Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Languages

Bachelor Thesis

Leadership: An Ever-Adapting Role in the Modern World

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CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

BACHELOR THESIS ASSIGNMENT

Kumush Shukurova

Business Administration

Thesis title

Leadership's role in the Modern World

Objectives of thesis

This thesis assesses a complete literature study on leadership research and theoretical framework. By evaluating and comparing many various theories of leadership, the ultimate goal of the research is to identify a concise grasp of how successful leadership may be attained throughout the company.

Furthermore, to provide an overview of theoretical ideas related to modern leadership as well as explore crucial leadership styles that are effective in dealing with a variety of business difficulties and guiding companies to success.

Methodology

The bachelor thesis will cover both the theoretical and empirical parts. The theoretical section will include both the theoretical basis and the methodological framework for the chosen issue. The literature review will be based on scientific literature. The empirical part will be based on a quantitative analysis conducted by collecting data using statistical methods (such as correlation and regression analysis).

The proposed extent of the thesis

40-60 pages

Keywords

Leadership role, Leadership styles, theories, management, modern world

Recommended information sources

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Dean

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Declaration

I declare that I have worked on my bachelor thesis titled "Leadership's Role in the Modern World" 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 15.03.2023

Acknowledgement

I would like to thank Jared Daniel Jacques, for their advice and support during my work on this thesis and doc. Ing., Ph.D. Macák Tomáš for extremely beneficial lectures.

Leadership: An Ever-Adapting Role in the Modern World

Abstract

Before delving further into leadership practices in the modern day, this article first conducts an in-depth analysis of the previous work that has been done on leadership theory and research. This analysis will lay a foundation for comprehending the development of leadership practices and how various factors, such as cultural, social, and economic changes, have shaped them. Additionally, it will help identify gaps in current knowledge and areas where further research is needed. The research begins with a concise introduction to leadership and its definition, then moves on to discuss trait theories before moving on to summarize the still-prevalent behavioral methods, providing information on contingency theories, and finally wrapping up with a discussion of the most recent modern leadership theories and styles. The purpose of the thesis as a whole is to demonstrate that successful leadership is not only an important tactic for achieving one's own goals but also those of one's company, and to provide readers with a clear understanding of how this type of leadership can be achieved at all levels of the business. Overall, the analysis aims to contribute to the development of effective leadership strategies that can be applied in various contexts. By exploring the historical and contemporary perspectives on leadership, this research seeks to provide insights into the best practices for leaders in today's rapidly changing business environment.

Keywords: (Leadership, Leadership Styles, Leadership theories, Cultures, Business environment.)

Vedení: V moderním světě se role leadershipu neustále mění.

Abstrakt

Než se tento článek začne hlouběji zabývat praxí vedení v dnešní době, provede nejprve hloubkovou analýzu předchozích prací, které byly provedeny v oblasti teorie a výzkumu vedení. Tato analýza položí základ pro pochopení vývoje praktik vedení a toho, jak je formovaly různé faktory, jako jsou kulturní, sociální a ekonomické změny. Kromě toho pomůže identifikovat mezery v současných znalostech a oblasti, kde je zapotřebí dalšího výzkumu. Výzkum začíná stručným úvodem do leadershipu a jeho definicí, poté přechází k diskusi o teoriích rysů a následně shrnuje stále rozšířené behaviorální metody, poskytuje informace o kontingenčních teoriích a nakonec uzavírá diskusi o nejnovějších moderních teoriích a stylech leadershipu. Cílem práce jako celku je ukázat, že úspěšné vedení je důležitou taktikou nejen pro dosažení vlastních cílů, ale i cílů podniku, a poskytnout čtenářům jasnou představu o tom, jak lze tohoto typu vedení dosáhnout na všech úrovních podniku. Celkově si analýza klade za cíl přispět k rozvoji efektivních strategií vedení, které lze uplatnit v různých kontextech. Zkoumáním historických a současných pohledů na leadership se tento výzkum snaží poskytnout vhled do nejlepších postupů pro vedoucí pracovníky v dnešním rychle se měnícím podnikatelském prostředí

Klíčová slova: (Vedení, styly vedení, teorie vedení, kultury, obchodní prostředí)

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1 Introduction

Studying business and administration at university, focusing on management, where leadership plays a crucial role. Leadership is a fundamental concept in the business world and has a significant impact on the performance and success of companies and organizations. As the world is constantly changing, leadership must adapt to new challenges and situations. Leaders today need to cope with globalization, digitalization, increasing diversity, and rapid changes in the market environment. They have to motivate and inspire employees, give them purpose and direction, and help them develop skills for the future. This course will explore different leadership styles and approaches and how leaders can guide companies through transformations. In today's fast-paced world, the role of leaders is becoming more complex but also increasingly important.

The majority of current leadership studies point to leadership as a significant factor in determining organizational performance. The performance of individuals, groups, and organizations may all be dramatically impacted by leaders. Successful leaders persuade people and groups to perform above and beyond what is strictly necessary for the organization. Organizations have abandoned the use of hierarchical structures and personalized roles in favor of team-based work arrangements in order to achieve organizational success. The value of individual initiative and teamwork has risen as a result of this implementation. Motivating workers to take the initiative and collaborate is therefore one of the main concerns of businesses in today's complicated business environment in order to achieve efficient organizational functioning.

Companies with hierarchical structures have needed commanding, charismatic CEOs to carry out their goal-oriented business strategy. These orders were effective in previous generations, when leaders could anticipate a world that was relatively stable, and in which change occurred much more gradually. Changes in the modern world, however, are more erratic. It seems that defining what makes a leader has gotten more difficult.

2 Objectives and Methodology

2.1 Objectives

A comprehensive literature review on leadership research and theoretical framework is evaluated here as part of this thesis. The purpose of this research is to find a succinct understanding of how good leadership may be achieved across the firm by analyzing and contrasting a large number of distinct leadership theories. This will be accomplished through the evaluation and comparison of these ideas. In addition, the purpose of this paper is to present an outline of the theoretical principles associated with modern leadership as well as to investigate important leadership styles that are beneficial in dealing with a variety of business challenges and directing firms to success.

2.2 Methodology

The theoretical and empirical aspects will both be explored in depth during the course of the bachelor's thesis. The theoretical portion will incorporate not only the theoretical background for the chosen subject but also the methodological framework. The scientific literature will serve as the foundation for the literature review. The empirical component will be based on a quantitative study, which will be carried out by reviewing different cultural leadership factors and by obtaining discrepancies between the performances of numerous well-known companies operated by various managers who use different leadership theories and styles (Apple, Microsoft).

3 Literature Review

3.1 Leadership

Leadership skills deal with inspiring, motivating, and creating the trust necessary for believing in the goals, as opposed to management skills, which deal with the planning and coordination required to achieve the goals. Although distinct, these abilities must mesh well and cooperate. Scholars and practitioners have found it difficult to define the concept of leadership, despite the fact that many people have an intuitive understanding of the concept. Since leadership has been a subject of academic study for more than a century, its definitions have undergone constant evolution. These definitions have been influenced by a variety of factors, ranging from international affairs and politics to the disciplinary perspective of the field of study. In a seminal work, (Rost, 1991) analyzed written materials from 1900 to 1990 and discovered over two hundred distinct definitions of leadership. His analysis provides a concise history of the evolution of the definition of leadership over the past century.

In the first three decades of the 20th century, leadership definitions emphasized control and centralized power with a common theme of dominance. At a leadership conference in 1927, for instance, leadership was defined as "the capacity to impose the leader's will on those led and elicit obedience, respect, loyalty, and cooperation." (Moore, 1927)

The traits of the 1930s became the focal point for defining leadership, with a view of leadership as influence rather than dominance emerging. Leadership was also identified as the interaction between an individual's unique personality traits and those of a group; it was noted that while the attitudes and actions of the many can be altered by the one, the many can also influence a leader. (Northouse P. G., 2016)

1950s During this decade, three themes dominated leadership definitions: the continuation of group theory, which framed leadership as what leaders do in groups; leadership as a relationship that develops shared goals, which defined leadership based on the behavior of the leader; and effectiveness, in which leadership was defined as the capacity to influence the overall group effectiveness. (Northouse P. G., 2016)

1980s The number of academic and popular publications on the nature of leadership has grown in this decade, pushing the subject to the forefront of both public and academic discourse. Thus, the variety of leadership definitions developed into a rich stew with some recurring themes:

- Follow the leader's instructions. The concept that leadership involves persuading followers to accomplish what the leader wants done is still frequently conveyed in definitions of leadership.
- Persuasion. The word "influence," which was most frequently used to describe leadership in the 1980s, was thoroughly analyzed. Yet academics emphasize that leadership is noncoercive persuasion in order to separate it from management.
- Qualities. The national best seller In Pursuit of Excellence (Peters & Waterman, 1982), which brought leadership qualities back into focus, served as the catalyst for the leadership-as-excellence movement. As a result, a characteristic orientation underlies a lot of people's conceptions of leadership.

