

A review on impact of leadership styles in organizations

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Abstract

This study aims to investigate the different effects of different leadership styles on the organization with a new projected discussion model and to prove that it produces varied outcomes. The study explains what leadership is, gives detailed information on major leadership styles and well-known theories, and discusses how gender differences and emotional intelligence relate to the leadership styles. The study builds on the broad existing literature reviews and arguments. The existing theoretical frameworks on different approaches of leadership styles and arguments are presented consistent with the view of leadership concept influence teamwork collaboration, cooperation, and organizational performance. Moreover, another aim of this study is to correct the false facts by explaining the differences between a leader and a manager and to support the theoretical gaps in these areas with different proven approaches. After reviewing and explaining the concept of leadership approaches and styles in organizational management strategies, the importance of behavioral and personal characteristics of leaders are emphasized. In this context, different variables (such as gender differences and emotional intelligence) are effective in shaping leadership styles. An argument is presented that a casual relationship exists between different variables and the leadership styles; the casual relationship is moderated by firm-varying selections of leadership types. Also, the research paper predicts how leadership will evolve in the future. The concept of leadership is changing with the widespread use of new high technologies and the speed of globalization. Therefore, organizations take this into account while determining their long-term goals. By the time, the impact of these goals on corporate culture is also modifying and transforming.

Key Words: Leadership, transnational, transactional, leader, gender, emotional intelligence.

Örgütlerde liderlik tarzlarının etkileri üzerine bir bakış

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Özet

Bu çalışmanın amacı farklı liderlik tarzlarının örgütler üzerindeki etkilerini yeni tartışılan modellerle birlikte araştırmak ve ortaya koyduğu çeşitli sonuçları tespit etmektir. Ayrıca, bu çalışma liderliğin ne olduğunu temel liderlik teorileri ve tarzları ile birlikte detaylı bir şekilde açıklamakta ve cinsiyet farklılıkları ile duygusal zekanın liderlik tarzları ile ilişkisini tartışmaktadır. Çalışma detaylı bir literatür taramasına dayanmaktadır. Liderlik tarzlarına ve argümanlarına ilişkin farklı yaklaşımlar üzerine var olan teorik çerçeveler; takım çalışması, işbirliği ve örgütsel performansı etkileyen liderlik bakışıyla tutarlı olarak sunulmuştur. Lider ve yönetici arasındaki farklılıklar açıklanarak bu alandaki teorik boşluk desteklenmiştir. Örgütsel yönetim stratejileri içinde yaratılan liderlik tarzları ve yaklaşımları gözden geçirilip açıklandıktan sonra liderlerin davranışsal ve kişilik özelliklerinin önemi vurgulanmıştır. Bu bağlamda farklı değişkenlerin (cinsiyet farklılıkları ve duygusal zeka) liderlik tarzını şekillendirmede etkili olduğu belirlenmiştir. Çalışmanın sonucunda farklı değişkenler ve liderlik tarzları arasında nedensel bir ilişkinin var olduğu ve bu nedensel ilişkinde firmaya göre değişen liderlik tarzları tarafından düzenlendiği tespit edilmiştir. Öte yandan, çalışma gelecekte liderliğin nasıl gelişeceğini öngörmektedir. Nitekim, yeni yüksek teknolojilerin yaygın kullanımı ve küreselleşmenin hızı ile birlikte liderlik kavramı değişmektedir. Bu nedenle, örgütler uzun vadeli amaçlarını belirlerken bunu dikkate almaktadırlar. Bu amaçlarda kurum kültürünü değiştirmekte ve dönüştürmektedir.

Anahtar Kelimeler: Liderlik, uluslararası, işlemsel, lider, cinsiyet, duygusal zeka.

