D., Boyatzis, R., McKee, A. (2001) *Primal leadership, The hidden driver of great performance. Breakthrough leadership*, Harvard Business Review.
- G. P., Cigna, & Y., Kobel. (2016). *Corporate Governance in Transition Economies Azerbaijan Country Report*(Rep.). European Bank for Reconstruction and Development (“EBRD”).
- Hage J, (1980), “Theories of Organizations: Form, Process, and Transformation”, Wiley, New York:
- Hatch, M.J (1997), *Organization Theory: Modern symbolic-Interpretive and postmodern perspectives*, 2nd ed, Oxford: Oxford University Press
- Helen Peters and Robert Kabacoff (2010), "Global or local", *The Impact of Country Culture on Leadership Style in Europe*
- Herscovitch, L., Meyer, J. P. (2002) *Commitment to Organizational Change: Extension of a Three-Component Model*. University of Western Ontario
- Hofstede, G. and Bond, M.H. (1988). *The Confucius Connection: From Cultural Roots to Economic Growth*, *Organizational Dynamics* 16(4), 5-21.

- House, R. (1971), "A Path-Goal Theory of Leader Effectiveness," *Administrative Science Quarterly*, pp. 321–328
- Fiedler, F. (1996), "Research on Leadership Selection and Training: One View of the Future," *Administrative Science Quarterly*, Vol 41, pp. 241–250
- Kotter, J. P., (2001), "What leaders really do?", *Harvard Business Review*, Vol. 79 Issue 11, p.8596
- Kotterman, J., (2006), "*Leadership vs Management: What's the difference?*", *Journal for Quality & Participation*, Vol. 29 Issue 2, p.13-17
- Nanus, B. 1992. *Visionary Leadership: Creating a Compelling Sense of Direction for Your Organization*. San Francisco, CA: Jossey-Bass
- Nail, I. & Selesho, J. (2014). The Role of Leadership in Employee Motivation. *Mediterranean Journal of Social Sciences*, 5 (3), 175- 182.
- Northouse, P.G. (2004) *Leadership: Theory and Practice*, (3rd ed). London: Sage Publications Ltd.
- Oshagbemi, Titus & Gill, Roger. (2004). Differences in leadership styles and behaviour across hierarchical levels in UK organisations. *Leadership & Organization Development Journal*. 25. 93-106.
10.1108/01437730410512796.

Martinsons, M.G. (1991). Management Philosophy and IT Assimilation: The East-West Divide, *Journal of Technology Management* 18(3), 207-218.

Jean Brittain Leslie and Ellen Van Velsor. (1998). A cross-national comparison of effective leadership and teamwork: Toward a global workforce, *Human Resource Development Quarterly*. 11. 10.1002/15321096(200022)11:23.3.CO;2-O.

Lavine, M. (2014). Paradoxical Leadership and the Competing Values Framework. *The Journal of Applied Behavioral Science*, 50 (2), 189-205.

Lavine, M. (2014). Paradoxical Leadership and the Competing Values Framework. *The Journal of Applied Behavioral Science*, 50 (2), 189-205.

Re'em, Y. (2011). *Motivating Public Sector Employees*. Hertie School of Governance- Working Papers, Nr. 60.

Rowe, A.J. and Boulgarides, J.D. (1994). *Managerial Decision Making*, Englewood Cliffs, NJ: Prentice-Hall.

Sansom, G (1998), *Leadership Style*: UTS centre for local Government, pp 2-8

Shaemi Barzoki, Ali-Mohammadi, M. (2014) The Role of Transformational Leadership on labor productivity, with an emphasis on the role of corporate entrepreneurship, *research a Change Management*, Volume 6, Number 12.

- S. Ghoshal and C. Bartlett (1999), *The Individualized Corporation: A Fundamentally New Approach to Management*. New York: Collins Business
- Smollan, R. K., Matheny, J. A. & Sayers, J. G. (2010). Personality, affect and organisational change: A qualitative study. In W. F. Zerbe, N. M. Ashkanasy & C. E. J. Hartel, *Research on emotions in organizations*, Vol. 6, Emotions and organizational dynamism (pp. 85-112). Emerald Insight: Bingley, UK.
- Travers, M. (2001), *Qualitative Research through case Studies: Introducing Qualitative Methods*, 1st ed, London, Sage, CA
- Vroom. V & Yetton. P (1973), *Leadership and Decision Making*, Pittsburgh: University of Pittsburgh Press.
- Warigon, Slemo D. (2012). *Managing people for organizational success*. In: The IT Metrics& Productivity Institute. Retrieved from:
<https://www.itmpi.org/Portals/10/PDF/WarigonPeople.pdf>.
- Yeung, A. K., & Ready, D. A. (1995). *Developing Leadership Capabilities of Global Corporations: A Comparative study in eight nations*. Human Resource Management