Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Languages (FEM)

Bachelor Thesis

Comparing Structures, Methods & Effectiveness of Leadership Across Industries.

Valeriya Kuleshova

CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

BACHELOR THESIS ASSIGNMENT

Valeriya Kuleshova

Business Administration

Thesis title

Comparing Structures, Methods & Effectiveness of Leadership Across Industries

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Objectives of thesis

The aim of this thesis is to describe the various leadership structures and compare them; evaluate multiple leadership methods that are suitable for different industries; and evaluate their effectiveness. A secondary objective is to identify the personality traits needed to be a great leader and how they impact the work environment.

Methodology

The thesis will comprise a theoretical and practical portion. The theoretical will analyse various methods used across industries and the tools for measuring their effectiveness. The practical portion will take the data and use qualitative and quantitative methods to process them. Specifically, comparative analysis and descriptive methods will be utilised.

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The proposed extent of the thesis

30-40 pages

Keywords

Leadership Structures, Methods, Effectiveness, Personality Traits, Development

Recommended information sources

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The Bachelor Thesis Supervisor

Jared Daniel Jacques

Supervising department

Department of Languages

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PhDr. Mgr. Lenka Kučírková, Ph.D.

Head of department

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doc. Ing. Tomáš Šubrt, Ph.D.

Dean

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Declaration

I declare that I have worked on my bachelor thesis titled "Comparing Structures, Methods & Effectiveness of Leadership Across Industries" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the bachelor thesis, I declare that the thesis does not break any copyrights.

In Prague on date of submission   _____

Comparing Structures, Methods & Effectiveness of Leadership Across Industries.

Abstract:

This bachelor thesis delves into the multifaceted realm of leadership, aiming to provide a comprehensive understanding of various leadership structures, methods, and their effectiveness across different industries. Through extensive research and analysis, this study seeks to fulfill three primary objectives: describing diverse leadership structures, comparing their functionalities, evaluating leadership methods pertinent to distinct industries, and assessing their efficacy. Furthermore, a secondary objective involves identifying the personality traits essential for exemplary leadership and examining their influence on the work environment. This bachelor thesis embarks on a dual journey, aiming to bridge the theoretical understanding of leadership methods across industries with their practical application and effectiveness measurement. The research is structured into two distinct yet interconnected segments: a theoretical analysis and a practical exploration. The theoretical portion of this study meticulously examines a spectrum of leadership methods prevalent across industries, delving into their conceptual frameworks, underlying principles, and applications. Through an extensive literature review, various leadership methods including transactional, transformational, servant, authentic, and situational leadership will be scrutinized. Furthermore, the study will explore the tools and methodologies employed for measuring the effectiveness of these leadership methods, considering both qualitative and quantitative approaches. In the practical segment, the research transitions from theoretical analysis to empirical investigation, employing qualitative and quantitative methods to process data and draw meaningful insights. Comparative analysis and descriptive methods will be utilized to analyze the data gathered from multiple industries, providing a holistic view of leadership effectiveness in diverse organizational settings. Through qualitative methodologies such as interviews, case studies, and observations, as well as quantitative techniques including surveys and statistical analysis, the study aims to uncover patterns, trends, and correlations between leadership methods and organizational outcomes.

Keywords - Leadership structures, Methods, Effectiveness, Personality Traits, Development

Porovnání struktur, metod a efektivity vedení napříč odvětvími.

Abstrakt:

Tato bakalářská práce se ponoří do mnohostranné sféry leadershipu, jejímž cílem je poskytnout komplexní pochopení různých struktur vedení, metod a jejich efektivity v různých odvětvích. Prostřednictvím rozsáhlého výzkumu a analýzy se tato studie snaží splnit tři hlavní cíle: popsat různé struktury vedení, porovnat jejich funkce, vyhodnotit metody vedení týkající se různých odvětví a posoudit jejich účinnost. Sekundární cíl dále zahrnuje identifikaci osobnostních rysů nezbytných pro příkladné vedení a zkoumání jejich vlivu na pracovní prostředí. Tato bakalářská práce se vydává na dvojí cestu, jejímž cílem je propojit teoretické chápání metod vedení napříč odvětvími s jejich praktickou aplikací a měřením efektivity. Výzkum je strukturován do dvou odlišných, ale vzájemně propojených segmentů: teoretické analýzy a praktického průzkumu. Teoretická část této studie pečlivě zkoumá spektrum metod vedení převládající napříč průmyslovými odvětvími, ponoří se do jejich koncepčních rámců, základních principů a aplikací. Prostřednictvím rozsáhlého přehledu literatury budou prozkoumány různé metody vedení včetně transakčního, transformačního, služebního, autentického a situačního vedení. Studie dále prozkoumá nástroje a metodiky používané pro měření účinnosti těchto metod vedení, přičemž vezme v úvahu kvalitativní i kvantitativní přístupy. V praktickém segmentu výzkum přechází od teoretické analýzy k empirickému zkoumání, přičemž ke zpracování dat využívá kvalitativní a kvantitativní metody a čerpat smysluplné poznatky. Srovnávací analýza a popisné metody budou využity k analýze dat shromážděných z různých průmyslových odvětví, které poskytují holistický pohled na efektivitu vedení v různých organizačních prostředích. Prostřednictvím kvalitativních metodologií, jako jsou rozhovory, případové studie a pozorování, stejně jako kvantitativních technik včetně průzkumů a statistických analýz, je cílem studie odhalit vzorce, trendy a korelace mezi metodami vedení a výsledky organizace.

Klíčová slova - Struktury vedení, Metody, Efektivita, Osobnostní rysy, Rozvoj

Table of Content

1. Introduction:

In the dynamic and ever-evolving landscape of modern business, leadership remains a cornerstone for organizational success. This thesis endeavors to delve into the intricacies of various leadership styles prevalent across industries and examine how adept leaders utilize these styles to enhance business effectiveness. Furthermore, this study aims to explore the applicability of different leadership styles across diverse sectors, shedding light on their nuanced implementation and impact. Central to this exploration are two iconic figures from the automotive industry: Henry Ford of Ford Motors and William C. Durant of General Motors. By conducting a comparative analysis of their leadership styles, traits, and methodologies, this thesis seeks to glean insights into their effectiveness and relevance beyond the automotive sector. Through this comparative lens, we aim to elucidate how leadership principles can be adapted and applied across different industries and business contexts.

Moreover, this research endeavors to uncover the underlying personality traits essential for effective leadership. By identifying and analyzing these traits, we aim to provide valuable guidance for aspiring leaders and managers. Furthermore, this study advocates for a personalized approach to leadership, emphasizing the importance of understanding individual team members' strengths, weaknesses, and motivations, rather than relying on generic assumptions based on factors such as gender and age. Ultimately, the findings of this thesis are intended to inform and guide current and future leaders in their quest for organizational excellence. By synthesizing insights from historical figures, contemporary leadership theories, and empirical research, this study aims to contribute to the ongoing discourse on effective leadership practices and their implications for business success in diverse industries

2. Objectives and Methodology

2.1 Objectives

The primary objective of this bachelor thesis is to explore the diverse spectrum of leadership styles prevalent across various industries. Specifically, the thesis aims to analyze different leadership and management styles adopted by managers in different organizational contexts.Through an in-depth analysis of existing literature and empirical research, the thesis will delve into different leadership personality traits such as knowledge of the basis, drive, desire to lead, honesty and integrity, self-confidence, open-mindedness, intelligence, and extraversion. Each of these traits will be examined in terms of its relevance to effective leadership and its potential influence on the work environment.

Furthermore, this thesis seeks to formulate relevant recommendations for managers concerning the leadership and management styles they should employ towards their subordinates and colleagues. These recommendations will be based on an in-depth analysis of the strengths, weaknesses, and applicability of various leadership styles within different industries and organizational settings.

2.2 Methodology

This thesis employs a two-fold approach, encompassing theoretical and practical methodologies, to examine leadership styles across industries. The practical segment gathered responses from a total of 44 employees, each representing diverse demographic characteristics. The theoretical framework delves into scholarly literature, case studies, and the leadership approaches of industry stalwarts like Henry Ford and William C. Durant. It scrutinizes the impact of diverse leadership styles and identifies essential leadership traits.

3. Literature Review

3.1 Leadership

Leadership is a multifaceted concept that has intrigued scholars, practitioners, and organizations across various disciplines. While definitions of leadership abound, it is commonly understood as the process of influencing and motivating individuals or groups to achieve common goals or objectives. Leadership encompasses a range of behaviors, traits, and styles that shape organizational culture, drive innovation, and foster success.

Kennedy (2018) emphasizes the importance of daily management as a fundamental tool for achieving operational excellence and driving performance improvement. He delves into the concept of daily management as a proactive approach to problem-solving, decision-making, and performance monitoring on a day-to-day basis. Kennedy highlights the importance of establishing key performance indicators (KPIs), setting clear targets, and tracking progress against established metrics to gauge the impact of daily management efforts (R.K. Kennedy, 2018).

One of the seminal works in the study of leadership is attributed to Kurt Lewin, who introduced the concept of leadership styles in the 1930s. Lewin's research laid the groundwork for understanding different approaches to leadership, including autocratic, democratic, and laissez-faire styles. Subsequent researchers, such as Douglas McGregor and Rensis Likert, further expanded our understanding of leadership by exploring the role of motivation, communication, and organizational structure in effective leadership. (Lewin, K. 1930s).