Introduction

Leadership concept is as old as human being history. The collective life and organization of the people created the necessity of the management and leadership. In today's world, leadership is an important mechanism that plays the biggest role in managing organizations and achieving their mission and vision. Besides, every society has different meanings from its cultural perspective in terms of its leadership structure. While a leader according to a society, a divine person who must be strictly obeyed, according to another society, is an ordinary person who is only responsible and criticized. The similarity of organizational culture with the approach of community culture shows that in their view of leadership is the inevitability of an interaction process between the organization and leadership.

Leadership is a process in which a leader is managing a certain group of employees or an organization, guiding and inspiring people working within the organization. Leaders can influence others because of their power. Power means, not power over others, the ability to influence the behaviors of others. Leaders not only control the work that employees do, they can also provide guidance on how to do the task assigned to them. Moreover, a leader must emotionally support employees. When employees have a problem, leaders should be able to communicate with them and help in solving problems. Leaders should also consider the personal rights and freedoms of employees and provide them with a working environment where they can work efficiently. Leaders not only set the vision and mission, but also ensure that employees understand and adopt them properly. All these features show that leadership is one of the most dominant functions in managing organizations. A person can become a better leader by coaching, networking, mentoring, giving 360-degree feedback, training, providing job assignments, role-playing to the subordinates and need to have action about learning and simulations (Folkman, 2010). Therefore, understanding different leadership theories, models and styles are very important for the success of businesses, enterprises, and their employees. Improving innovation technology, altering environmental conditions, changing knowledge to high level and socio-cultural and economic improvements are coming into the new view of management and leadership concepts, pursue a strategy and perceptiveness.

This study describes what leadership is, provide details on major leadership styles and well-known theories, discuss how gender differences and emotional intelligent correlate to leadership styles, and project how leadership will evolve in the future. Also, the study contains different leadership theories and requirements for a new era of leadership theory are discussed. These comparisons and relationships between variables and leadership styles provide a broad framework for researchers and practitioners to classify existing and evaluate future theories.

The Concept of Leadership

In general, leadership is mainly defined as the process of a change. A leader creates the systems which meet organizations, and managers need and ultimately help them to support and elevate their duties in some basic ways to gain or take advantage of new opportunities within the new level of the system (Kotter, 2018). Basically, main expectations from a leader are to manage and drive all key decision-making roles such as role of entrepreneur, allocate on resources, problem-solver, negotiator by providing strong communication to the others, empowering and encouraging the followers, and making clarity of the decisions. A leader must have critical thinking, intuition, ethical decision-making, strong communication skills which are perceived as the wise decision-maker (Selart, 2010:16). Leadership must be considered in terms of the impact on the organizational activity as a whole, instead of the impact on group members (Stogdill, 1950:1-14).

Murray (2016) claims that even if leadership and management are not the same, they are necessarily closely related and the one. In general, while the main duties of a manager are planning, organizing and coordination, a leader complements the part of inspiring his team by providing motivation. According to differences among the concepts of manager and leader, Perrin (2010), uses a raisin and a grape as a metaphor to explain the difference between a manager and a leader. The fact that a raisin is essentially a grape with a fundamental substance missing, water; metaphorically a leader is the grape whereas a manager is the raisin missing the fundamental component that a leader has. This model indicates business is the main area a manager is qualified for. Managers are responsible for planning, making decisions, maintaining the organization of the group and guiding group members towards success, and ensuring the predefined set of goals are reached overall. Leaders are subject to these responsibilities as well; however, studies indicate they also need to display other abilities categorized as the five zones that are a reflection, society, diversity, ingenuity, and people. Leaders can influence peoples' minds about what is necessary or needs and what is possible by guiding their desires. In management, unlike leaders, they are more focus and relevant "here and now" and not question general purpose and organizational identity. (Styhr and Johansson, 2016). Leadership researches examined many varies leader behavior and attitude as an effect of moving a group to accomplish its goal. These conceptions of leader behavior might just appropriately have been called 'managerial behavior'. The key to the difference between leadership and management lies in the orientation to change" (Bryman, 1999:27-29). Leadership plays a crucial role in the evaluation of management to be successful (Unal, 2012:297-310). The leadership concept leads the future and helps to generate new vision to impose to groups and individuals within the organization (Baltaş, 2001:104-192).