- Modification. With his statement that leadership happens "when one or more individuals connect with others in such a way that leaders and followers lift one another to greater levels of motivation and morality," (Burns, 2003) is credited with founding a movement that defined leadership as a transformational process.

The definitions of leadership and management are still up for dispute in the twenty-first century, but recent study has concentrated on the practice of leadership, which is when one person encourages a group of people to work toward a shared objective (Rost, 1991).

- Authentic leadership, which emphasizes the authenticity of leaders and their leadership, is one of these developing leadership approaches.
- • spiritual leadership, which focuses on how values, a sense of calling, and membership can be used to motivate people to follow a leader.
- • In servant leadership, the leader acts like a servant and uses "caring principles" to put the needs of the followers first and give them the tools to become more knowledgeable, self-reliant, and servant-like. Spiritual leadership is concerned with using ideals, a feeling of calling, and membership to persuade people to follow a leader.
- • Adaptive leadership is the process through which leaders help followers adapt by addressing and resolving issues, difficulties, and changes.

After decades of dissonance, leadership scholars agree on one thing: They can't come up with a common definition for leadership. Because of such factors as growing global influences and generational differences, leadership will continue to have different meanings for different people. At the end of the day, leadership is a complicated idea that may never have a clear definition. (Rost, 1991)

The following table illustrates how the definition of leadership has evolved over time.

Table 1Researchers   Definition of the leadership

Researchers	Definition of the leadership
Blackmar (1911)	It involves concentrating all the work in one individual.
Bernard (1927)	It directs the group's attention in the desired direction.
Copeland (1942)	It is the art of influencing
Knickerbocker (1948)	It consists of a relationship between an individual and a group
Stogdill (1950)	It is the process of influencing the activities of an organized group in its effort toward goal setting and goal achievement.
Bennis (1959)	It induces a subordinate to behave in a desire manner
Bass (1961)	It is an individual's effort to change the behavior of the others
Tannenbaum (1961)	It is interpersonal influence towards the attainment of a specified goal or goals
Katz and Kahn (1966)	It is an influential increment over and above compliance with the routine directives or the organization
Burns (1978)	It transforms followers, creates visions of the goal that may be attained and articulates for the followers' ways to attain those goals. Leadership persons mobilize resources to arose, engage, and satisfy the motives of the followers.

Pondy (1989)	It is a form of social influence
Schein (1992)	It is the ability to start evolutionary change process that are more adaptive
Bass (1994)	It is an interaction and leaders are agents of changes whose acts affect other people more than people's acts affect them.
Drucker (1998)	It needs a leader. The only definition of a leader is someone who has followers
Vroom and Jago (2007)	It refers to a potential or capacity to influence others
Jung (2013)	It is the alignment of subordinate's activities and their motivational activation for a goal attainment
Mariam – Wester (2016)	It is described as a person who leads in a position at the front
Sholikhan Z, Wang X, Li W (2019)	

The main distinction between management and leadership is that: Leadership is the process of establishing a new course or vision for a group of people to follow, i.e., a leader is the driving force behind that new course. A group's people or resources are controlled or directed by management in accordance with pre-established concepts or ideals. The people they lead almost idolize effective leaders. Some of it is due to their particular personal abilities, but leaders who are prepared to take the heat, accept risks, and make judgments under fire inspire people to follow them. People are impressed and inspired by their bravery, intelligence, and decisiveness. (Dinibutun, 2020)

Conceptualization of Leadership

Up to 65 different categorization systems have been created to characterize the characteristics of leadership throughout the last 60 years (Edwin A. Fleishman, 1991). The method presented by Bass (Bass & Bass, 2008 (11-20)) is one such categorization system that is directly relevant to issue. He mentioned that other definitions place the focus of group procedures on leadership. According to this viewpoint, the group's transformation and activity revolve around the leader, who also represents the group's desires. Another set of definitions conceptualizes leadership from the viewpoint of personality, suggesting that it is a confluence of unique qualities or attributes that some people possess. These characteristics provide such people with the power to persuade others to carry out duties. Some theories of leadership describe leadership as an action or behavior that a leader takes to affect change in a group (Northouse P. G., 2016). The power dynamic between leaders and followers is another way that some describe leadership. Leaders can use their influence on others to bring about change because of this.

Others see leadership as a process of change that inspires followers to go above and beyond what is often expected of them. Last but not least, some academics approach leadership from a skill's viewpoint. This point of view places an emphasis on the talents (knowledge and skills) that enable effective leadership.

3.2 Key points to a strong leadership

From Management skills and Leadership Development Course

When you know in your heart that you are acting for the "benefit of all," gaining a reputation as a strong leader is straightforward. Below are the fundamentals, or pillars, of being a successful leader (Evans, 2009)

Create confidence and trust in yourself: Leaders do not take advantage of their power. Instead, they use it in a way that builds trust. Trust helps people work together, which makes it easier for people to share information openly. This creates a dedicated team of people who help each other. Trust is built on respect, and one hopes for a leader who cares and shows compassion in an effective way.

- Be honest and transparent.
- Integrity (follow through on commitments)
- Compassion (be consistent)
- Fairness (admit mistakes; show empathy and respect)
- Good relations (communicate effectively, foster a culture of trust)

Vision and goal setting: A strong leader has a distinct vision for what they want to accomplish and establishes objectives to conduct that vision. They share this vision and these objectives with their team, motivating them to work toward it. Help others succeed by coaching, mentoring, communicating, and listening to them:

Coaching. An effective leader has empathy for their team members. They spend the time getting to know their team and make an effort to comprehend their requirements and worries. When necessary, they offer assistance and inspiration by providing feedback and advice on their teammate's performance and they honor the accomplishments of their group.

Mentoring. Help to obtain new insights, gain a deeper understanding of their sector, and expand their professional network.

Listening and communicating well are essential for effective leadership. A leader should be able to express thoughts, goals, and criticism to their team in an organized and straightforward manner. They should also be receptive to criticism and give their team

members their full attention. Keep a positive attitude and motivate their group to overcome challenges and accomplish their objectives.

Decision-making and be held accountable. Making decisions and being held accountable: Decisive leaders act decisively and base their choices on the information at hand. They are not scared to make difficult judgments when necessary and are willing to take calculated risks. People expect to be held accountable for how well they perform their jobs, and they also expect one to be held accountable for their leadership. If a person fails, deny that he did anything wrong, or put the blame on someone else, he will lose credibility and be seen in a bad light as a leader. Also, by respecting the advice of his staff, a person must realize when it is preferable to follow rather than take the initiative. Leaders understand they can't have all the answers, and they gain respect by asking for others' opinions when necessary.

Delegation (Maintain control and move everything in the appropriate way). Every leader should strive to complete their purpose while setting their goals. The most crucial aspects of the organization's vision and objectives must be the person's primary emphasis as a manager and leader. To maintain control over a situation or process, ensuring that all activities and choices are taken in a way that is suitable, effective, and efficient. It suggests the necessity for a thorough comprehension of the problem, a strategy, and the capability to carry out that strategy in a manner that produces the intended result. A successful leader must be able to delegate effectively. Using their team member's talents and abilities as a guide, leaders should assign work to them, offering assistance and direction, as necessary.

Learning without stopping: Great leaders are dedicated to lifelong education and are always striving to better themselves. They maintain a current awareness of the most recent tendencies and breakthroughs occurring in their industry and actively seek out possibilities for both personal and professional development.

Leadership is the process of establishing a new course or vision for a group of people to follow, i.e., a leader is a driving force behind that new course. (Evans, 2009)

To gain a reputation as a strong leader, it is important to create confidence and trust in yourself, be honest and transparent, follow through on commitments, demonstrate integrity, compassion, fairness, and good relations, and help others succeed by coaching, mentoring, communicating, and listening to them. Leaders who are prepared to take the heat, accept

risks, and make judgments under fire inspire people to follow them. Listening and communicating well is essential for effective leadership. Decisive leaders should be able to express thoughts, goals, and criticism to their team in an organized and straightforward manner, be receptive to criticism and give their team members their full attention, keep a positive attitude, make decisions, and be held accountable, delegate effectively, learns without stopping, and maintain a current awareness of the most recent trends and breakthroughs in their industry.

Leaders should strive to complete their purpose while setting their goals, maintain control over a situation or process, and be willing to take calculated risks. They should also respect the advice of their staff and ask for others' opinions when necessary. Great leaders are dedicated to lifelong education and strive to better themselves. (Evans, 2009)

3.3 Leadership theories vs. Leadership styles

There is a close connection between leadership theories and leadership styles, although the two do not refer to the same thing. Leadership styles refer to the specific approaches that leaders use to interact with their followers and achieve their goals, whereas leadership theories provide a framework for understanding the fundamental principles and concepts of leadership. Leadership styles can be contrasted with leadership theories, which can be found here. Authoritarian leadership, democratic leadership, laissez-faire leadership, situational leadership, and transformational leadership are some examples of prevalent leadership styles. Leaders that are effective may use a number of different styles, depending on the circumstances, their followers, and the objectives they want to achieve.