The concept of transcendental leadership and its relationship with workplace spirituality. This doctoral dissertation, completed at the University of Phoenix, offers a narrative inquiry into effective leadership practices that transcend traditional paradigms and incorporate spiritual principles.Isebor delves into the notion of transcendental leadership as a holistic approach that goes beyond conventional managerial techniques and encompasses deeper aspects of human consciousness and spirituality. The dissertation investigates how leaders can integrate

spiritual values, such as compassion, empathy, and purpose, into their leadership style to foster a more meaningful and fulfilling work environment (J.E. Isebor 2018).

One of the central themes addressed in Isebor's dissertation is the significance of workplace spirituality in contemporary leadership practices. Drawing on insights from narrative inquiry, Isebor examines how leaders can cultivate a sense of purpose, meaning, and connectedness in the workplace, thereby enhancing employee engagement, satisfaction, and performance. By integrating spiritual principles into leadership practices, leaders can create a supportive and nurturing work environment conducive to personal growth and organizational flourishing (Isebor, J.E. 2018).

At the strategic level, senior executives provide vision, direction, and guidance to steer the organization towards its long-term objectives. Their leadership sets the tone for organizational culture, shapes strategic decision-making, and influences the allocation of resources. Effective strategic leadership is characterized by foresight, adaptability, and the ability to navigate complex and uncertain environments. Yukl begins by reviewing established theories and models of leadership behavior, such as trait theory, behavioral theory, contingency theory, and transformational leadership theory. He examines the strengths and limitations of each approach and discusses the implications for understanding effective leadership behavior. Yukl synthesizes findings from diverse research streams, including studies on task-oriented and relationship-oriented leadership behaviors, as well as the role of emotional intelligence and ethical leadership in shaping leader effectiveness. (Yukl, G. 2012).

One of the key findings of Collins' research is the importance of leadership in driving organizational success. He emphasizes the significance of Level 5 leadership, characterized by humility, determination, and a relentless focus on organizational goals rather than personal ego. Level 5 leaders, as identified by Collins, possess a unique blend of professional will and personal humility, enabling them to inspire and mobilize their teams towards achieving extraordinary results (Collins, J.C. 2001).

During the COVID-19 pandemic, leadership was underscored by the necessity for agility, resilience, and empathy. Leaders were confronted with challenging decisions, such as implementing layoffs, furloughs, or salary reductions, all while prioritizing employee well-being and morale. Transparent communication emerged as a critical component for building

trust and sustaining employee morale amidst uncertainty. Leaders were tasked with providing regular updates on organizational changes, safety protocols, and business performance to ensure transparency and maintain trust within the workforce (Mishra, Boynton, & Mishra, 2020).

The pandemic also accelerated digital transformation efforts as organizations adapted to remote work and sought to bolster digital capabilities. Leaders played a pivotal role in driving these digital initiatives, overseeing the implementation of new technologies, and fostering a culture of innovation and adaptability. Digital transformation became imperative for organizational survival and success in the post-pandemic landscape (Brown & Lusch, 2020). Leaders leveraged technology to streamline processes, enhance customer experiences, and facilitate remote collaboration, positioning their organizations for resilience and growth in the face of uncertainty (Dwivedi et al., 2020).

Exemplary Leaders Across Industries:

Steve Jobs (Technology):

Steve Jobs, revered as one of the most visionary leaders in the technology industry, co-founded Apple Inc., leaving an indelible mark on the global landscape. His unparalleled commitment to excellence and groundbreaking innovations propelled Apple to unprecedented success, reshaping entire industries including computing, music, and telecommunications (Isaacson, 2011). Renowned for his foresight, Jobs had an exceptional ability to anticipate market trends and challenge conventional norms, driving Apple's continuous evolution and growth (Lashinsky, 2012). Jobs' leadership was characterized by his unwavering pursuit of a clear and compelling vision, demonstrating the significance of having a well-defined direction in achieving organizational success (Isaacson, 2011). His charismatic presence and unparalleled ability to inspire others underscored his transformative leadership style, motivating teams to achieve extraordinary results (Lashinsky, 2012). Central to Jobs' leadership approach was the empowerment of individuals, fostering a culture of accountability and excellence within Apple (Isaacson, 2011).

Warren Buffett (Finance):
Warren Buffett, chairman and CEO of Berkshire Hathaway, is revered for his long-term

investment approach and prudent decision-making. Buffett's leadership philosophy emphasizes integrity, patience, and disciplined capital allocation, leading to consistent value creation for shareholders. His ability to identify undervalued assets, assess risk, and capitalize on market opportunities has made him one of the most successful investors in history. Buffett is known for his patient, long-term investment approach. He emphasizes the importance of thinking in terms of years or decades rather than months or quarters. This teaches us the value of having a long-term perspective in leadership, focusing on sustainable growth and enduring success rather than short-term gains.Warren Buffett places a high value on integrity and ethical conduct in business. He believes that integrity is non-negotiable and that reputation is paramount. Leaders can learn from Buffett's commitment to honesty, transparency, and integrity in all dealings, which fosters trust and credibility (Buffett, W., & Cunningham, L.2013).

Jeff Bezos (E-commerce):
Jeff Bezos, founder and former CEO of Amazon, is credited with revolutionizing e-commerce and reshaping consumer behavior worldwide. Bezos' bold vision, customer obsession, and relentless pursuit of innovation propelled Amazon to become one of the world's largest and most influential companies. His ability to anticipate market trends, experiment with new business models, and prioritize long-term growth over short-term profits made him a transformative leader in the digital age.Bezos famously prioritizes customer satisfaction above all else. He believes that obsessing over customer needs and desires is the key to long-term success. Leaders can learn from Bezos' customer-centric approach by prioritizing customer feedback, continuously improving products and services, and focusing on delivering exceptional customer experiences.Bezos encourages a culture of innovation and experimentation at Amazon. He believes in taking bold risks and embracing failure as a natural part of the innovation process. Leaders can learn from Bezos' willingness to experiment, encourage creative thinking, and explore new ideas, even if they don't always succeed (Kuhn, A. 2001).

These exemplary leaders achieved greatness through a combination of vision, resilience, and strategic acumen. They possessed a clear vision for the future, coupled with the ability to inspire others and rally teams around common goals. They were not afraid to take calculated risks, challenge the status quo, and innovate in the face of adversity. Moreover, they

demonstrated unwavering commitment to excellence, ethical conduct, and stakeholder value, earning the trust and respect of their teams and stakeholders.

3.2 Comparison of Two Great Leaders of the Automobile Industry: Their Leadership Methodologies and Impact on Company Growth and Global Influence

The automotive industry owes much of its evolution to the influential leadership legacies of Henry Ford and William C. Durant. Their visionary approaches have significantly impacted company growth and global influence. This literature review delves into the leadership methodologies of Ford and Durant, examining their profound effects on the automotive sector and offering insights applicable to leadership in various industries.

Henry Ford, renowned as the Pioneer of Mass Production, left an enduring legacy of innovation, efficiency, and accessibility in the automotive industry. As the founder of Ford Motors, Ford revolutionized manufacturing with his pioneering work in mass production techniques (Bryant, 2019). His leadership methodologies were characterized by a steadfast commitment to streamlining processes, reducing costs, and democratizing automobile ownership.

Ford's emphasis on efficiency and productivity is epitomized by his introduction of the assembly line production system, which transformed manufacturing processes and enabled unprecedented levels of productivity (Sullivan, 2019). Furthermore, Ford's unwavering dedication to innovation and technological advancement propelled the automotive industry forward, as he constantly sought ways to improve processes and products (Brown & Krefft, 2020). His visionary leadership paved the way for transformative advancements in transportation and society.

Moreover, Ford's commitment to accessibility and affordability revolutionized the automotive landscape. His introduction of the Model T made automobiles accessible to the average consumer, fundamentally altering the dynamics of transportation and societal mobility (Bryant, 2019). By prioritizing accessibility and affordability, Ford democratized automobile ownership, leaving an indelible mark on the automotive industry and society as a whole.

William C. Durant: The Architect of General Motors

William C. Durant's leadership journey is characterized by boldness, strategic vision, and a profound understanding of market dynamics. As the driving force behind General Motors, Durant reshaped the automotive landscape through strategic acquisitions, diversification, and brand consolidation. His leadership methodologies were instrumental in establishing GM as a global automotive powerhouse.

Durant's strategic acumen and penchant for risk-taking were central to his leadership approach. He demonstrated a willingness to take calculated risks in pursuit of his objectives, often making bold moves that reshaped the industry landscape. Durant's masterful entrepreneurship and deal-making skills were evident in his ability to acquire and merge various automobile companies under the GM umbrella (Raff, 2018). His strategic acquisitions and mergers expanded GM's portfolio of brands, demonstrating his visionary leadership and entrepreneurial prowess.

Durant's leadership also facilitated GM's expansion into new markets and establishment as a global leader in automotive manufacturing (Raff, 2018). Under his guidance, GM developed a vast network of dealerships and manufacturing facilities worldwide, solidifying its position as a prominent player in the automotive industry. Durant's visionary leadership and strategic initiatives propelled GM to the forefront of automotive manufacturing, leaving a lasting legacy in the industry.

An analysis of the leadership methodologies of Henry Ford and William C. Durant reveals valuable insights for contemporary leaders. Firstly, their emphasis on innovation and technological advancement underscores the importance of staying ahead of the curve in a rapidly evolving business landscape. Ford's pioneering work in mass production techniques and Durant's strategic acquisitions exemplify their commitment to innovation, driving organizational growth and competitiveness (Collins, 2001).

Secondly, their dedication to efficiency and productivity highlights the significance of streamlining processes to achieve operational excellence. Ford's assembly line production system and Durant's emphasis on brand consolidation and diversification demonstrate their focus on optimizing efficiency and productivity to maintain a competitive edge.Thirdly, their

focus on market expansion and global reach emphasizes the value of strategic growth initiatives. Ford's expansion of Ford Motors' global reach and Durant's establishment of General Motors as a global leader underscore the importance of strategic growth initiatives in driving organizational success on a global scale (Collins, 2001).