Effective leaders must be good at hiring and choosing the best fit for the teams. Also, the perfect leader must be capable of improving the overall performance and criticizing others' performance (Naish, 1997:70-76). In addition, six more capabilities assist leaders to behave efficiently and strategically; these capabilities are to "anticipate, challenge, interpret, decide, align and learn". The existence of one skill cannot easily compensate for lacking in another, so it is important to have all these abilities in an optimal balance (Schoemaker, Krupp and Howland, 2013). Botsford (1997) indicates that good leaders are conceptual people who work effectively with people. He also points out that they use multi-learning from the problem-solving approach, establishes a truth-based and open communication environment in relation to people, and demonstrate loyalty in environments where team members cannot build trust among themselves. He also emphasizes that leadership is more crucial than time, from efficiency to effectiveness, and people are more important than events, and small treats such as thanking, giving notes or sending flowers are big ones.

Leaders must exert power to achieve individual and group goals; therefore, power and leadership are interconnected. Power is defined as 'potential to influence others. Zand (1996: 137-164) describes the power as a force that effective leaders use appropriately by knowing when and how to direct, review, evaluate and delegate. In the early 1960's, French and Raven identified power within the five styles in leadership roles. The five types of power are divided into two categories: the power of position that is the formal power which contains coercive power, reward power and legitimate power; and personal authority (power) that includes expert and referent powers. First of all, coercive power is where an authorized person threatens an employee with some kind of penalty if the employee does not fulfill the expectations (French and Raven, 1959; Johnson, 2016). For example, the president of sales department threatening salespeople with getting fired if they don't reach their goals within a certain timeframe (Abudi, 2011). Secondly, reward power is where the people are motivated by getting rewards such as raises, promotions, and awards after satisfying a requirement. For example, the manager offering employees compensatory time, if they perform well enough to successfully complete a task. Thirdly, legitimate power is where people are controlled by a higher positioned person in an organization (Giang, 2013). For instance, a CEO who sets the company goals, and identifies the resources needed to reach these goals. Next, expert power, which is defined as the form of knowledge based rational persuasion. In this power, targeted person will be persuaded by rational ideas and the leader experience to share the firm's strategies and objectives (Green, 1999). For example, a Project Manager who has advanced skills in solving challenging problems helps the project to stay healthy and effective (Abudi, 2011). Lastly, referent power is about management based on the competence in ministering each group members a manner of personal assent or approbation (Vilet, 2014).

On the other hand, some researchers explained the power techniques in some other ways. They mentioned that "leaders at all levels have access to power; often that power goes unrecognized or underutilized. They identified seven bases of power that leaders may leverage: The power of position is the formal authority that derives from a person's title or position in a group or an organization, the power of charisma is the influence that is generated by a leader's style or persona, the power of relationships is the influence that leaders gain through their formal and informal networks both inside and outside of their organizations, the power of information is the control that is generated through the use of evidence deployed to make an argument, the power of expertise is the influence that comes from developing and communicating perception of knowledge the power of punishment is the ability to sanction individuals for failure to conform to standards or expectations, and the power of reward is the ability to recognize or reward individuals for adhering to standards or expectations" (Bal, Campbell, Steed and Meddings, 2015:8).

Different classifications of leadership theory and style exist in the current literature. Leadership theories are commonly classified by which aspect is believed to define the leader the most. Leadership styles are classification of specific behavior and are influenced by the leader's personality and interaction with the followers while leading them.

The History of Leadership Theories and Styles

As mentioned earlier, the development of leadership theories has different trends within the years. Carlyle (1847) claimed in his "great man theory" that leaders are born and not made (as cited in Spector, 2016). Until the late 1940s, the Trait Model is observed on the leadership concept, It is interested in studying the traits and characteristics of leaders was effective. Trait Model considers leaders as successful or unsuccessful in determining leadership effectiveness. Researchers make an attempt to explain personality, demographic, physiological, intellectual, task-related, expertise and social characteristics (knowledge, judgment, appearance, education, initiative, cooperativeness) with leader effectiveness (Covey, 2007).