3.4 Leadership Theories

Leadership theories are conceptual frameworks that seek to explain the behaviors and traits of successful leaders, as well as how they can effectively motivate and guide their followers toward achieving specific goals. These theories have been developed to address a variety of questions, including the following: These ideas were established to describe how successful leaders can successfully inspire and direct their followers toward reaching specified objectives. These theories were developed to explain how successful leaders can motivate

and guide their followers. These theories give a systematic approach to understanding the diverse phenomenon of good leadership as well as the components that contribute to it.

There is more than one kind of leadership theory, and some examples of these theories include transformational theories, trait theories, behavioral theories, contingency theories, and situational theories. Each of these theories presents a unique perspective on the idea of leadership and a unique set of guidelines on how to be an effective leader in a number of contexts and situations. Also, each of these theories has its own set of guiding principles.

3.5 Trait theory and Great man theory

The great man theory and the characteristic theory of leadership are both ideas that were created in the early part of the 20th century. Both of these theories make an attempt to explain why some individuals are more successful at becoming leaders than others.

The Great Man technique is a leadership perspective that sought to identify the innate qualities that distinguish leaders from those who do not hold leadership positions. (Daft, Management (11ed.), 2018)

It operates on the flawed premise that the capacity for leadership is intrinsic and that great leaders are innately endowed rather than developed through time. The term "Great Man" was used because leadership was seen as a single "Great Man" who pulled everything together and convinced others to follow on the basis of inherited qualities, skills, and abilities. Men are often thought to possess characteristics such as self-assurance, decisiveness, and aggressiveness, amongst others. (Daft, 2010) Moreover, the concept implies that only a select few people have the potential to develop into exceptional leaders.

The assumption behind trait theory is that individuals inherit specific qualities and characteristics that make them more suitable for positions of authority. (Burns, 2003)The defining personal attributes of a leader are known as traits, and some examples of traits are intellect, honesty,

self-confidence, and attractiveness. It has been shown that successful leaders have a vast variety of personal characteristics and talents; yet these characteristics by themselves are not sufficient to ensure good leadership (Judge, 2004).. Natural tendencies and patterns of conduct have the potential to be honed into strengths. It is essential for leaders to be aware of their own capabilities and to appreciate the importance of interdependence in their role as a driver of organizational success.

According to the theory of traits, the following are examples of some of the common characteristics linked with successful leadership:

Intelligence is often associated with successful leaders, as is the possession of high cognitive ability.

Emotional intelligence: Leaders who have high emotional intelligence are able to comprehend and control not just their own feelings but also the feelings of others around them (Laura Guillén, 2011)

Self-confidence: In order to be successful as a leader, one must have a high degree of self-confidence and the ability to instill that same level of confidence in their followers.

Integrity: Followers are more inclined to place their faith in a leader if they see high standards of honesty and ethics. (Michael E. Brown a, 2005)

Capacity for Adaptation: Successful leaders have the capacity to adjust to new circumstances and are receptive to fresh ideas.

A leader's ability to exert influence on their followers is directly correlated to their level of assertiveness and self-assurance in the choices they make.

Empathy: Leaders who are able to understand and empathize with the people they are leading are more likely to be able to develop good connections with their followers.

Since the 1940s, trait research has been a component of the leadership studies that have been done. (Northouse P. , 2004) The findings imply that some characteristics are necessary for successful leadership when other elements are present. In the following table, some of the characteristics and the groups to which they belong have been uncovered as a result of the study on attributes conducted over the years.

Table 2 Leadership: Theory and Practice, P.G., Northouse. 2004, Oaks: Sage Publications, Inc.

Stogdill (1948)	Mann (1959)	Stogdill (1974)	Lord, De Vader and Alliger (1986)	Kirkpatrick and Locke (1991)
Intelligence	Intelligence	Achievement	Intelligence	Drive
Alertness	Adjustment	Persistence	Masculinity	Motivation
Insight	Dominance	Insight	Dominance	Integrity
Responsibility	Masculinity	Initiative		Confidence
Initiative	Extroversion	Self-confidence		Cognitive Ability
Persistence	Conservatism	Responsibility		Task knowledge
Self-confidence		Cooperativeness		
Sociability		Tolerance		

		Influence		
		Sociability		

Researchers that focus on the attributes of leadership make the assumption that leaders are unique from other individuals and that certain people must possess deeper features that lead to their being leaders. (Yukl G. , 2012) Comparing leaders and non-leaders in order to identify any discrepancies in various attributes was the general strategy. For a while, the hypothesis seemed to hold true, but when it became clear that leaders without those characteristics could always be discovered, another set of academics turned their attention to the actions of leaders.

Despite the fact that both theories have certain similarities, they have been criticized for oversimplifying the concept of leadership and for disregarding the role that situational elements play in deciding whether or not a leader is successful. According to the findings of several pieces of research (Bass B. &., 2006), the success of leadership is determined not only by the qualities of the individual leader but also by those of the group that the person is tasked with guiding. Today, the vast majority of leadership researchers agree that leadership is a multifaceted and ever-evolving process that is influenced by a wide range of factors, such as personality traits, cognitive abilities, emotional intelligence, situational factors, and social skills. (Northouse P. , 2018) This is a view that has been held by leadership researchers for many years.

The people who are able to modify their style of leadership to accommodate the particular requirements and traits of their team and organization are the ones who are the most successful as leaders.

Trait theory is still important today because it gives us a way to understand and predict behavior and has real-world applications in many fields. The following are some examples of how trait theory is used in various fields:

- Career Development: To determine a person's strengths, limitations, and interests, trait theory is frequently utilized in career counseling and evaluation. Employers frequently utilize the Myers-Briggs Type Indicator (MBTI), a well-known personality test based on trait theory, to evaluate possible job prospects.
- Sports Psychology: In sports psychology, crucial personality qualities, such as self-assurance, drive, and resilience, are identified and developed using the trait theory. (Sutin, 2016)
- Leadership: The main characteristics of effective leaders have been identified using trait theory. This theory holds that successful leaders have particular personality attributes including intellect, self-assurance, and tenacity.
- Health Psychology: To comprehend how personality features might affect health behaviors and results, health psychology uses trait theory. For instance, studies have revealed that those with high levels of conscientiousness are more likely to practice healthy habits like consistent exercise and a well-balanced diet.
- Criminal Justice: To pinpoint personality qualities that are connected to criminal behavior, trait theory has been used in the field of criminal justice. (Walters, 2011)

For instance, studies have indicated that those who do well on tests of impulsivity and sensation seeking are more likely to commit crimes.

3.6 Behavioral Theory

Following World War II, the focus of the study switched from personality characteristics to the quest for behavior that makes a difference in the performance or happiness of followers. This search began in earnest after the end of the war. Leadership was seen to be a personal quality that could be observed, in contrast to the trait theories of the time. The theories that were established at that time were given the name "behavioral theories" because they placed an emphasis on the leader's actions. (Hartog&Koopman, 2001)This idea proposes that individuals may acquire the skills necessary to become leaders by listening to others and seeing others in action. According to this notion, effective leadership is a skill that can be learned and improved via proper practice and instruction.

According to behavioral theory, a successful leader is one who exhibits a number of distinct characteristics, all of which may be placed into one of two main categories:

Behaviors that are task-oriented are those that are geared toward the accomplishment of certain aims and targets. Some examples of this would include establishing deadlines, elaborating on what is expected of you, and offering feedback.

Relationship-oriented behaviors are those behaviors whose primary emphasis is on establishing and sustaining fruitful connections with those who follow them. Listening, demonstrating empathy, and providing support to followers are a few examples. (Mullins, 2010)

According to behavioral theory, successful leaders are those who are able to strike a healthy balance between behaviors that are task-oriented and behaviors that are relationship-oriented. They also believe that the leadership style that is most successful is situational, meaning that it relies on the unique features of the followers as well as the setting in which leadership is being exercised. This is another one of their hypotheses.

The use of behavioral theory has resulted in the creation of a variety of leadership models and frameworks, as well as having a significant impact on the development of contemporary leadership education programs. Despite the fact that the theory has been challenged for oversimplifying the intricate structure of leadership, it continues to serve as a helpful

framework for comprehending the significance of observable behaviors in relation to leadership achievement.