In the contemporary business landscape, leaders across diverse industries are drawing valuable lessons from the leadership methodologies of Henry Ford and William C. Durant to propel organizational growth and success. A notable application of these principles is evident in the widespread adoption of digital transformation initiatives. Similar to Ford and Durant's embrace of technological advancements, modern leaders are leveraging digital technologies to innovate, streamline processes, and elevate customer experiences. Moreover, leaders are actively pursuing strategic partnerships and mergers to expand market reach, diversify product offerings, and seize growth opportunities, reflecting Durant's strategic acquisitions. Additionally, inspired by Ford and Durant's commitment to corporate social responsibility, leaders are prioritizing sustainability, diversity, and ethical conduct to generate positive social and environmental impact. Lastly, the emphasis on fostering a culture of innovation and collaboration resonates with Ford and Durant's focus on creativity and teamwork. By cultivating environments that encourage experimentation and collaboration, leaders stimulate innovation, enabling organizations to adapt and thrive in competitive markets (Collins, 2001).

In conclusion, the leadership legacies of Henry Ford and William C. Durant offers valuable insights and lessons for leaders in the modern world.Through their visionary approaches, innovative thinking, and strategic acumen, they propelled their companies to unprecedented heights of success and global influence . By analyzing their leadership methodologies and their consequential impact, this study provides valuable insights applicable across various industries, guiding modern leaders in driving organizational growth, fostering innovation, and making a positive impact on society and the environment (Collins, 2001).

3.3 Leadership Styles

Leadership, as a multifaceted concept, serves as the cornerstone of organizational success, influencing culture, performance, and overall effectiveness. Within this dynamic landscape, leaders employ a diverse array of styles and approaches, each contributing to organizational

dynamics and outcomes in unique ways. In this part we delve into six distinct leadership styles, offering a comprehensive exploration of their theoretical foundations, defining characteristics, and organizational impacts.In the rapidly evolving landscape of modern organizations, characterized by globalization, technological advancement, and shifting workforce demographics, the role of leadership styles takes on heightened significance. Each of the six leadership styles—visionary, coaching, affiliative, commanding, democratic, and pacesetting—offers distinct advantages and can be instrumental in navigating the complexities of the new world.

1. Visionary Leadership:

Visionary leadership is characterized by a leader's ability to articulate a compelling vision for the future and inspire followers to align their efforts towards its realization (Avolio et al., 2009). Visionary leaders possess clarity of purpose, optimism, and the capacity to communicate their vision effectively (Sosik & Jung, 2010). Research suggests that visionary leadership fosters organizational alignment, strategic agility, and innovation by providing a sense of direction and purpose to employees (Zhang & Bartol, 2010).

Examples of Visionary Leadership:

Elon Musk (CEO of Tesla, SpaceX, and Neural ink):
Elon Musk stands out as a visionary leader who has reshaped multiple industries with his ambitious vision and innovative endeavors. Musk's visionary goals, such as colonizing Mars, transitioning the world to sustainable energy, and revolutionizing transportation through electric vehicles and high-speed transit systems, have captivated global attention and inspired change. His relentless pursuit of audacious objectives and willingness to take risks have propelled his companies, including SpaceX, Tesla, and The Boring Company, to the forefront of innovation. Despite encountering numerous challenges and setbacks, Musk remains steadfast in his vision, inspiring his teams to push the boundaries of what is possible (Crockett, 2019).

Oprah Winfrey (Media Mogul and Philanthropist):
As a visionary leader, Winfrey's accomplishments are evident across various platforms, including her groundbreaking talk show, magazine, book club, and production company. Her

ability to anticipate shifts in audience preferences and cultural dynamics has enabled her to remain relevant and influential for decades. Winfrey's vision revolves around empowering individuals from all walks of life, amplifying diverse voices, and fostering genuine connections. She has used her platforms to address a wide range of social issues, from education and wellness to civil rights and women's empowerment, reflecting her deep commitment to making a positive impact on society (Starks, 2018).

2. Coaching Leadership:

Coaching leadership emphasizes the development and empowerment of individuals within the organization (Avolio et al., 2009). Leaders adopting this style serve as mentors, providing guidance, feedback, and support to help employees unlock their full potential (Sosik & Jung, 2010). Coaching leaders prioritize collaboration, continuous learning, and individualized development, leading to improved employee performance, job satisfaction, and retention rates (Zhang & Bartol, 2010).

Examples of Coaching Leadership :

Bill Campbell (Former CEO Coach and Mentor to Silicon Valley Leaders):

One of Campbell's key leadership principles was the belief in the potential of people. He was known for his ability to recognize talent, nurture leadership qualities, and inspire individuals to reach their full potential (Gallen, 2016). Campbell's coaching style involved providing personalized guidance and support to help executives navigate challenges, make informed decisions, and grow both personally and professionally. Moreover, Campbell's coaching leadership style was rooted in trust, authenticity, and transparency. He fostered open communication and honest dialogue, creating an environment where individuals felt comfortable seeking feedback and sharing ideas (Bloomberg, 2016). By building strong relationships based on mutual respect and trust, Campbell cultivated a culture of collaboration and accountability within organizations (Gallen, 2016).

Eric Schmidt (Former CEO of Google):

Eric Schmidt, the former CEO of Google, is recognized for his effective utilization of coaching leadership styles to drive innovation and success within the company. Schmidt's leadership approach was characterized by his commitment to mentorship, empowerment, and fostering a culture of continuous learning and growth (Schmidt & Rosenberg, 2014).

One of Schmidt's key strategies as a coaching leader was to prioritize the development of talent within Google. He believed in empowering employees to take ownership of their work and pursue their passions, thereby fostering a sense of autonomy and accountability. Schmidt's coaching style involved providing guidance and support to help individuals identify their strengths, set ambitious goals, and navigate career paths within the company (Goudreau, 2013).

3. Affiliative Leadership:

Affiliative leadership focuses on building strong relationships and fostering a sense of belonging and connection among team members. Affiliative leaders prioritize empathy, collaboration, and trust-building, creating a supportive work environment conducive to collaboration and innovation. Research indicates that affiliative leadership enhances morale, team cohesion, and employee well-being, contributing to organizational resilience and success (Goleman, 2000).

Example of Affiliative Leadership:

Abraham Lincoln (16th President of the United States):
Lincoln's leadership style was characterized by his ability to connect with people from diverse backgrounds, empathize with their struggles, and inspire a sense of unity and camaraderie. He prioritized building trust and collaboration among his cabinet members, even those who held differing viewpoints, to foster a cohesive team dynamic (White, 2009). One of Lincoln's most notable traits as an affiliative leader was his emphasis on empathy and understanding. He was known for his compassionate approach to leadership, often taking the time to listen to the concerns of others and consider multiple perspectives before making decisions. Lincoln's ability to empathize with individuals from all walks of life helped him bridge divides and build consensus during times of great turmoil, such as the Civil War (Goodwin, 2005).

Doug McMillon (CEO of Walmart):
McMillon's leadership style is characterized by his focus on connecting with employees at all levels of the organization and empowering them to contribute to Walmart's success. He values open communication and encourages feedback, creating a culture where employees feel heard, valued, and respected (Huey, 2017). One of McMillon's key leadership traits is his

ability to empathize with the challenges faced by Walmart's diverse workforce. He takes a personal interest in the well-being of employees and works to address their needs and concerns. By demonstrating empathy and understanding, McMillon builds trust and fosters a sense of belonging among Walmart associates (McMillon, 2016).

4. Commanding Leadership:

Commanding leadership, also known as authoritarian or directive leadership, involves centralized decision-making and control by the leader, with little input from followers. Commanding leaders assert authority, set strict guidelines, and expect compliance from their team members. While commanding leadership may ensure consistency and efficiency, it may also stifle creativity, autonomy, and employee morale in the long run (Northouse, 2021).

Examples of Commanding Leadership:

Margaret Thatcher (Former Prime Minister of the United Kingdom):
Margaret Thatcher, the former Prime Minister of the United Kingdom, is often associated with a commanding leadership style characterized by her strong will, decisiveness, and assertiveness. Thatcher was known for her authoritarian approach to leadership, which involved centralized decision-making and a firm hand in implementing policies. She was not afraid to assert her authority and make tough decisions, even in the face of opposition or criticism (Campbell, 2013). Thatcher's leadership style was marked by her unwavering confidence in her own judgment and her ability to inspire loyalty and discipline among her followers (Young, 2004).

Indira Gandhi (Former Prime Minister of India):
As India's first and, to date, only female Prime Minister, Gandhi faced numerous challenges during her tenure, including political unrest, economic instability, and regional conflicts. However, she displayed remarkable resilience and determination in confronting these challenges, often adopting a commanding leadership style to assert her authority and maintain control over the government and the ruling party (Brown, 1994).Indra Gandhi's commanding leadership style was particularly evident during the period of the Emergency, declared from 1975 to 1977, when she suspended civil liberties and imposed strict censorship measures in response to growing political opposition. Despite facing criticism both domestically and

internationally for her actions, Indra Gandhi remained steadfast in her resolve to maintain order and stability in the country (Zachariah, 2006).

5. Democratic Leadership:

Democratic leadership, or participative leadership, entails shared decision-making and collaboration between leaders and followers. Democratic leaders solicit input, ideas, and feedback from their team members, empowering them to contribute to decision-making processes. Research suggests that democratic leadership fosters employee empowerment, job satisfaction, and organizational innovation by valuing diverse perspectives and promoting a sense of ownership among employees (Northouse, 2021).