Between 1940s-1950s, Iowa University of studies, University of Ohio State and Michigan studies clarified the behavioral theory involving "consideration" that indicates the leader has confidence in group members' opinions; and "initiating structure" that infers the leader defines the roles of employees. Researchers in the areas of both studies result in higher position leaders generally achieved high group task performance and satisfaction, but not always. Additionally, situational factors are considered to significantly impact leadership effectiveness. The Iowa University studies revealed three leadership styles in the behavioral theories: Autocratic style, indicating limited participation from group members with highly centralized authority; Democratic style, reflecting highly engaging group members where authority empowers them to contribute more; and Laissez-faire style, referring to a lack of leadership or a less authority control. This method was giving the group the freedom to make decisions and complete work. Laissez-faire is in contrast to the transformational leadership that represents a none trans action. Authority remains unused (Al-Arjami, 2012:38). Democratic style of leadership is considered to be the most effective alternative proven by research studies and evidence, even though none of the styles can be pointed for better results (Demir, Yilmaz, and Cevirgen, 2010:1).

The global business environment is also affected by other types of theories, in order to benefit from leaders' performance to improve the productivity of the organization. The Contingency Theory dominated from the late 1960s to the early 1980s. Fiedler introduced the situational variables which reduce the effectiveness of different leadership approaches. He emphasized that leadership depends on the condition as situations are constantly active. Therefore, a single or best leadership structure cannot exist. The theory concludes with two factors, 'leadership style' and 'situational control'. His decision about the

leadership style is determined after measuring and analyzing responses to 18 pairs of opposites that are called "Least-preferred co-worker (LPC) questionnaire". The model exemplifies that relationship-oriented leaders are promoted with high score, while task-oriented leaders represent the low score on the leadership design styles (House, 1975). The main point of the theory to leadership is that leaders are most effective when they make their behavior depend on situational importance, including group member characteristics and traits and organization's goals. Another contingency theory of leadership is called Path-goal Theory defined by the researcher Robert House in 1971. This theory states that a leader's attitude is important for effective performance as a function of its effect on subordinates' perceptions and motivations to goals and the impressiveness of the goals. When the leader setups some goals, and motivate employees by increasing the attraction of the goals; the satisfaction and performance of employees are anticipated to grow. The relationship between the leader and these aspects will be independent of the personality of the employees and the work environment. Path-goal theory was identified for leadership style: "directive, supportive, participative and achievement-oriented leader" (House, 1975). Directive style will be suitable for subordinates with external locus of control, when the task is unstructured. When tasks are structured and predictable, subordinates with experienced will be more satisfied by supportive leadership style. When tasks are unstructured and complex, participative leadership will be most suitable leadership style for subordinates who has internal locus of control. When the tasks are unstructured and complex, the achievement-oriented leadership style will be suitable for subordinates who accept the idea of the leader setting goals (Robbins, 2001).

In the past two decades, there are two general headings in the field: 'the proliferation of leadership development methods' and 'the importance of a leader's emotional resonance with and impact on others. The first one is the formal development mode that is based on training activities and experiences. The key elements of activities refer to how to coach, mentor, action learning and fully understandable feedback to developmental skills. Especially, 360-degree feedback is used to assess leader competencies (Folkman, 2010). The second one is focusing on task and relationship behaviors by the general approaches that are characterized as transactional in nature and described as transformational leadership. When Burns (1987) first advocates the process of transforming leadership concept, he points that achieving the highest level of morale and motivation for leaders and followers are the most important points, while emphasizing the importance of supporting and helping each other in advance. According to Burn, the transactional leadership structure is based upon the leaders' attitude, personal traits, character, and ability the change vision-factors and goals. Both concepts of transforming and transactional are mutually exclusive based on Burn's theory structure.