Figure 1 Source: Harvard Business Review. An exhibit from Robert Tannenbaum and Warren Schmidt, ''How to Choose a Leadership Pattern'' (May–June 1973).
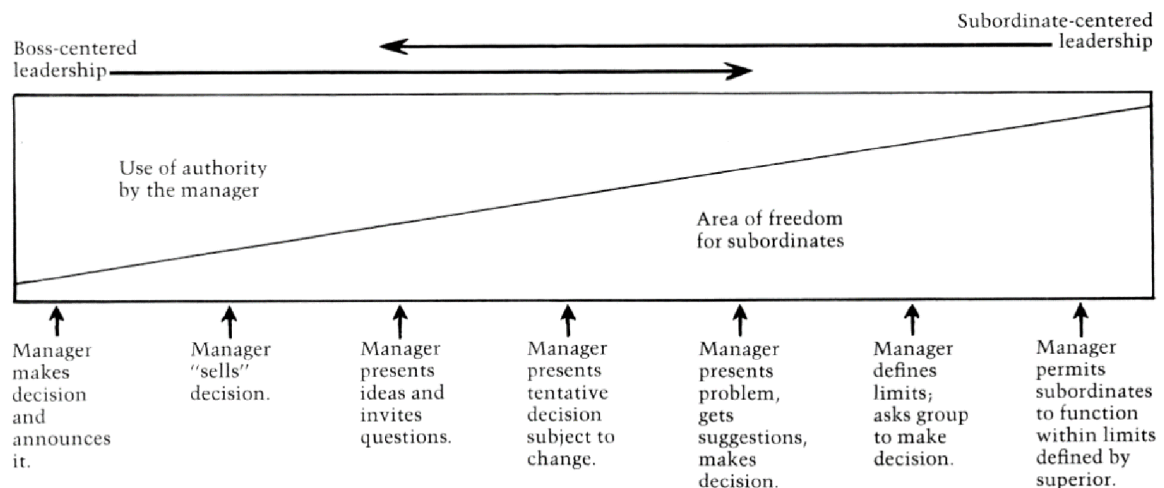
Kurt Lewin did the first research on the differences between democratic and autocratic leadership styles at the University of Iowa (Lewin, 1939). According to studies, organizations under authoritarian leaders functioned effectively when the leader oversaw them. Yet because of the dictatorial leadership style, there was enmity among the group members. Democratically led groups did almost as well, and these organizations were characterized by camaraderie rather than antagonism. In addition, group members performed effectively under democratic leadership even when the leader wasn't there. The democratic leader involved and taught the group members majority-rule decision-making and participatory tactics so that they could function effectively with or without the leader present. The University of Iowa investigations discovered that follower performance and happiness were definitely impacted by leadership behavior. This early writing suggested that political systems were either despotic or democratic. Tannenbaum and Schmidt's (Tannenbaum&Schmidt's, 1973) further research revealed that leadership behavior might exist along a continuum representing various levels of employee engagement. As indicated in Figure 1, one leader may be autocratic (focused on the boss), another democratic (centered on the subordinates), and a third may combine the two leadership philosophies (Tannenbaum&Schmidt's, 1973). According to them organizational conditions would determine how autocratic or democratic leaders should be, and they may change their conduct to suit the situation. For instance, a leader would adopt an autocratic style if decisions were made by subordinates too slowly. A democratic management style can be

adopted if subordinates can easily pick up the ability to make decisions. Also, the wider the skill gap, the more autocratic the leader's style becomes since it is challenging to raise followers to the leader's level of knowledge (A.Heller&GaryYukl, 1969)

Behavioral theory is used in the current world in the following ways.

- Education: Behavioral theory is frequently applied in classroom settings to increase desirable behaviors and decrease undesirable ones. For instance, to motivate pupils to behave properly in class, teachers employ reinforcement strategies like praise or awards.
- Healthcare: In order to encourage healthy behaviors like regular exercise and a balanced diet, behavioral theory is used in healthcare settings. Behavioral treatments are frequently used to assist people in forming healthy new habits and breaking bad ones.
- Organizational management: To boost worker performance and productivity, organizational management also applies behavioral theory. Managers, for instance, reinforce desired behaviors and deter unfavorable ones by rewarding them and providing feedback on their performance.
- Marketing: To comprehend and shape customer behavior, behavioral theory is used in marketing. Businesses persuade customers to purchase their products through a variety of marketing strategies, including incentives and prizes.
- Social and Public Policy: In order to encourage behavior, change in areas like public health, environmental preservation, and financial decision-making, behavioral theory has been applied to social and public policy.

The fact that behavioral theory offers a practical framework for comprehending and modifying behavior means that it is still relevant in the present era. (Sutin, 2016)Behavioral theory may be used in a variety of contexts and circumstances by concentrating on observable behaviors and contextual elements.

3.7 Contingency theory

The discipline of leadership studies saw the emergence of a new theory known as contingency theory in the 1960s and 1970s in response to the limitations of behavioral theory. According to the contingency theory of leadership, the effectiveness of a leader depends on the interplay of three main factors: the traits of the leader, the traits of the followers, and the characteristics of the situation. This point of view holds that there is no one leadership style that can be used in all situations; rather, the style of leadership that will work best in a given situation will depend on the specifics of that situation (Gordon, 1996).

In this context, leaders' characteristics, such as their temperament, expertise, and level of experience, are referred to as the leader's characteristics. The idea behind the contingency theory of leadership is that certain types of leadership may be more successful depending on the leader's characteristics.

A leader who is exceptionally talented and experienced, for instance, may be better suited to a leadership style that emphasizes delegation, whereas a leader who has less experience may be more effective when utilizing a leadership style that emphasizes directiveness. (Bass B. M., 1997)

Followers' characteristics: This term refers to the characteristics of the followers, such as their level of expertise, level of experience, and level of motivation. The idea behind the contingency theory is that diverse types of leadership may be more successful depending on the characteristics of the people being led. For instance, a group of followers that is incredibly talented and motivated may respond well to a leadership style that emphasizes delegation, whereas a group of followers that is either unskilled or uninspired may require a leadership style that emphasizes direction.

Qualities of the Situation: When we talk about situational characteristics, we are referring to the qualities of the setting in which leadership is being demonstrated. According to the propositions of the contingency theory, alternative methods of leadership could prove to be more successful depending on the specifics of the scenario. For instance, a circumstance that calls for prompt decision-making, as well as a distinct chain of command, would call for a leadership style that is more directive, whereas a circumstance that calls for creativity and invention might call for a leadership style that is more conduct.

The "Contingency Model of Leadership" (Fiedler, 1967) included the definitions of two leadership philosophies: "relationship-oriented" and "task-oriented," which were again comparable to contemplation and initiating structure, respectively. Relationship-oriented leaders are concerned with cultivating positive relationships with and the respect of their subordinates. For task-oriented leaders, getting the work done is their first priority, thus they pay close attention to how well their subordinates execute. They establish expectations for performance and provide clear instructions.

- open   guarded
- quarrelsome   harmonious
- efficient   inefficient
- self-assured hesitant
- gloomy   cheerful

According to the LPC scale, a relationship-oriented leader is one who portrays the least liked co-worker in good words, while a task-oriented leader does the opposite and describes the least favored co-worker in negative terms. The success of various leadership styles is contingent on the adequacy of the circumstances, which is governed by the following three factors: leader-member relations, task structure, and position power.

The leader who is task-oriented would be effective in extremely favorable and extremely unfavorable circumstances, but the leader who is relationship-oriented would be effective in somewhat favorable circumstances. If it turns out that the leader is not a good fit for the scenario, then it is necessary to adjust the circumstances by adjusting these three potential outcomes. (Fiedler, 1967)

- Relationships between the group's leader and its members are of a high standard.
- Task Structure - the degree of clarity or ambiguity in the group's work activities • Follower Attitude - the degree to which followers enjoy, trust, and remain loyal to their leader.
- Positional power refers to a leader's capacity to confer rewards and sanctions on subordinates.

Below are some examples of contemporary applications of contingency theory:

- Leadership: Contingency theory is frequently utilized in leadership training and development to assist leaders in customizing their leadership philosophies to various contexts. For instance, while dealing with a new team or in a crisis, leaders may adopt a more directive style, but when working with an experienced team, they may adopt a more participatory approach.
- Organizational management employs the contingency theory to assist managers in changing their management techniques in response to various circumstances. When dealing with a fresh team or in a situation that is changing quickly, for instance, managers could take a more organized approach. Nevertheless, when working with an experienced team or in a situation that is stable, they might take a more flexible approach.
- Human Resource Management: To adjust HR policies and procedures to various circumstances, contingency theory is also employed in HRM. For instance, based on the job specifications and the pool of suitable candidates, HR managers may change their recruiting and selection procedures.
- Strategic Management: Organizations may change their strategy in response to various scenarios by using contingency theory in strategic management. Organizations may need to modify their strategy in response to changes in the market, the economy, or the level of competition, for instance.
- Public Policy: To comprehend how various policies are effective in various circumstances, contingency theory has been used in public policy. For instance, based on the unique economic circumstances, certain regions may benefit from economic growth programs while others do not.