Examples of Democratic Leadership:

Nelson Mandela (Former President of South Africa):

Nelson Mandela, the former President of South Africa, exemplified democratic leadership throughout his life and political career, embodying principles of inclusivity, collaboration, and consensus-building (Friedman, 2010). Mandela's commitment to democratic values was evident in his approach to leadership, particularly during South Africa's transition from apartheid to democracy. As a leader of the African National Congress (ANC), Mandela advocated for reconciliation and unity among diverse racial and ethnic groups in South Africa (Mandela, 1994). He believed in the power of dialogue and negotiation to resolve conflicts and promote social justice, principles that were central to his leadership style.

Barack Obama (44th President of the United States):
Obama sought to engage with diverse perspectives and foster collaboration among stakeholders to address complex challenges facing the nation. He often emphasized the importance of dialogue and cooperation in finding solutions to pressing issues, such as healthcare reform, climate change, and economic recovery (Gergen, 2009). One of Obama's notable achievements as a democratic leader was the passage of the Affordable Care Act (ACA) in 2010. Despite facing significant political opposition, Obama worked to build consensus among lawmakers and stakeholders to enact comprehensive healthcare reform

legislation aimed at expanding access to affordable healthcare for millions of Americans (Obama, 2016).

6. Pacesetting Leadership:

Pacesetting leadership revolves around setting high performance standards and leading by example. Pacesetting leaders demonstrate excellence, initiative, and a strong work ethic, expecting their team members to meet similarly high standards. While pacesetting leadership can drive performance and accountability, it may also create undue pressure and stress among employees if overused or applied indiscriminately (Goleman et al., 2002).

Examples of Pacesetting Leadership:

Sir Richard Branson (Founder of the Virgin Group):

Sir Richard Branson, the founder of the Virgin Group, is known for his pacesetting leadership style, characterized by his high standards, relentless pursuit of excellence, and ability to lead by example.Branson's leadership approach is marked by his entrepreneurial spirit and willingness to challenge the status quo. He sets ambitious goals for himself and his teams, pushing them to achieve exceptional results and strive for continuous improvement (Sullivan, 2014).One of Branson's notable traits as a pacesetting leader is his focus on innovation and creativity. He encourages his employees to think outside the box, take risks, and pursue unconventional ideas, fostering a culture of innovation within the Virgin Group (Branson, 2011).

Larry Page and Sergey Brin (Co-founders of Google):

Larry Page and Sergey Brin, the co-founders of Google, are known for their pacesetting leadership style, which emphasizes high standards, innovation, and a relentless pursuit of excellence (Lashinsky, 2011).As leaders, Page and Brin set ambitious goals for themselves and their teams, constantly pushing the boundaries of what is possible in the technology industry (Battelle, 2005). They foster a culture of innovation within Google, encouraging employees to think creatively, take risks, and explore new ideas (Lashinsky, 2011).
Page and Brin lead by example, demonstrating a strong commitment to their vision and values. They are deeply involved in the company's operations and decision-making processes, inspiring their teams to work hard and strive for excellence (Battelle, 2005).

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Figure 1. Small overview of main leadership styles
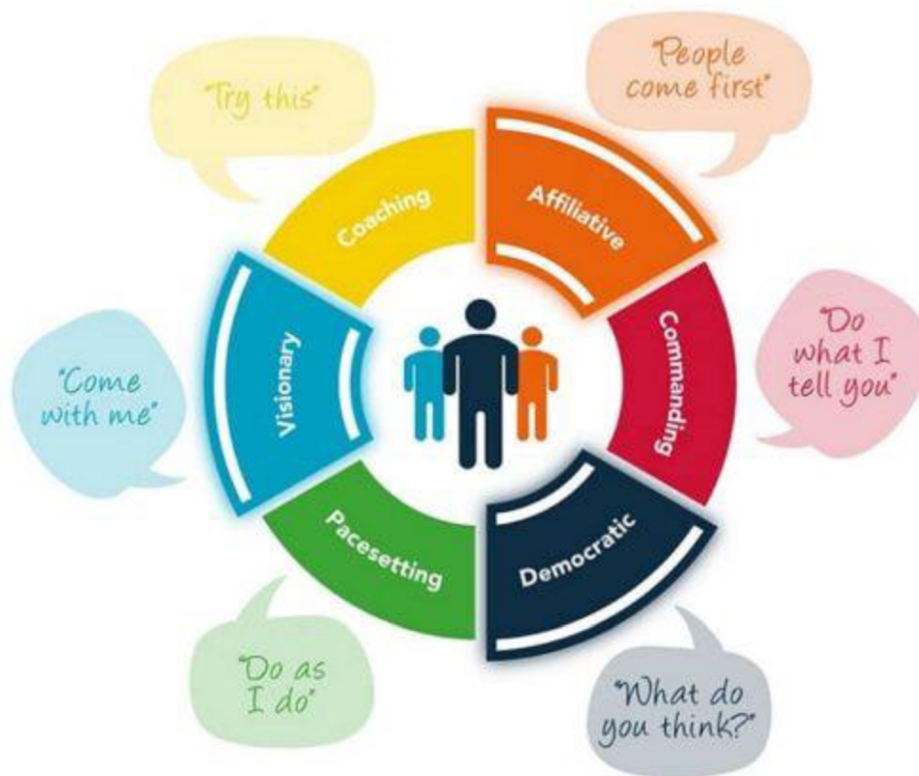
Source : peopleinsight.co.uk/styles-of-leadership/

3.4 Leadership styles can have varying impacts on organizations across Different Sectors

1. **Visionary Leadership:**

Technology Sector: Visionary leaders in the technology sector, such as Steve Jobs of Apple and Elon Musk of Tesla, are known for their ability to envision the future and drive innovation (Isaacson, 2011; Vance, 2015). Their visionary leadership has led to the development of groundbreaking products and services that have transformed industries and changed the way we live and work. Visionary leaders set a clear strategic direction for their companies, guiding them towards long-term success (Gupta et al., 2018). By articulating a compelling vision and inspiring their teams to pursue it, they drive growth and competitiveness in the technology sector.

Healthcare Sector: Visionary leaders in the healthcare sector invest in research and development to advance medical science and develop new treatments and therapies (Cosgrove, 2018). They collaborate with researchers, clinicians, and industry partners to accelerate innovation and bring new solutions to market. With the rise of digital health technologies, visionary leaders in healthcare embrace digital transformation initiatives to improve access, efficiency, and quality of care (Topol, 2019). They leverage technologies such as telemedicine, artificial intelligence, and wearable devices to transform healthcare delivery and empower patients.

2. Coaching Leadership:

Education Sector: In the education sector, coaching leadership promotes student-centered learning by empowering students to take ownership of their education (Sergiovanni, 1992). Educators who adopt coaching leadership styles act as facilitators, guiding students in setting goals, solving problems, and reflecting on their learning experiences. Coaching leadership in education emphasizes personalized instruction tailored to individual student needs and strengths (Knight, 2007). Educators use coaching techniques to provide targeted feedback, support, and encouragement, helping students reach their full potential.

Sports Sector: Coaching leadership is essential in the sports sector for skill development and performance enhancement among athletes (Jones, Hanton, & Connaughton, 2002). Coaches use instructional and motivational techniques to help athletes develop their physical abilities, technical skills, and mental toughness. Effective coaching leadership promotes team cohesion and unity among athletes (Carron, Brawley, & Widmeyer, 1998). Coaches create a positive team culture, foster trust and communication, and encourage collaboration, leading to improved teamwork and performance.

3. Affiliative Leadership:

Hospitality Sector: Affiliative leadership in the hospitality sector promotes employee engagement and satisfaction (Kusluvan, Kusluvan, Ilhan, & Buyruk, 2010). Hospitality leaders who prioritize relationships and empathy create supportive work environments where employees feel valued, respected, and motivated to perform their best. Affiliative leadership contributes to customer service excellence in the hospitality industry (Chi & Gursoy, 2009).

By fostering a culture of hospitality and teamwork, leaders inspire employees to deliver exceptional service, anticipate guest needs, and create memorable experiences.

Nonprofit Sector: Affiliative leadership is instrumental in engaging stakeholders and building strong relationships in the nonprofit sector (Padilla-Melendez, Garrido-Moreno, & Lockett, 2014). Nonprofit leaders who adopt affiliative approaches prioritize donor, volunteer, and community relationships, fostering trust, loyalty, and support for the organization's mission.Nonprofit leaders utilize affiliative leadership to retain and motivate volunteers (Stone & Lovejoy, 2004). By demonstrating empathy, appreciation, and support for volunteers, leaders create a sense of belonging and fulfillment, encouraging long-term commitment and involvement.

4. Commanding Leadership:

Military Sector: Commanding leadership is essential in the military sector for ensuring operational efficiency and discipline (Yukl, 2010). Military leaders issue clear directives, establish hierarchy, and enforce strict adherence to orders, resulting in coordinated and effective execution of missions.In military operations, commanding leadership establishes a clear chain of command, facilitating communication, coordination, and rapid decision-making (Dvir & Eden, 2004). Leaders at every level provide guidance, direction, and oversight to subordinates, ensuring unity of effort and mission success.

Manufacturing Sector: ICommanding leadership promotes production efficiency and quality control in the manufacturing sector (Lussier & Achua, 2019). Leaders set clear production targets, establish standard operating procedures, and enforce compliance with quality standards, ensuring consistency and reliability in output.Commanding leadership contributes to quality assurance and process improvement initiatives in manufacturing (Kumar & Suresh, 2009). Leaders monitor production processes, identify areas for improvement, and implement corrective actions, driving continuous quality enhancement and customer satisfaction.