Transformational leadership is an approach that triggers the change in social organizations and also individuals. This approach strengthens deeper values, motivation, effort, and sense of collectivity. The transactional leaders mostly do not strive for cultural variation in the organization, but they work in the existing culture; although, transformational leaders are able to change the culture. He also mentioned differences between management and leadership that are contributing to characteristics and behaviors of different perspectives. In 1985, Bass extended the work of Burns and added to some initial concepts of Burns writing in how transformational leadership could be measured as well as how it affects follower motivation and performance. On the contrast of the Burns' study, Bass argued that the concept of leadership may represent both transactional and transformational leadership styles. When Bass revisited these terms, he identified new scales that involve four conceptual objects that are referred as four I's in a markup transformational leadership, which are "Individualized consideration, Intellectual stimulation, Inspirational motivation and Idealized influence as a charisma" (Bass and Riggio, 2006). Leaders behave as a mentor to give inspiration to the concerns of the group members, their needs and tasks according to these ideas. Moreover, the leader builds trust and ethical values amongst the group serving as a role model within the organization. Many organizations in the world have internalized these ideas. A given example from *Finnish Defense Forces* proposes that the leadership training and practices have a based theory of the transformational leadership which leads to launch a new model of the leadership concept is "Deep Lead Model" (Kinnunen, 2011:86-87).

Charismatic leaders are masters of timing in offering alternative solutions. They know that there is such a thing as a "historical moment" and they realize when the moment comes (Demircioglu, 2015:54). Charismatic leadership are interrelated to the transformational leadership. Therefore, charismatic leaders also are sometimes called transformational leaders. Conger (1999) conducted research studying the charismatic leadership and transformational leadership, particularly targeting the nature and power of their emotional influence on people. These dynamics made a mark to changes in the globally competitive business environment at that time such as making pressure to competitors, and difficulties about employee commitments. Charismatic leaders, who have the strength of controlling emotions and good vision, are suitable for complex organizations. Some empirical evidence demonstrates that in present day complex organizations engage more likely stereotypical image of supportive, sensitive and considerate leaders such as Mahatma Gandhi or Nelson Mandela, rather than Jim Jones or Field Marshall who were more traditional style of leadership specified with aggressive, demanding, dominant and critical (House and Howell, 1992:81-108). Howell and Frost (1989:243-269) had a specific lab-based research study on the notion of leadership. In this study, 144 commerce undergraduate students worked under the leadership of charismatic and structuring leaders. In the meantime, two selected students who received the highest and the lowest ratings from the participants were individually studied on this specific task. The results data show that students who were working under the charismatic leader had high performance, better task evaluations, and better adaption to the group process, regardless of productivity group norms while the participant who were worked under the structuring leader with high productivity norm group had result in high task satisfaction and low the role conflict between individuals than low productivity norm group.

There are several styles of leadership in literature. For example, with in terms of servant leadership, we can describe who has a strong desire to serve and work for the benefit of others. These leaders share their power, experience and knowledge with followers. Servant leadership has a close relation with charismatic and transformational leadership style (Yayan, 2010). Some researchers asserted that servant and transformational leadership style are based on charisma (Graham 1991). Also, a manager who has the ability of sharing, building, recognizing, providing feedback, foreseeing and influencing others can identified as a team leader. For example; Six global leadership style is defined by Globe study; charismatic/value-based leadership, team-oriented leadership, participative leadership, humane-oriented leadership, autonomous leadership, and self-protective leadership (Veiss, 2016). There are also several ways of leaders can influence their followers; by being a paternalistic or humble or ethical or magnetic leader. For example; a magnetic leader is explained who is a manager that employees want to work for and customers want to do business with. Being a magnetic leader has several benefits such as better and faster hires, increases innovation, corporate growth and more repeat business and referrals. They are made up of many different traits such as selflessness, charisma, authenticity, transparency and have strong communication and vision. Magnetic leader can also transform a servant leader (Yurdadon, 2019). Therefore, we can assert that leadership styles are intercorrelated with each other by having different types of implications about the leadership concept.