Contingency theory still has value today because it offers a framework for customizing leadership, management, and policy strategies for various contexts. Organizations and

leaders may improve choices and outcomes by taking into account the unique context and situational considerations.

3.8 Situational theory

A leadership theory called situational theory is closely connected to another leadership theory called contingency theory. According to this idea, the qualities of the circumstance, such as the type of work to be done, the amount of authority present, and the degree of unpredictability in the environment, will determine the type of leadership that will prove to be the most successful. On the other hand, in contrast to the contingency theory, the situational theory places a larger focus on the significance of followers and the degree to which they are prepared.

In the late 1960s, Paul Hersey and Ken Blanchard were the ones who initially presented situational theory to the world. Since that time, several scholars have worked to develop and improve upon the idea. For instance, Hershey and Blanchard (1977) established a situational leadership model that distinguishes four different leadership styles. These leadership styles are leading, coaching, supporting, and delegating others. According to this paradigm, the amount of dedication and skill possessed by the followers determines the type of leadership that is most effective.

Task and interpersonal behaviors were the two main leadership aspects that Fiedler (1967) had previously identified. Hersey and Blanchard (Hersey P. &., 1969) included job readiness and relational behaviors in their situational leadership model. The concept illustrates the connection between a successful leadership style and the followers' level of preparation. The capacity and eagerness to perform were considered the followers' readiness levels. Depending on the specific activity or objective that a leader seeks to achieve, people typically differ in their level of preparation. The model demonstrates that the most effective leadership philosophies depend significantly on the degree of preparation of a leader's followers. (Hersey P. &., 1969) Different leadership philosophies are required for those with poor preparedness compared to those with high readiness.

Figure 2 Source: : Hersey and Blanchard's Situational Leadership Model
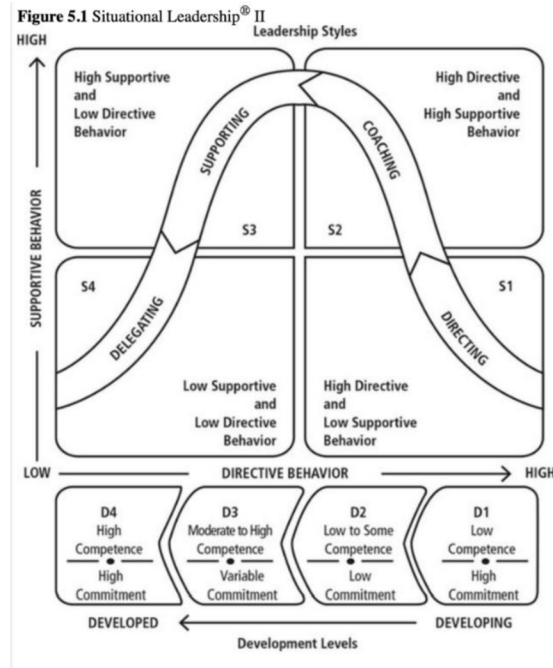
According to Hersey and Blanchard (Hersey P. B., 1993), there are four phases of follower readiness:

- R1: Humans are both unable and reluctant to own up to their mistakes. They lack both confidence and competence.

- R2: Although unwilling, people are unable to do the essential work responsibilities. Despite their motivation, they do not yet have the necessary abilities.

- R3: People are capable of doing what the leader asks, but they are reluctant to.

- R4: Individuals are capable and eager to comply with requests.

Figure 3 Source Hersey, P., Blanchard, K. H., (1993), Management of Organizational Behavior

Follower Readiness		Appropriate Leader Style
Low readiness level – R1	⟹	Telling (high task – low relationship)
Moderate readiness level – R2	⟹	Selling (high task – high relationship)
High readiness level – R3	⟹	Participating (low task – high relationship)
Very high readiness level – R4	⟹	Delegating (low task – low relationship)

• Telling (high task, low relationship): The leader establishes roles and instructs others on what to do and when and where to accomplish it. Selling is a high-task, high-relationship activity, and the leader exercises both directive and supportive conduct.

• Participating: Both the leader and the follower participate in decision-making; the leader's primary responsibilities are facilitation and communication (low task, high connection).

• Delegating (low job, low relationship): The leader offers scant guidance or assistance

The following are some examples of how situational theory is used today:

- Leadership Development: To assist leaders in adapting their leadership styles to various contexts, situational theory is frequently utilized in leadership development and training. (Hartog&Koopman, 2001) For instance, when working with inexperienced or underperforming personnel, leaders may adopt a more directive approach, but when dealing with high-performing or experienced staff, they may adopt a more supportive style.
- Situational theory is used in project management to assist managers adjust their leadership philosophies to various teams and projects. For instance, project managers could adopt a more directive approach throughout the project's planning and execution stages but a more supportive style during the phases of monitoring and regulating.
- Situational theory is also utilized in team management to assist team leaders in adapting their leadership philosophies to various team members. While working with inexperienced team members, for instance, team leaders may adopt a more directing approach; but, when dealing with more seasoned team members, they may adopt a more delegating style.
- Situational theory is used in education to assist teachers in adapting their teaching methods to various students. While working with failing kids, for instance, instructors could use a more directive approach; but, when working with high-achieving students, they might adopt a more supportive approach.
- Healthcare: Situational theory has been used to assist healthcare personnel in modifying their patient care and communication approaches to suit a variety of patients. While working with nervous or unsure patients, for instance, healthcare professionals may adopt a more supportive approach; nevertheless, when dealing with assertive or informed patients, they may adopt a more directive approach.

Situational theory still has value today because it offers a flexible framework for customizing leadership and management approaches to various contexts. Leaders and managers may make better decisions and produce better results by taking the unique context and situational considerations into account.

3.9 Transformational theory

The transformational leadership theory is a contemporary leadership philosophy that places a strong emphasis on the necessity of invigorating and energizing followers to the point where they are able to realize their full potential. It is a kind of leadership that places an emphasis on other people and strives to bring about good change via the empowerment and development of followers. (Top, 2015) According to this school of thought, transformational leaders motivate the people they lead to become more than they previously believed they

were capable of becoming and to accomplish more than they previously believed was possible.

They accomplish this by providing their followers with support and encouragement, developing a compelling vision for the future, and establishing high standards for themselves (Bass B. , 1990).

The following are the four essential components of transformational leadership:

- Motivation based on inspiration Transformational leaders motivate their followers by painting a captivating picture of the future and demonstrating how their followers' work contributes to that picture. This is known as inspirational motivation.
- Individualized consideration: Transformational leaders demonstrate individualized consideration by recognizing each follower as a distinct individual who possesses their own set of requirements, capabilities, and objectives.
- Transformational leaders provide their followers with intellectual stimulation by encouraging them to think creatively and critically, as well as by challenging their ideas and preconceptions.
- Idealized influence: transformational leaders act as role models for the people they manage, and they engender trust and respect among their followers by adhering to ethical standards in both their professional and personal lives.

The notion of transformational leadership has been the subject of much research and has been shown to be useful in a range of settings, including the commercial world, educational institutions, and medical facilities. Transformational leaders are connected with better levels of work satisfaction, commitment, and performance among their followers, according to research. This is because transformational leaders are more effective than other types of leaders at inspiring and motivating their followers (Avolio & Bass, 2004).

Here are a few examples of how transformational theory is used today:

- Leadership Development: Transformational theory is often used in leadership development and training to help leaders inspire and motivate their followers to reach their full potential. For instance, leaders may prioritize developing a common vision, establishing demanding goals, and offering advice and encouragement to assist their followers in achieving those goals.
- Organizational Culture: To establish a productive workplace that promotes innovation, creativity, and cooperation, transformational theory is employed in organizational culture. A culture of trust, empowerment, and responsibility where people are encouraged to take chances and contribute to the success of the company may be the emphasis of transformational leaders.
- Social Change: The transformational approach is also employed to foster neighborhood growth and social change.

For instance, transformational leaders may prioritize developing a shared vision for the community, inspiring residents to take action, and forming alliances with other groups to accomplish shared objectives.

- Education: The application of transformational theory helps teachers encourage and inspire their pupils to reach their maximum potential.

  For instance, instructors can concentrate on fostering a pleasant learning atmosphere, having high expectations for their pupils, and giving them feedback and encouragement to help them achieve. (McGregor, 2003)

- Healthcare: The application of transformational theory has helped healthcare workers encourage and inspire their patients to actively participate in their own treatment. For instance, healthcare providers may concentrate on developing a close relationship with their patients, giving them support and information, and enabling them to take charge of their own health.

As it offers a compelling framework for empowering and encouraging people to realize their greatest potential, transformational theory is still relevant in the present world. Transformational leaders may bring about good change in a variety of contexts and circumstances by concentrating on developing a shared vision, fostering trust and empowerment, and offering feedback and support.