5. Democratic Leadership:
Government Sector: Democratic leadership in government promotes citizen participation and engagement in decision-making processes (Haque & Hossain, 2018). Elected officials

seek input from constituents, involve stakeholders in policy discussions, and prioritize transparency, enhancing trust and accountability in governance.In democratic governments, leaders embrace diverse perspectives and encourage innovative policy solutions (Bryman, 1992). Democratic leadership fosters open dialogue, constructive debate, and compromise, leading to the development of responsive and effective public policies that address societal needs.

Research Sector: Democratic leadership fosters collaborative research environments in the academic and scientific community (Goh, 2016). Research leaders involve team members in decision-making, encourage interdisciplinary collaboration, and promote knowledge sharing, facilitating innovative and impactful research outcomes.Democratic leadership promotes research integrity and ethical conduct (Shamoo & Resnik, 2015). Research leaders uphold principles of honesty, transparency, and academic integrity, ensuring the rigor and credibility of research findings and fostering public trust in scientific endeavors.

6. Pacesetting Leadership:

Financial Sector: Pacesetting leaders emphasize risk management and compliance with regulatory standards in financial operations (Walter, 2008). Through vigilant oversight and adherence to ethical principles, leaders mitigate financial risks, safeguard assets, and uphold the integrity of financial systems and processes.Pacesetting leadership encourages innovation and adaptability in financial services to meet evolving customer needs and market dynamics (Cummings & Oldham, 1997). Leaders foster a culture of creativity, experimentation, and agility, empowering financial professionals to develop innovative products, services, and business models.

Sales Sector: Pacesetting leaders in sales set ambitious targets and demonstrate high performance, motivating their sales teams to achieve excellence (Gupta & Singh, 2014). By modeling exceptional sales techniques and work ethic, pacesetting leaders inspire their teams to strive for success and surpass performance expectations.Pacesetting leaders prioritize skill development and continuous improvement among sales professionals (Colbert et al., 2008). Through coaching, feedback, and personal example, leaders foster a culture of learning and development, helping sales teams enhance their selling abilities and achieve sales targets efficiently.

3.5 Leadership Personality Traits

Leadership traits are fundamental characteristics that contribute to effective leadership across various contexts. Understanding and identifying these traits are crucial for developing and nurturing successful leaders. This literature review explores eight distinct leadership traits and their significance in organizational leadership:

1. Knowledge of the Basis: A deep understanding of the fundamental principles and concepts relevant to one's field or industry is essential for effective leadership. Leaders who possess a strong knowledge base can make informed decisions, provide guidance to their team members, and navigate complex challenges with confidence (Smith, 2009).

2. Drive: Drive refers to the motivation, determination, and persistence to achieve goals and overcome obstacles. Leaders with a high degree of drive demonstrate passion, energy, and resilience in pursuing their objectives, inspiring others to follow their lead (Collins, 2001).

3. Desire to Lead: The desire to lead is an intrinsic motivation to take on leadership responsibilities and make a positive impact on others. Leaders who possess a genuine desire to lead are proactive, proactive, and willing to assume leadership roles, even in the face of uncertainty or adversity (Gardner, 1995).

4.Honesty and Integrity: Honesty and integrity are foundational traits of ethical leadership. Leaders who demonstrate honesty and integrity earn the trust and respect of their team members, fostering a culture of transparency, accountability, and ethical conduct within the organization (Brown & Treviño, 2006).

5. Self-Confidence: Self-confidence is the belief in one's abilities, judgments, and decisions. Leaders who exude self-confidence inspire confidence in others, project credibility and assurance, and are willing to take calculated risks to achieve their goals (Judge & Bono, 2001).

6. Open-Mindedness: Open-minded leaders are receptive to new ideas, perspectives, and feedback from others. They encourage innovation, diversity of thought, and creative problem-

solving within their teams, fostering a culture of continuous learning and improvement (Judge & Piccolo, 2004).

7. Intelligence: Intelligence encompasses cognitive abilities such as critical thinking, problem-solving, and decision-making. Leaders who possess high levels of intelligence are adept at analyzing complex situations, synthesizing information, and making sound judgments, enhancing their effectiveness as leaders (Judge, Colbert, & Ilies, 2004).

8. Extraversion: Extraversion is characterized by sociability, assertiveness, and outgoingness. Leaders who are extraverted are often charismatic, persuasive, and adept at building relationships and inspiring others to action (Judge, Bono, Ilies, & Gerhardt, 2002).

These leadership traits play a crucial role in shaping leadership effectiveness and organizational performance. By cultivating and leveraging these traits, individuals can enhance their leadership capabilities and make meaningful contributions to their organizations.

Figure 2. Small overview of leadership traits
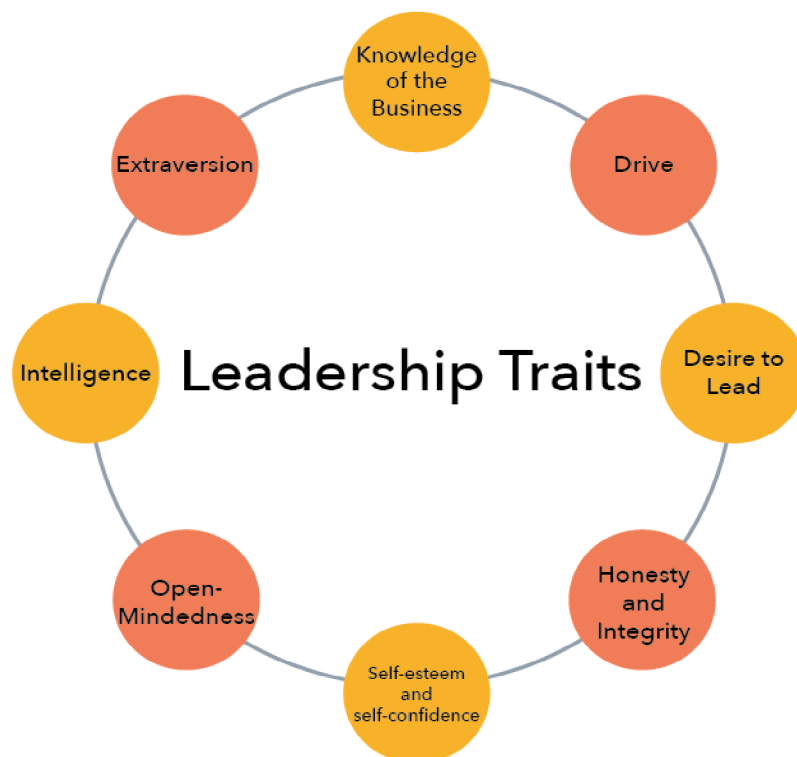
3.6 Leadership Personality Traits significantly influence the work environment

Leadership personality traits significantly influence the work environment, shaping organizational culture, employee motivation, and overall effectiveness. This review explores the impact of eight key leadership personality traits on the work environment:

Knowledge of the Basis: Leaders with a strong knowledge base contribute to a positive work environment by providing guidance, expertise, and direction to their team members (Dobbins & Platz, 1986). Their understanding of industry trends, best practices, and organizational goals fosters confidence, clarity, and alignment among employees (Nguyen et al., 2019).

Drive: Leaders who demonstrate drive inspire a culture of ambition, determination, and goal achievement within the work environment (Higgins et al., 2003). Their relentless pursuit of excellence and commitment to success motivates employees to strive for continuous improvement, innovation, and peak performance (Grant et al., 2007).

Desire to Lead: The desire to lead fosters a sense of purpose, ownership, and initiative among employees within the work environment (Judge & Bono, 2001). Leaders who exhibit a genuine passion for leadership inspire others to take initiative, embrace challenges, and pursue opportunities for growth and development (Chan & Drasgow, 2001).

Honesty and Integrity: Leaders who prioritize honesty and integrity create a culture of trust, transparency, and ethical behavior in the work environment (Brown & Treviño, 2006). Their commitment to integrity fosters a sense of fairness, accountability, and respect among employees, enhancing morale and organizational cohesion (Mayer et al., 1995).

Self-Confidence: Self-confident leaders cultivate a culture of empowerment, resilience, and self-belief within the work environment (Chen et al., 2001). Their unwavering confidence in their abilities inspires confidence in others, enabling employees to take risks, overcome challenges, and achieve their full potential (Chen et al., 2004).

Open-Mindedness: Leaders who demonstrate open-mindedness encourage diversity of thought, innovation, and collaboration in the work environment (Kirkman & Shapiro, 2001). Their willingness to consider different perspectives, ideas, and feedback fosters creativity, adaptability, and problem-solving capabilities among employees (Zhang et al., 2019).

Intelligence: Leaders with high levels of intelligence promote a culture of critical thinking, analysis, and informed decision-making in the work environment (Judge et al., 2004). Their cognitive abilities enable them to navigate complex challenges, anticipate future trends, and devise strategic solutions that drive organizational success (Cohen & Stotland, 1955).

Extraversion: Extraverted leaders create a dynamic and sociable work environment characterized by collaboration, communication, and engagement (Grant et al., 2009). Their outgoing nature fosters strong interpersonal relationships, team cohesion, and a sense of camaraderie among employees (Barrick et al., 2001).

These leadership personality traits contribute to the creation of a positive, productive, and thriving work environment, where employees feel empowered, motivated, and supported in achieving both individual and organizational goals.

4. Practical

4.1 Research Design

The research design for this study involves conducting a survey among employees from each of three different industries: Automobile, Finance, and Information Technology. The survey aims to explore the prevalent leadership styles within these organizations, assess employee satisfaction with their current management style, identify necessary changes in leadership styles according to employees' perceptions, and determine desired leadership traits for enhancing leadership effectiveness.