Factors that Determine Leadership Style

Leadership is always a discussed concept, because there is no exact truth of ideal leadership. Different definitions and concept of leadership have been suggested in many different researches (Bass and Bass, 2008). Leadership scholars can't offer a common definition for leadership. Due to factors such as generational differences and improving digital technologies, leadership will continue to have different meanings for different parties (Northouse, 2015:5). Another important concern is the selection of appropriate leadership styles (Abubakari and Mohammed, 2013:2). Preferred leadership style, as well as the leadership itself, has vital importance for organizations. Leadership style of the leader should be appropriate to the organization and employee structure within the organization. And of course, preferred leadership styles are influenced by many major factors. Taking this into consideration we brought together what are the influential factors in leadership and the effects and interpretations of these factors in different theories. There are a number of factors that determine which type of leadership style is most effective. For example; intelligence, self-confidence, integrity, flexibility, creativity, high energy, honesty etc. related to effective leadership. In other words, different variables are impact on shaping these styles. In this study, we will discuss how the gender differences and emotional intelligent affect the leadership style of a leader.

Gender

Gender and leadership styles have an interesting correlation. It is well known that women and men both have substantial participation rates in the U.S. workforce, and research shows that males and females use different leadership styles. Women tend to have a more democratic style unless in a male-dominated job and use transformational leadership. On the other hand, men tend to use transactional leadership. Research shows that men may be perceived

as better suited for leadership and more effective as leaders than women (Underdahl, Wolker and Woehr, 2014). According to U.S. Bureau of Labor Statistics (2011), women are very underrepresented on the boards of directors.

Catalyst (2016) conducted another study and found that companies with at least three women on their management boards were more successful in terms of returns on equity, sales and invested capital compared to the companies that had less or no women on their management boards. The important question to ask in consideration of these studies is why there still exists the glass ceiling effect where the progress of women in business is hindered. Recent studies indicate that female leaders outperform male leaders in most of the areas (Sharpe, 2000).

Eagly and Johnson (1990) studied the differences between men and women considering their interpersonal characteristics with respect to democratic and autocratic styles. This study reveals that even though men and women did not have different ideas and characteristics, there is a very slight tendency for women to be more interpersonally oriented compared to men. Additionally, women were more democratic whereas men were more autocratic and directive, as pointed out in this study (Eagly and Johnson, 1990:233-256). The belief that women are more likely to be less controlling and motivate collaboration amongst the group whereas men display more controlling behaviors; constitutes the arguments for a 'female advantage' in leadership (Underdahl et al., 2014:1129-1145).

Studies indicate that women leaders score higher than men in terms of producing high-quality work, goal setting, coaching and mentoring employees when rated by coworkers. Kellerman (2016) points out that while women have more emotional-featured character structures, such as "kindness, helpfulness, caring for others", men show a stereotypical characteristic, such as "ambition, self-confidence or domination." Barnett (2008) explains that the stereotypical behaviors of the gender perspective are common and there is misconception of interpretations. When there is an uncertainty issue, overall perceptions and behaviors may reevaluate from individuals regarding on circumstances. In general terms, we can clearly state that gender and gender characteristics have a great influence on leadership styles in organizational management.

Emotional Intelligent

The level of emotional intelligence is a significant factor influencing the efficiency in leadership style (Antonakis, 2003). Antonakis, Ashkanasy and Dasborough (2009) asserted that the claims that emotional intelligence determines leadership is based on the theoretical framework and there is not enough evidence in the empirical research to support it.