3.10 Transactional theory

Transactional leadership is sometimes described as authoritative since it typically maintains control through organizational bureaucracy, policy, power, and authority (Bennet, 2009). Task-oriented objectives, work standards, and assignments are prioritized by transactional leaders. Moreover, transactional leaders prioritize job completion and employee compliance, and they extensively rely on organizational rewards and penalties to affect staff members' performance (Tracey, 1998). They outline what is expected of them and the reward they will receive if they meet these demand (Bass B. , 1990). Maintaining the status quo and overseeing the daily operations of a company are the key objectives of transactional leadership. The organization's goals and how employees might work toward them and raise their productivity in line with them, enhancing organizational profitability, are not the main topics of this article (Avolio, 1991). The leaders' transactional behavior motivates and corrects the followers. Egri and Herman (Egri, 2000) said that the completion of the subordinates' task performance in terms of achieving organizational goals and objectives is the primary priority of transactional leaders. Offering contingent benefits to workers helps leaders win their loyalty.

Effective transactional leaders, according to (Kuhnert, 1987), must routinely meet the expectations of their followers. A process of trade or transaction between leaders and followers is the cornerstone of transactional leadership. The transactional leader acknowledges the wants and aspirations of the followers before defining how those needs and desires will be met in return for achieving particular goals or carrying out particular tasks. So, although leaders gain from task completion, followers are rewarded for their work performance (Vecchio, 2002). Several of the theories discussed in the preceding section, such as path-goal theory and initiating structure, can be categorized as transactional theories as a result of these transactional linkages. Transactional leaders uphold stability inside the organization rather than encouraging change because they are committed to "following the rules" (Vecchio, 2002). To inspire their people, transactional leaders employ a system of incentives and penalties. They give feedback on followers' performance as well as define expectations and goals for them. When followers achieve their objectives, they are acknowledged, given promotions, or given other benefits. They could receive reprimands or other harsh punishment if they don't achieve their objectives.

Transactional leadership consists of two basic elements:

Transactional leaders employ contingent rewards to inspire their followers. They give prizes when their followers achieve their goals and lay out clear expectations for their followers. This strategy places a strong emphasis on the value of output and performance.

Management by Exception: Transactional leaders may also monitor and regulate their followers' conduct by employing management by exception. Systems are put in place to identify issues and abnormalities so that action may be taken as needed. This strategy places a strong emphasis on the value of conformity and adhering to rules.

It has been said that transactional leadership does not encourage originality or innovation and is overly concerned with short-term objectives. It has also been demonstrated to be beneficial in specific circumstances, such as highly hierarchical and organized companies or emergency situations where prompt judgment is required.

3.11 Leadership Styles

The majority of these leadership philosophies converged on one of the authoritarians, laissez-faire, transformational, or transactional leadership styles. These leadership philosophies overlap to some extent and don't necessarily conflict with one another.

3.1 Transactional Style

A style of leadership known as "transactional leadership" involves using rewards and penalties to motivate subordinates. Clear expectations are made, goals are defined, and followers are rewarded or punished depending on their performance by transactional leaders (Bass B. , 1985). The transaction between the leader and the follower, in which the follower is rewarded for meeting or exceeding performance standards and penalized for falling short of those goals, is the focus of this leadership style. Often, transactional leaders encourage their followers through a system of rewards and punishments. They clearly communicate expectations to their followers and create clear goals and objectives for them to meet. Followers get praise, prizes, or other incentives in return for living up to these expectations. On the other hand, followers who do not live up to the standards may get criticism, demotion, or even be dismissed. When external rewards or punishments and the company drive followers is highly organized and goal-oriented, transactional leadership may be effective. This leadership style, meanwhile, can also result in followers who lack initiative and originality and who prioritize short-term objectives above long-term growth and development. (McGregor, 2003)

I.   Conditional Payment. Leadership with a contingent compensation system is results oriented. This tendency emerged because people valued receiving actual, monetary benefits for their work. "Transactional leadership engenders compliance by appealing to people's desires and needs, whereas transformational leadership recognizes individual abilities and creates excitement via emotional appeals, values, and belief systems" (Avolio & Bass, 2004). Management leaders who apply contingent rewards are supposed to provide guidance to the workforce so that the task is completed. In a nutshell, performance-based material incentives, direction-setting, reciprocity, and team confidence-building are essential markers of contingent reward.

II.   Exception Management (Active) Management by exception (active) differs from laissez-faire leadership in that it does not imply the surrender of authority. Leaders that practice management by exception (active) have an innate faith in their employees to complete the task to a high quality and refrain from upsetting the apple cart. But, if the objective is met, it implies the system has worked, everyone is happy, and business as usual continues (Avolio & Bass, 2004). This form of leadership does

not drive people to strive beyond expected outcomes. In the case of management by exception leaders, there is little sense of adventure or risk-taking, fresh viewpoints, or white-water techniques. It fits with a culture of change driven by needs. In conclusion, management by exception (active) comprises lack of confidence, poor communication, upholding the status quo, and trust in employees.

III.   Management by Exception, third (passive). It is a transactional leadership style in which the leaders avoid defining agreements and don't set expectations for the workforce to meet. A leader may occasionally wait until something goes wrong before acting (Avolio & Bass, 2004).

3.2 Transformational Style

A leader who inspires and motivates their people to realize their full potential and go above and beyond their own expectations is said to be practicing transformational leadership. Transformational leaders put a strong emphasis on enhancing the knowledge, skills, and resources of their followers to help them achieve success. (Bass B. , 1985) They give their followers a feeling of purpose and direction that goes beyond simply accomplishing a job or reaching a goal, and they push people to think creatively and take risks.

Several techniques are employed by transformational leaders to inspire and encourage their followers. (Jung, 2008) They set an example for their followers by acting and thinking the way they wanted them to. They challenge their followers to do more than they ever imagined was possible by communicating a clear vision and having high expectations for them. To assist their followers in honing their abilities and boosting their confidence, they also offer tailored assistance and coaching.

The emphasis placed on creating a feeling of shared purpose and values among followers is one of the fundamental components of transformational leadership. Transformational leaders encourage their followers to collaborate toward a common objective by working to foster a sense of community and a shared future vision. They also promote an atmosphere of openness and trust, inspiring their adherents to communicate their thoughts and viewpoints and cooperate to accomplish their objectives.

- Influence that is idealized. The quality of a leader is what motivates people to look up to them as role models. Another word for desired influence is charisma. Idealized

influence produces values that motivate, establish meaning, and give individuals a sense of purpose. Idealized influence has a motivating quality. It cultivates attitudes toward what matters most in life. According to (Yukl G. , 1989) and (Shamir, 1993), charismatic leadership is associated with idealized influence. Charismatic leaders encourage others to feel confident. They are a powerful motivator of idealistic influence and conduct that serves as a role model when they show faith in a follower's ability to achieve extraordinary objectives and willingness to make self-sacrifices (House, 1993). Leaders who have faith in their team members may achieve amazing things. Those in positions of idealized influence possess a positive feeling of self-determination. (Shamir, 1993)demonstrated how strong and ubiquitous a social necessity of sustaining one's self-esteem is. These leaders, who are strong in conviction, inspire their followers to "achieve the objectives and goals of the firm" by presenting themselves as role models and communicating with them often. They possess the necessary level of emotional control and stability. These individuals are masters of their own destinies because they transcend internal tensions. According to Jhon Marshall, CEO of Solaris Power, transformational leaders' roles include teaching subordinates about important leadership tasks in the context of idealized conduct. These individuals are learning leaders. The core components of an idealized influence include, in brief, setting an example, articulating ideals, creating values, and giving followers a feeling of purpose and meaning, as well as self-worth, self-determination, emotional control, and confidence.

- II. Motivating inspiration A crucial component of the transformational leadership style of inspirational motivation is raising followers' consciousness, directing them toward the goal and vision of the company, and inspiring others to comprehend and commit to the vision. Instead of focusing on the leader's personality, inspirational motivation emphasizes the organizational existence's guiding concept (Avolio & Bass, 2004). A leader with this approach stimulates the workers in the organizational quest, bringing out the best in them rather than strangling them. Employees who wish to contribute to the organization positively and effectively may become frustrated if experimentation is prohibited and innovation is hampered. Employers are encouraged by leaders who have this leadership style by giving them greater freedom to make decisions on their own and giving them the resources to do so. The leaders that exhibit this conduct not only clearly communicate their vision to their followers but also motivate them to expand beyond

their comfort zones for the benefit of the business as a whole. (House, 1993) The most effective CEOs are constantly engaged with their staff, motivating, rewarding, correcting, and, if necessary, replacing them. This opens up chances for others. In summary, leaders that exhibit inspiring motivational conduct develop communication, create a vision, and manage difficult employees by motivating them, collaborating with them, and granting them autonomy.