The survey questionnaire will include items related to identifying current leadership styles, gauging employee satisfaction with management style, eliciting suggestions for changes in leadership styles, and identifying desired leadership traits for improvement. The data collection method employed in this study involved descriptive research utilizing specific survey methods. Through this approach, a wealth of information was obtained, offering valuable insights that can inform future research endeavors.

Additionally, the study utilized cross-sectional studies, allowing for the observation of how different types of leadership traits contribute to improving the work environment. This method enabled a snapshot view of the relationship between leadership traits and work environment dynamics, providing valuable context for understanding the role of leadership in organizational settings. Overall, the combination of descriptive research, specific survey methods, observation techniques, and cross-sectional studies offered a comprehensive approach to data collection, yielding rich insights for both the current study and future research endeavors in the field of leadership and organizational behavior.

Ethical considerations will be upheld throughout the research process, including ensuring participant confidentiality, obtaining informed consent, and adhering to ethical guidelines for data handling and reporting. The research findings will have implications for organizational leadership development and may contribute to the existing literature on leadership styles and their impact on employee satisfaction and organizational effectiveness.

4.2 Participants and Data

The collection of data was conducted using the Google Forms platform, allowing participants to engage in the survey by responding to a set of predetermined questions. These questions were tailored to gather insights into various aspects related to their work environment, personal details, and sentiments towards specific issues and situations. The utilization of Google Forms facilitated the efficient collection of primary data, enabling the researcher to obtain original data directly from the participants.

Furthermore, it's important to specify that a sampling method was employed to collect the data. The survey was distributed to individuals aged 18 and above who were employed under leaders and occupied various positions within their respective organizations. This approach ensured a diverse representation of respondents across different demographic groups and job roles, contributing to the comprehensiveness and validity of the data collected. By targeting a broad range of participants, the sampling method facilitated a more nuanced understanding of leadership styles and their impact on employees across different industries and organizational levels.

Table 1 , Part of collected data

1. Age:	2. Gender:	3. Industry:	4.Years of experience in your current industry:
a. 18-25	b. Female	c. Finance	b. 1-5 years
b. 26-35	b. Female	b. Information Technology	a. Less than 1 year
b. 26-35	b. Female	c. Finance	b. 1-5 years
a. 18-25	b. Female	c. Finance	a. Less than 1 year
b. 26-35	a. Male	a. Auto Mobile	a. Less than 1 year
c. 36-45	b. Female	b. Information Technology	c. 6-10 years
d. 46-55	a. Male	a. Auto Mobile	e. More than 15 years Leadership Perception:
a. 18-25	a. Male	c. Finance	b. 1-5 years
a. 18-25	b. Female	b. Information Technology	a. Less than 1 year
b. 26-35	a. Male	c. Finance	b. 1-5 years
b. 26-35	c. Non-binary/Prefer not	a. Auto Mobile	a. Less than 1 year
a. 18-25	b. Female	c. Finance	b. 1-5 years
a. 18-25	b. Female	b. Information Technology	b. 1-5 years
a. 18-25	a. Male	c. Finance	b. 1-5 years
a. 18-25	a. Male	b. Information Technology	b. 1-5 years
a. 18-25	a. Male	c. Finance	b. 1-5 years
b. 26-35	a. Male	b. Information Technology	d. 11-15 years
c. 36-45	a. Male	b. Information Technology	c. 6-10 years
c. 36-45	b. Female	a. Auto Mobile	d. 11-15 years
c. 36-45	b. Female	a. Auto Mobile	c. 6-10 years

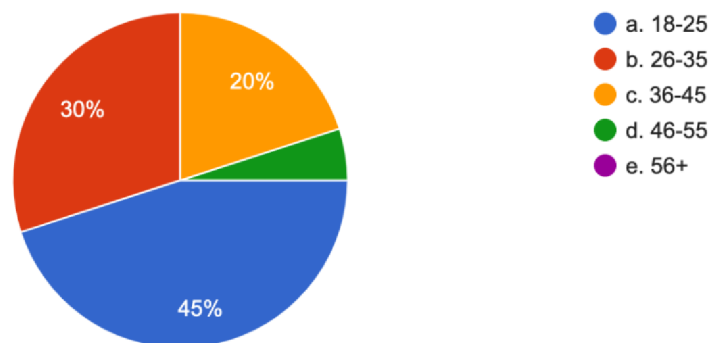*Source: Own processing of the data collected from the survey*

The next chapter is dedicated to the overview of the main hypotheses and the reasons behind including them in the study.

4.3 Comparative analysis

To commence our analysis of the survey findings, let us first delve into the demographic profile of the sample population spanning the Automobile, Finance, and Information Technology (IT) industries. We collected responses from a total of 44 employees, each exhibiting diverse demographic characteristics. However, for the purpose of this descriptive research, we focused solely on the responses of 20 individuals to ensure accuracy and mitigate disparities in the data. Additionally, our research adopts a cross-sectional study approach, enabling examination of different segments within the same group. It is worth noting that data from respondents who failed to meet the minimum outcome criteria were excluded from the analysis. Specifically, individuals who left all leadership statements blank and only completed the mandatory demographic questions were omitted from the dataset. This meticulous approach ensures the integrity and reliability of our research findings.

**Figure 4.1 Pie Chart showing the age of participants.**

Source: Own processing of the data collected from the survey

Figure 4.1 illustrates the distribution of participants' ages, revealing notable trends within the surveyed population. The data indicates that the majority, comprising 45% of respondents, fall within the age bracket of 18 to 25 years. Following closely behind, 30% of participants belong to the age group of 26 to 35 years. This demographic breakdown underscores the predominance of youth representation in our survey. By analyzing responses from this demographic cohort, we gain valuable insights into the leadership styles prevalent among younger professionals. This descriptive research approach enables us to delve into the characteristics and preferences of different age groups, shedding light on how various leadership styles may be perceived and implemented across different demographic segments.

Figure 4.2. Bar- Graph represents Sample Size across different industries
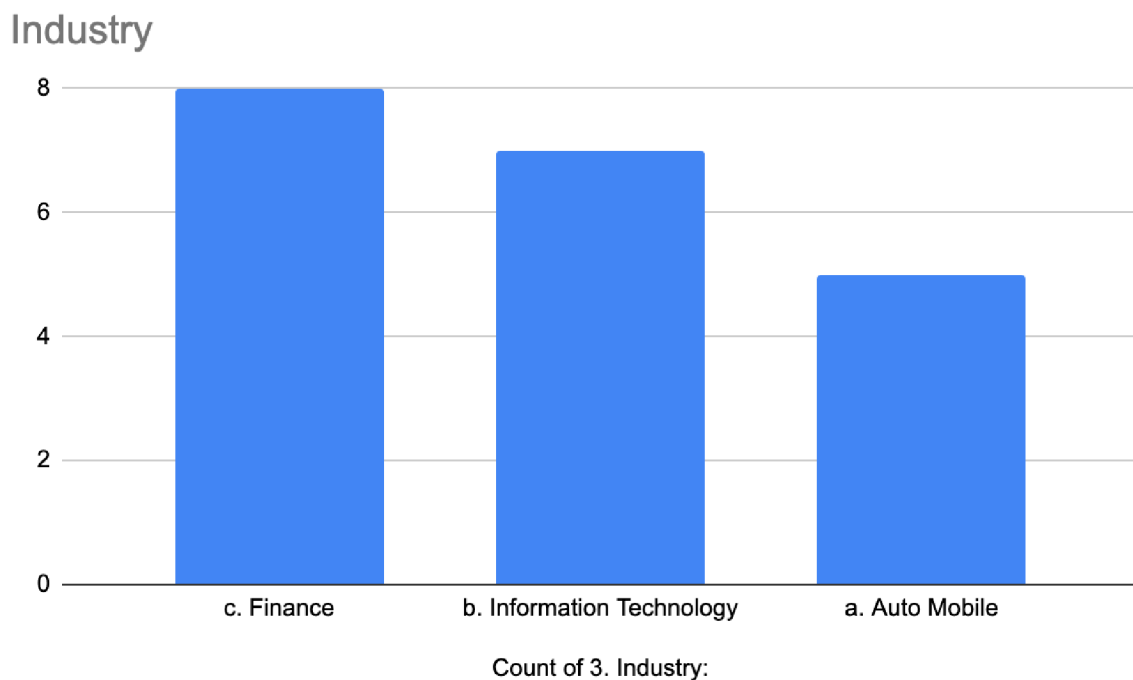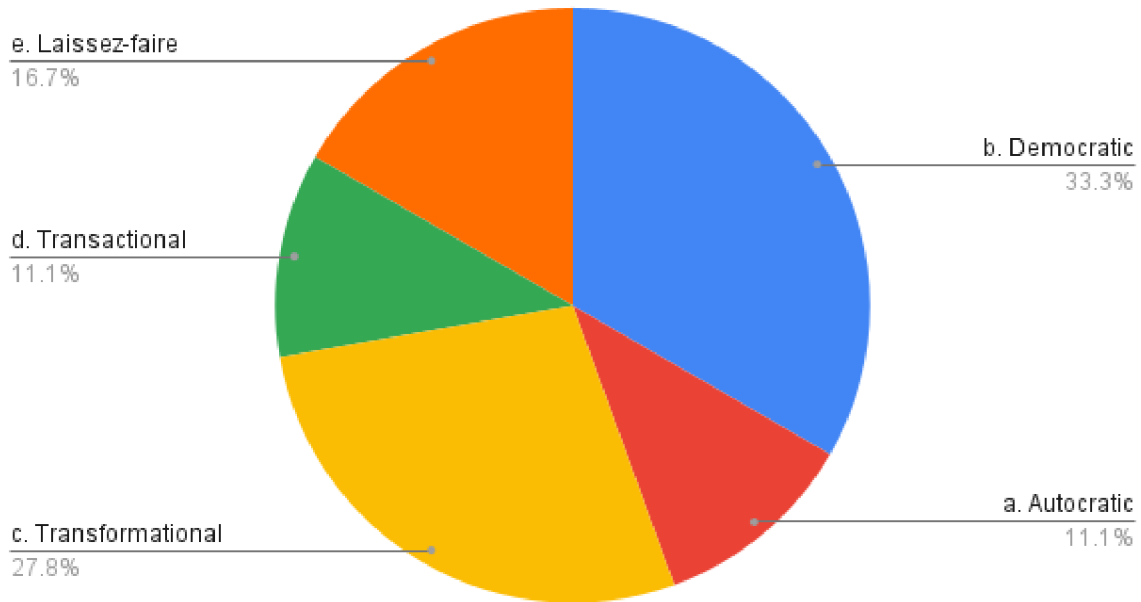

Source: Own processing of the data collected from the survey

In Figure 4.2, we present a bar graph comparing the sample sizes across three distinct industries: finance, information technology, and automobile. The data reveals that the majority of our sample comprises individuals from the finance industry, totaling eight participants. Following this, seven participants are from the information technology sector, while five participants are from the automobile industry. This distribution enables us to analyze the performance of various leadership styles within each industry and discern any patterns or trends in leadership style preferences across different sectors.