Emotional Intelligence is a type of social intelligence that includes the ability to recognize the relationships and meanings of emotion, reason accordingly, and solve any problem that occurs (Mayer, Caruso and Salovey, 1999:267). Emotional intelligent concept was suggested by Salovey and Mayer (1990) in the article called "Emotional Intelligence" and gained important attention by Daniel Goleman in his book of the same name written in 1995. Goleman (1995; 1998) had also numerous publications about emotional intelligence. He presents "self-awareness, self-regulation, internal motivation, empathy and social skills" as the five components of emotional intelligence (Mayer and Salovey, 1997).

Goleman (2002) provides information that a leader's capability to connect emotionally with the employees is a better indicator of influential executive leadership than is general intelligence. Coaching, autocratic, charismatic, authoritative, affiliative and pace-setting are described as the main six types of leadership by Goleman (2002). Leaders with expertise in at least four styles are considered the most effective leaders. Effective leaders guide the group or individuals to make suitable contributions to their style (Goleman, Boyatzis and Mckee, 2002). Goleman (2002) argues that the leader's main task is focused on getting results, while emphasizing that quantitative data is not very convincing. A leader's experience, inferences and internal perspective may represent more positive outcomes and discuss which of these characteristics make the concept of leadership more precise. He mentions the different components of emotional intelligence which can be outlined based on six crucial distinct leadership styles. Each style of leadership have different effect on the organization's atmosphere, the balance of workplace environment, team performance and financial outcomes. According to Goleman (2002), he describes mainly coercive leaders as "demanding immediate compliance", while an authoritative leader has a broad vision. Moreover, affiliative leaders may have emotional synergy and harmony, while democratic leaders give importance of having a consensus via high rate of participation. Also, a pace-setting leader has self-directive position and sets expectations on the excellence level while coaching leaders invest to the future to provide broader supportive action for the individuals. Also, Alkahtani (2016:24) states that "leaders with high emotional intelligence are able to correctly scan the organizational environment, weigh the possible consequences of their actions and select the most appropriate leadership styles acceptable by the followers". In this sense, we can see clearly that, emotional intelligent is one of the biggest factors that are playing role in influencing leadership styles.

Overall research results show that the best use of the combination of several leadership styles for daily or long-term decision-making processes (Harvard Business Review, 2000). Also, both some European and American researchers indicate that proactive behavior provides the individuals to engage a self-initiated activity that go beyond needs and expectations. It can observe to achieve long-term goals through forward-thinking and broad vision that tend to change work environments positively (Rank, Carsten, Unger and Spector, 2007:365).

Conclusion

Leadership is the most important decision mechanism of organizations, shaped by many factor. Leadership will continue to evolve in the future. Barret and Beeson (2000) indicate that five significant forces exist, and they will change the leadership continuously. These forces are global competition, information technology, rapid and flexible organizations, teams and employee needs. Development of the future leadership depends on technology, investments in new areas, and more importantly the effects of globalization. Leaders in the future will likely to be have dependencies to external organizations, and obviously, this will result add more complexity to the businesses. However, it cannot ignore that leaders may think that the world and their strategies are examined through their paradigms or lenses, while they assume that others have the similar lenses. These assumptions can also cause limitations on behalf of leaders to provide an objective perspective (Barbuta, 2005:38).

In conclusion, the stated theories, models and styles explained that the leadership studies conducted with variables such as gender and emotional intelligence. Each existing theory will continue to evolve by completing the void of their previous theories, and different styles will emerge. Good leaders have the skills to influence other people and make them willing to march towards the goals of their organization, and higher achievements. Leadership is engaged with management, but it is more than that. Leadership helps management evolve over time, and requires additional skills. There are several key leadership skills and different styles that make leaders more effective. Moreover, leadership studies until today revealed significant theories that have applications in the business world today. The leadership is an area that continues to evolve as the world evolves with new technologies and globalization and the need for rapid. Further research should examine how leadership styles are transformed in different cultures. Although there have many different factors affecting the leadership style, we focus on gender and emotional intelligent in this study. Another area of further research should focus on examining different factors that affect the leadership style.

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