- IV. Stimulation of the Mind Leaders who "intellectually excite followers, encourage innovation, and embrace obstacles as part of their profession" are individuals who exhibit the traits of intellectual stimulation. They manage their emotions in a healthy way and approach difficult situations logically. They also help their employees develop comparable talents. They foster the development of complicated decision-making skills in their followers, demonstrating a shared understanding between managers and staff. The merits of customized attention in mentoring, coaching, and morale-building are heavily projected by the intellectual stimulation leadership method. Both leadership philosophies develop character as well as organizational capabilities, much like compassionate leadership actions that coach and challenge (Shamir, 1993). In other words, before encouraging worker engagement in the issue, leaders using this leadership strategy must first understand the complexity of the problem and generate a sense of direction for what it means for them and their employees.

There are many intelligence levels and incentives for productive labor. It is the capacity to challenge employees' minds and their tendency to participate actively in the task. In a nutshell, logic, inventiveness, consensual decision-making, coaching, supporting, challenging, and engagement are the main signs of intellectual stimulation. Personalized consideration, part four Personalized consideration focuses on the essential transformational leadership characteristics of seeing people as integral members of the workforce. These managers show care for the needs of their staff and are capable of supporting and coaching the emergence of desired workplace behaviors. Their leadership style fluctuates between participatory and dictatorial. Reassurance, personalized care, and coaching, as well as an open and collaborative attitude, are the "basic characteristics of customized attention," to put it briefly. (McGregor, 2003)

3.3 Autocratic Style

A leader who uses an autocratic style of leadership makes choices without consulting their supporters. The organization's leader enforces tight loyalty and compliance from its members and has complete control over all group operations. (Avolio & Bass, 2004)This style of leadership involves the leader maintaining complete control and authority with little to no participation from others in the decision-making process. Without taking into account the needs or opinions of their followers into account, the leader makes decisions based solely on their own thoughts and convictions.

Autocratic leaders are frequently highly dictatorial and controlling, and they may utilize rewards and punishments to ensure that their judgments are followed. They demand that their subordinates obey their commands without question and perform their tasks accurately and effectively. When prompt and decisive action is required, such as in an emergency or crisis, this leadership style may be beneficial. Under such circumstances, the leader's forceful actions can aid in ensuring that the organization reacts to the crisis promptly and efficiently. (Northouse P. G., 2016)

But, there are drawbacks to autocratic rule as well. When they believe they have little influence over decisions and are only following the leader's directions, it might result in followers being less motivated and having poorer work satisfaction. Also, followers who are under an autocratic leader may be reluctant to promote novel solutions out of concern for their safety.

In some circumstances, autocratic leadership can be beneficial, but it is not always a good fit for organizational settings. In general, it's critical for leaders to be flexible in their approach to leadership and to take their followers' needs and perspectives into account when making choices.

3.4 Democratic Style

Democratic leadership is a form of leadership that places a strong emphasis on teamwork, participation, and including subordinates in decision-making. A democratic leader enables followers to express their ideas, opinions, and feedback while facilitating open dialogue. The goal of this leadership approach is to enable people to accept responsibility for their jobs while valuing the opinions and contributions of every team member. According to research,

democratic leadership can enhance worker happiness, motivation, and productivity. According to one study, employees who work for democratic leaders reported higher levels of organizational loyalty and job satisfaction than those who work for authoritarian leaders (Limsila, 2008). According to a different study, democratic leadership fosters more employee creativity and innovation (Cheng, 2009). But, not every circumstance calls for democratic leadership. In situations of crisis or emergency, when prompt and decisive action is required, it might be time-consuming and might not be successful. However, it could not work if subordinates lack the information or experience necessary to make wise judgments. In many organizational settings, democratic leadership may be a successful leadership method. It encourages cooperation, unity, and open communication, all of which can result in greater employee satisfaction, motivation, and output. Leaders must be prepared to change their tactics in response to various circumstances and must be aware of the possible downsides of this leadership style. Additionally, it is important for leaders to strike a balance between involving subordinates in decision-making and maintaining their authority. Over-reliance on democratic leadership can lead to indecisiveness and a lack of direction, which can ultimately harm the organization. Therefore, leaders must be mindful of when and how to implement this leadership style.

Autocratic vs. Democratic

When it comes to the way the leader makes decisions and how much the followers are involved, autocratic and democratic leadership styles are very different from one another. The key variations between the two styles are as follows:

1. The leader takes choices on their own, without consulting or receiving advice from subordinates, in an autocratic leadership style. In contrast, a democratic leader encourages their followers to voice their thoughts and opinions and includes them in the decision-making process.
2. Control: Autocratic bosses frequently exercise a great deal of control over their staff members and may base choices entirely on their own preferences and worldviews. (Northouse P. G., 2016)Democratic leadership promotes the participation of subordinates in decision-making, which can lead to a more inclusive and collaborative approach.
3. Communication: Autocratic leaders frequently interact with their followers from the top down, giving them commands and guidelines. Democratic leadership encourages subordinates to voice their views and concerns and fosters more open, two-way communication.
4. Employee motivation: Because subordinates may feel powerless and underappreciated, autocratic leadership may result in lower levels of employee motivation. In contrast, democratic leadership encourages

employees to accept responsibility for their work and participate in decision-making, which can increase employee engagement. (Northouse P. , 2018)

5. Time and effectiveness: Because the leader may make choices quickly and with little input from others, autocratic leadership can be more effective in circumstances that call for swift and decisive action. This method, meanwhile, can also result in blunders and oversights.

Autocratic and democratic leadership styles represent two different approaches to leadership, each with different strengths and weaknesses. Democratic leadership can be more time consuming as the leader seeks input from subordinates, but it can also result in more effective decision-making and better outcomes. The ideal strategy will be determined by the particular situation and the requirements of the business and its staff. limitations of this leadership method and be ready to modify their strategy depending on the circumstances.

3.5 Laissez-faire Style

Laissez-faire management gives workers a lot of freedom. Leader's guide and assist employees but seldom provide feedback. This technique favors incredibly talented, motivated, autonomous teams. Without leadership, it risks poor coordination, unclear goals, and lower production. (Avolio & Bass, 2004)

Laissez-faire leadership lets employees manage themselves. Leaders create goals but don't monitor or assess performance. This works best with experienced, self-motivated teams. Without effective leadership, it can cause disorder, ambiguity, and lower production.

Laissez-faire leadership works well for creative jobs that need employee autonomy and flexibility, according to the study. Unfortunately, it is unsuitable for complicated projects requiring tight collaboration or novice teams needing additional coaching (Alonderiene, 2016).

Laissez-faire leadership decreases staff happiness and performance. Leaders should utilize this technique sparingly and offer support and feedback as needed.

Finally, laissez-faire leadership works best with skilled and motivated workers. Yet, it is not suited as a primary leadership style and needs leaders to be more hands-on as needed to avoid decreased productivity or work satisfaction. Leaders should also communicate goals and results to guide employees without micromanaging. Laissez-faire leadership empowers teams and fosters innovation when handled properly, but it requires continuous supervision.

4   Leadership cultures

Leadership styles that differ between cultures can lead to unforeseen misunderstandings. Americans, for instance, typically perceive themselves as egalitarian while viewing the Japanese as hierarchical. Therefore, dealing with Americans seems perplexing to the Japanese. Although American managers encourage their staff to speak out in meetings and address them by their first names, the Japanese perceive them to be very authoritarian in their decision-making. A Japanese manager who worked for Mitsubishi and resided in the United States once said, "I couldn't figure out how to change my attitude from one day to the next," because the culture was so conflicting and perplexing. There are many managers with issues like this one. Throughout the many years that I have spent studying, working with, and training executives and managers in hundreds of international corporations, I have seen that it is typical for individuals from many nations to struggle with mutual understanding. It frequently occurs as a result of managers' inability to discern between two crucial aspects of leadership culture. (Meyer, 2017)

Being the Boss in Brussels, Boston, and Beijing by Erin Meyer (Meyer, 2017) explores how cultural variations in leadership styles can result in miscommunications between individuals from other nations. She contends that managers do not distinguish between power and decision-making, two crucial aspects of leadership culture. Our attention to a person's rank or position, as well as our respect for and reverence for that status, make up the first dimension. Who makes the decisions, and how is the second dimension? Do they make decisions, or does the boss make decisions? The two aspects of cultural variations in leadership this essay examines are attitudes toward authority and decision-making. The largest leadership trend in the United States and some of Western Europe over the past century has been the rejection of hierarchical management procedures in favor of a more facilitative, egalitarian approach. Managers have received training on how to transition from directive management to management by objectives, an open-door policy, and 360-degree feedback. This trend has been mostly supported through schooling, but one of the most obvious cultural differences is how people see authority. For instance, in Sweden, children are taught to respect their elders, yet in Nigeria, youngsters are trained to kneel or even lie down as a gesture of respect when an adult enters the room. This article compares the resultant assumptions about the role of the leader by mapping a few civilizations along both dimensions. The largest rising economies, such as Bangladesh, China, India, Indonesia,

Russia, and Turkey, provide the most commercial potential. Yet, the management dogma of decentralizing authority within the firm does not easily fit into the setting of developing markets and frequently causes Western businesses to stumble when making their initial forays abroad. The American company Chill Factor, which offers cutting-edge cooling solutions to consumers and small businesses, has been educating its staff in the most recent egalitarian leadership methodologies. This training encourages entry-level employees to take initiative while teaching managers to keep their doors open, accept 360-degree feedback, and set goals rather than impose them. The organization was able to retain and recruit top people because of its forward-thinking culture. (Meyer, 2017)

The four cultures of leadership

Two elements of leadership cultures, authority and decision-making, differentiate the four cultures of leadership styles: authority and decision-making. Authority pertains to the amount of esteem and consideration accorded to a person's status or rank. Who makes decisions and how decisions are made are crucial to decision-making. Regarding these two elements of leadership cultures, subgroups may be formed based on attitudes. Attitudes toward authority are classified as hierarchical or egalitarian, whereas attitudes toward decision-making are classified as top-down or consensus-based. The four cultures of leadership, according to (Meyer, 2017), are consensual and egalitarian, consensual and hierarchical, top-down and egalitarian, and top-down and hierarchical.