**Figure 4.3 Pie Chart represents different leadership styles**

Types of leadership style

e. Laissez-faire
16.7%

d. Transactional
11.1%

c. Transformational
27.8%

b. Democratic
33.3%

a. Autocratic
11.1%

Source: Own processing of the data collected from the survey

In Figure 4.3, we gain insights into the prevalent leadership styles adopted by participants in their respective organizations. The data indicates that democratic leadership is the most prominent, with 30% of respondents reporting its use within their organizations. Following closely behind is the transformational leadership style, which is predominant in the work environment of a significant portion of participants. Moreover, both transactional and autocratic leadership styles are reported at a rate of 10%, suggesting their presence in a smaller yet notable portion of organizations. Additionally, laissez-faire leadership style emerges as a noteworthy trend, with 15% of respondents indicating its implementation in their workplaces. This figure sheds light on the distribution of leadership styles across surveyed organizations and sets the stage for further analysis into their effectiveness and implications.

Figure 4.4 Types of leadership styles across the different industries

Type of leadership styles across the different industries

■ Democratic ■ Autocratic ■ Laissez-faire ■ Transactional ■ Tranfomational
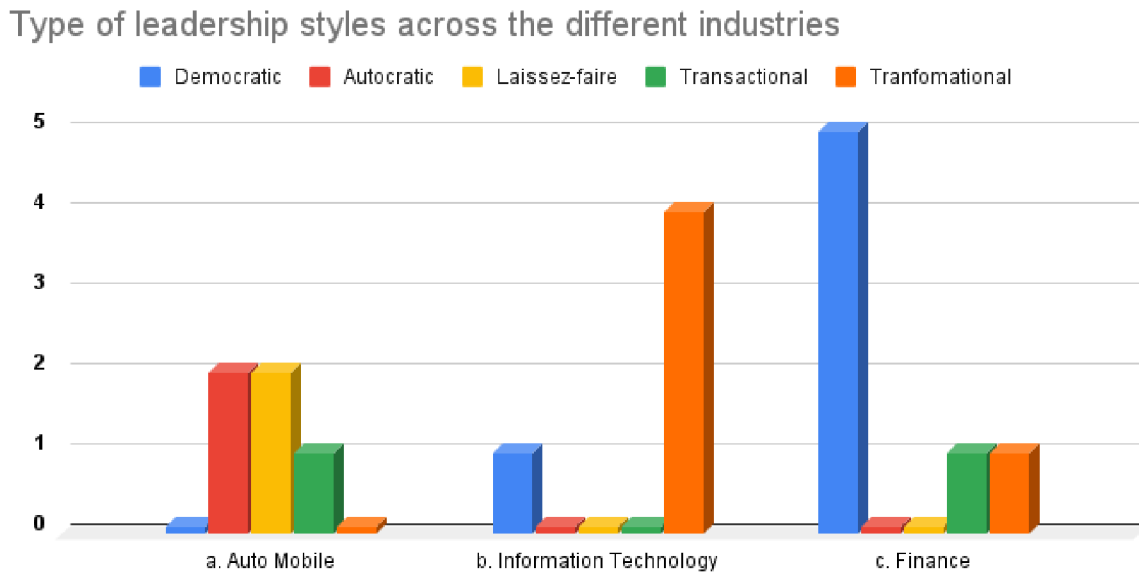
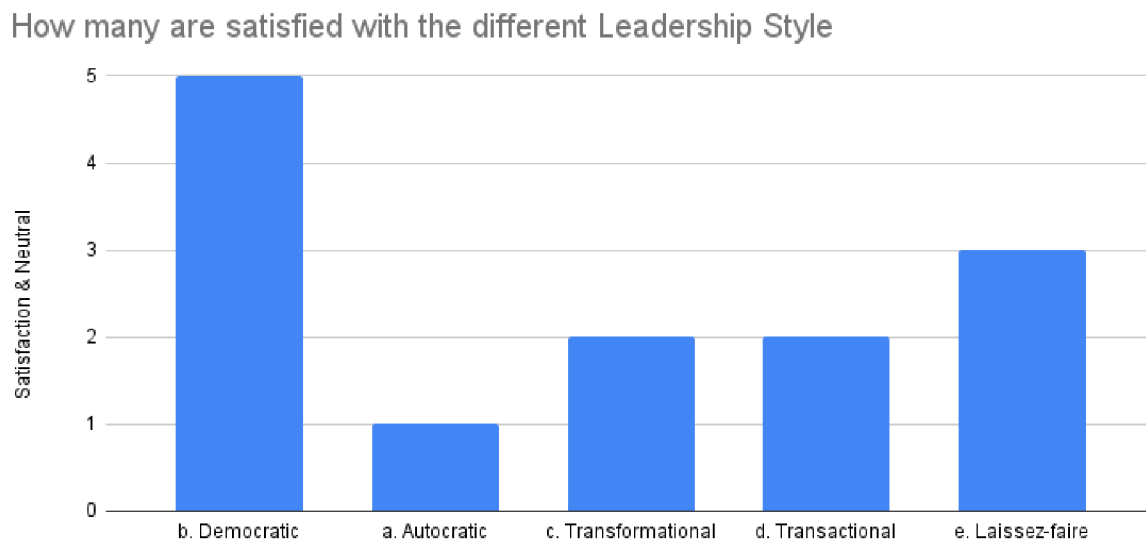*Source: Own processing of the data collected from the survey*

In our subsequent analysis, we sought to delineate the prevalence of distinct leadership styles across various industries, namely Automobile, Information Technology (IT), and Finance. Through the utilization of a descriptive research design, we aimed to comprehend how different groups respond to specific leadership styles within their respective industries.

Figure 4.4 presents a comprehensive breakdown of the prevailing leadership styles observed within each industry. Within the Finance sector, democratic leadership emerges as the predominant style, with five respondents endorsing this approach. Meanwhile, the remaining respondents in this sector primarily exhibit transactional and transformational leadership styles. Conversely, in the Information Technology sector, respondents predominantly adopt the transformational leadership style. Although fewer respondents indicated democratic leadership practices in this sector, it still reflects a diverse leadership landscape.

In the Automobile industry, we note a varied mix of leadership styles. Both autocratic and laissez-faire styles appear to be equally prevalent, with some respondents also indicating transactional leadership practices. Through this analysis, we discern that democratic leadership trends in the Finance industry, while transformational leadership leads in the IT sector. In contrast, the Automobile industry demonstrates a blend of autocratic, laissez-faire,

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and transactional leadership styles. Such insights underscore the importance of understanding how different leadership styles resonate within distinct industry contexts.

Figure 4.5 How many are satisfied with different leadership style

How many are satisfied with the different Leadership Style

In the preceding figure, we examined the satisfaction levels of individuals pertaining to different leadership styles across various industries. Figure 4.5 illustrates the distribution of satisfaction levels among respondents, offering insights into their perceptions of each leadership style.

Upon analysis, it becomes evident that the democratic leadership style garners the highest satisfaction among respondents, with a majority expressing contentment with this approach. This finding aligns with the attributes of democratic leadership, which emphasizes soliciting input and feedback from team members, thereby empowering them in decision-making processes. Following closely behind, the laissez-faire leadership style emerges as the second most preferred among respondents, with a substantial portion indicating satisfaction with this approach.

In contrast, both the transactional and transformational leadership styles elicit relatively equal levels of satisfaction among respondents. This suggests that while these styles are perceived favorably by some individuals, they may not be as universally appealing as the democratic or laissez-faire approaches. Notably, satisfaction with the autocratic leadership style appears to be minimal, with only a single respondent out of the sample expressing contentment with this approach.

In summary, our findings underscore the popularity of the democratic leadership style, which resonates with the majority of respondents across different industries. This preference likely stems from the participative nature of democratic leadership, which empowers team members and fosters a collaborative decision-making environment. Through this descriptive research, we gain valuable insights into the prevailing satisfaction levels associated with various leadership styles, informing our understanding of organizational dynamics and preferences.

Figure 4.6 Figure representing leadership traits or behaviors can contribute to a positive work environment.
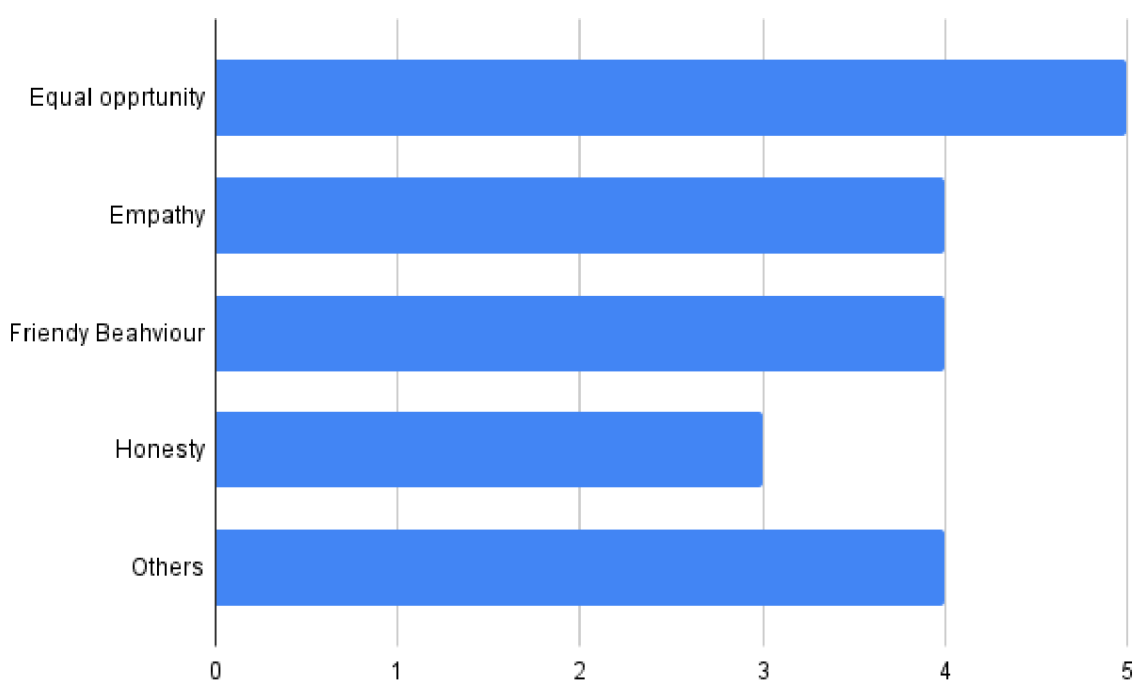
Source: Own processing of the data collected from the survey

In Figure 4.6, respondents were asked to identify the leadership traits and behaviors that contribute to a positive work environment. The analysis reveals several key findings regarding the factors that employees perceive as conducive to a positive workplace atmosphere.

First and foremost, a significant proportion of respondents emphasized the importance of receiving equal opportunities from their managers and leadership. This aspect of fairness and equity in opportunity distribution emerged as a cornerstone for fostering a positive work environment. Additionally, empathy and friendly behavior from leadership were identified as

crucial factors contributing to a positive workplace dynamic. Respondents expressed a strong preference for leaders who demonstrate empathy towards employees and maintain a friendly demeanor, suggesting that such qualities enhance morale and employee satisfaction.

Furthermore, the value of honesty and integrity in leadership was underscored by respondents, with many indicating that transparent and truthful communication from managers fosters a positive work environment. This finding highlights the importance of trust and integrity in leadership relationships. Other notable themes identified by respondents included the importance of workplace culture, delegation of authorities, and effective communication. Respondents expressed a desire for an inclusive and supportive organizational culture, clear delegation of responsibilities, and open lines of communication, all of which contribute to a positive and productive work environment.

In summary, the findings from Figure 4.6 suggest that a combination of leadership traits and behaviors, including fairness, empathy, honesty, and effective communication, are essential for creating a positive work environment. By prioritizing these attributes, organizations can cultivate a workplace culture that promotes employee satisfaction, engagement, and productivity.

5. Limitations

Several limitations were encountered during the survey process. Firstly, the survey was conducted randomly, which may have introduced sampling bias and affected the accuracy of the results. Additionally, data from respondents who failed to meet the minimum outcome criteria were excluded from the analysis. This included individuals who left all leadership statements blank and only completed mandatory demographic questions, potentially leading to a skewed dataset. Very often participants lose interest amidst the survey and are keen to choose random options which affects the accuracy.

Another challenge arose from the prevalence of employees working under contractual agreements with their organizations. Many respondents were bound by confidentiality agreements, prohibiting them from sharing specific details or data against their companies. Despite efforts to ensure anonymity, some respondents may have been reluctant to provide candid responses due to fears of repercussions or breaching confidentiality agreements. This limitation could have impacted the depth and accuracy of the data collected. Main issue arose because the survey was launched locally in Czechia for a period of roughly three weeks and maybe launching it globally over a much longer period might have led to a bigger sample size which would allow me to get a better understanding of the much larger diversity of the participants.

Furthermore, while efforts were made to maintain anonymity, the majority of employees expressed satisfaction and reluctance to discuss limitations regarding their leadership experiences. This reluctance may have influenced the representation of negative perceptions or experiences in the data. These limitations highlight the need for caution when interpreting the survey findings and underscore the importance of addressing potential biases and constraints in future research endeavors.

6. Results and Discussion

A diverse sample of participants was surveyed, including individuals aged 18 to 25 years, with equal participation from both male and female respondents. The survey covered three industries: finance, information technology, and automobile.

The majority of the sample came from the finance industry as Czechia is a home for a lot of big Fintech companies, followed by information technology and the automobile sector. An analysis of leadership styles across these industries revealed interesting patterns. In finance, a predominantly democratic leadership style was observed, while transformational leadership was prevalent in information technology. The automobile industry exhibited a mix of laissez-faire and autocratic leadership styles. Comparisons of employee satisfaction with leadership styles across industries showed that democratic leadership garnered the highest satisfaction levels, followed closely by transformational and transactional leadership styles. Laissez-faire leadership was also positively received, while autocratic leadership was the least preferable.

Further analysis revealed that certain leadership traits and behaviors contribute significantly to a positive work environment. Participants expressed a desire for equal opportunity, empathy, friendliness, honesty, and strong interpersonal relationships from their leaders. These findings suggest that fostering a supportive and inclusive workplace environment, characterized by these leadership traits, can enhance employee satisfaction and performance across industries.

7. Conclusion

In conclusion, this bachelor thesis delved into the intricacies of leadership structures, examining their variations and elucidating how integrating multiple leadership personality traits can cultivate effective leadership and enhance the work environment. Both theoretical and practical aspects were explored, with a particular focus on employing descriptive and comparative research tools to analyze respondents' characteristics and prevailing conditions and underlying patterns.

Through comparative analysis across different groups of respondents, specific leadership traits, and styles, we gleaned valuable insights into industry-specific preferences and satisfaction levels. Our primary data analysis underscored the nuanced roles that various leadership styles play across different industries, with democratic leadership emerging as a favored choice among respondents across diverse sectors. Moreover, our findings revealed a correlation between democratic leadership and higher satisfaction levels among respondents, indicating its efficacy in fostering positive work environments. Additionally, we identified key leadership traits and behaviors such as providing equal opportunities, maintaining friendly interactions, and fostering honesty in communication, which contribute significantly to a conducive work atmosphere.

As a recommendation for future research, we advocate for similar studies to be conducted across other industries to explore fundamental differences and further deepen our understanding of the dynamics between leadership styles and organizational dynamics.

In essence, this thesis underscores the importance of embracing diverse leadership traits, understanding industry-specific preferences, and cultivating a work culture that fosters employee satisfaction and productivity. Through continued exploration and analysis, we can continue to refine our understanding of effective leadership practices and their impact on organizational success.

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9. List of pictures, tables, graphs and abbreviations

9.1 List of pictures

1. Figure 1. Small overview of main leadership styles
2. Figure 2. Small overview of leadership traits

9.2 List of Tables

1. Table 1 Part of collected data

9.3 List of Figures

1. Figure 4.1. Pie Chart showing the age of participants.
2. Figure 4.2.. Bar- Graph represents Sample Size across different industries.
3. Figure 4.3 Pie Chart represents different leadership styles.
4. Figure 4.4 Types of leadership styles across the different industries
5. Figure 4.5 How many are satisfied with different leadership style.
6. Figure 4.6 Figure representing leadership traits or behaviors can contribute to a positive work environment.

10. Appendix

Demographic Information:

1. Age:

a. 18-25

b. 26-35

c. 36-45

d. 46-55

e. 56+

2. Gender:

a. Male

b. Female

c. Non-binary/Prefer not to say

3. Industry:

a. Auto Mobile

b. Information Technology

c. Finance

4.Years of experience in your current industry:

a. Less than 1 year

b. 1-5 years

c. 6-10 years

d. 11-15 years

e. More than 15 years

Leadership Perception:

5. How would you describe the predominant leadership style in your organization?

a. Autocratic

b. Democratic

c. Transformational

d. Transactional

45

e. Laissez-faire

f. Other (please specify)

6. How satisfied are you with the leadership style in your organization?

a. Very dissatisfied

b. Dissatisfied

c. Neutral

d. Satisfied

e. Very satisfied

7.How do you perceive the overall organizational performance?

a. Poor

b. Fair

c. Good

d. Excellent

8. To what extent do you feel motivated to contribute to the success of the organization?

a. Not motivated at all

b. Slightly motivated

c. Moderately motivated

d. Highly motivated

e. Extremely motivated

9. How would you rate your level of job satisfaction?

a. Very dissatisfied

b. Dissatisfied

c. Neutral

d. Satisfied

e. Very satisfied

10. What specific leadership traits or behaviors do you believe contribute to a positive work environment?

11. How do you think leadership styles could be improved in your organization?