Figure 4 Source Being the Boss in Brussels, Boston, and Beijing by Erin Meyer
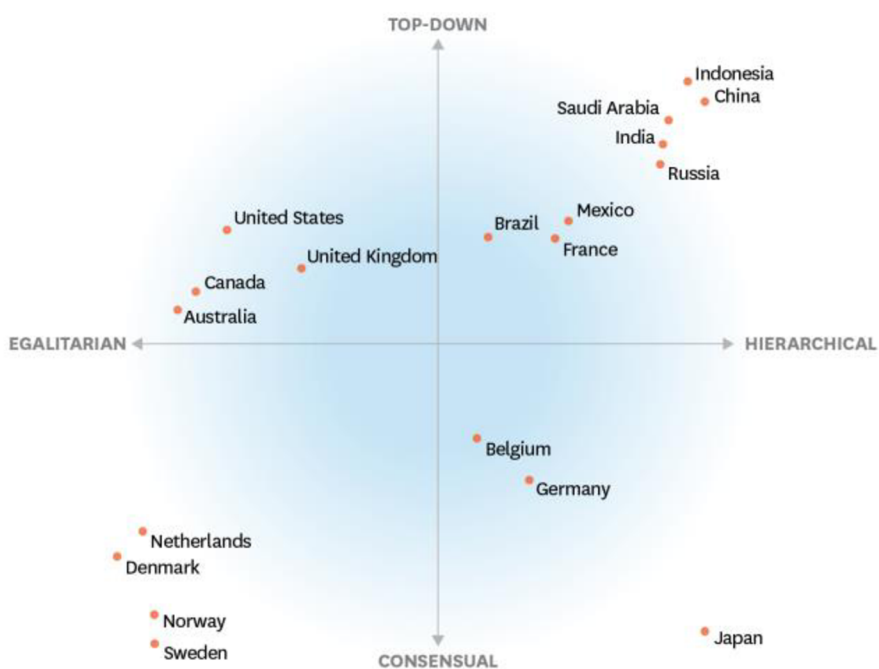
Consensual and egalitarian leadership culture: Denmark, Netherlands, Norway, Sweden

In order to foster innovation, manage uncertainty, and empower their teams, leaders need to foster an environment where all voices and points of view are valued. The goal of team leaders should be to foster consensus and agreement. They should promote open discourse, respect various points of view, and work to resolve issues. Leaders can ensure that everyone in the organization understands and supports decisions and changes by getting people to concur with them. This fosters cooperation and lessens resistance. Motivation, trust, and empowerment all depend on an egalitarian culture where authority and opportunities are shared equally. (Moran, 2007) Share control and decision-making with others, according to leaders. They ought to allow team members more freedom and opportunities for increased responsibility. People become more engaged and dedicated to the success of the organization when they feel that their input is valued and that they have agency. Along with increasing team member ownership and accountability, this strategy also promotes team member retention and job satisfaction. Additionally, because it enables a wider range of perspectives and experiences to be heard and valued, an egalitarian culture can foster diversity and inclusion. (Marie Joelle Browaeys, 2016)

If a leader intends to be successful in this quadrant, he must use the following leadership approach:

- Anticipate that the decision-making process will require further meetings and correspondence.
- Even when divergent ideas result in lengthy, continuous debates, do your best to exhibit patience and dedication throughout the process.
- Do not anticipate the leader making decisions for the group. The manager is a facilitator, not a decision-maker.
- Avoid the urge to insist on a speedy settlement. Take the time to ensure that the choice is the best one imaginable, as it will be impossible to reverse it afterward. (Meyer, 2017)

Consensual and hierarchical: Belgium, Germany, Japan

This leadership style encourages teamwork. In consensual leadership cultures, leaders facilitate rather than command.

Hierarchical leadership culture places decision-making power at the top of the company. In hierarchical leadership cultures, the leader makes all the decisions. This leadership style has a clear hierarchy and formal communication. (Marie Joelle Browaeys, 2016)

Hierarchical and cooperative leadership have pros and downsides. If team members feel appreciated and empowered in decision-making, a consensus leadership culture may boost engagement, creativity, and innovation.

If a leader is not used to a consensus-based, hierarchical culture, they should be aware of the following things in this quadrant:

- If you're the boss, your team will defer to your choice, but they also want and expect to participate in the decision-making process.

- Make a point of asking your team for feedback and thoughts.

- Be thorough and patient. Spend the time required to win over each stakeholder.

- When a consensus starts to build among the group, pay close attention to those who have differing viewpoints.

- Pay close attention to how accurate and complete the information gather is, as well as how well it fits with the way it is planed to use it. Keep in mind that choices are commitments in this sector that cannot be changed easily (Meyer, 2017).

Top-down and hierarchical: Brazil, China, France, India, Indonesia, Mexico, Russia, Saudi Arabia

In a top-down, hierarchical leadership culture, decisions are made by those in charge, and information is passed on to those at lower levels of the hierarchy. A strict framework with distinct jobs and duties and an emphasis on upholding control and stability define this leadership style. Depending on the particular situation, which includes the objectives of the business, its culture, and its surroundings, top-down and hierarchical leadership may or may not be acceptable (Moran, 2007). A top-down strategy may be required in particular circumstances, such as emergency situations or highly regulated sectors, to preserve stability and control. To encourage creativity and employee participation, however, in other situations, a more decentralized and participatory approach to decision-making may be more successful.

- In this case, the leader should keep in mind that the boss is the director, not the facilitator. In public and most likely also in private, people will defer to one if he is the boss. Don't be afraid to instruct employees on how to treat you with respect.

- Clearly state what is anticipated. Tell employees what you want them to do if you want them to offer you three options to consider before asking for your opinion. For all of us, old habits are difficult to break; therefore, emphasize the behavior you want to see with precision and clarity.

- Be cautious with your words. You could discover that a casual remark is taken as a decision, and then everyone starts building that factory or restructuring that department when you only intended to introduce an idea for discussion. (Meyer, 2017)

Top-down and egalitarian: Australia, Canada, United Kingdom, United States

Similar to the United Kingdom, the United States, and Canada, rulings are not necessarily final; some may be changed or reviewed in the future. Speak up before a choice has been made. Although they might not be specifically requested to contribute, employees can show initiative and confidence. (Marie Joelle Browaeys, 2016)

Contrary to such cultures, many workers will be hesitant to voice their opinions in meetings (internal or external, even one-on-one) and will instead defer to their superiors. Employees who didn't say what they thought out loud may not agree with the manager after a situation has been handled, and they may not accept the decision if it goes against what they thought (even though they didn't say it). Employee disapproval won't be expressed at this point. Spend some time identifying sources of contention and determining if important personnel, whose contributions are essential or required, are on board and totally committed.

Success in a top-down, egalitarian setting demands acting in the following ways:

- Speak out before a decision has been made, regardless of your standing. Even if you aren't specifically requested to participate, show initiative and confidence by speaking up. Even if your opinion differs from what the employer seems to be thinking, state it politely and clearly.

- After the issue has been settled, instantly join the boss's side and support the choice, even if it goes against what you had previously thought. If you disagree at this point, especially in front of others, you could be seen as a challenge to deal with.

- After making a choice, keep an open mind. Most choices in this quadrant can be changed or revised later if required. (Meyer, 2017)

4.1 Hofstede's Six Dimensions of Culture

Geert Hofstede created the cultural aspects theory as a foundation for intercultural communication. Using a structure developed from component analysis, it demonstrates how a society's culture affects the values of its people and how these values connect to behavior. The cultural aspects theory of Hofstede Comparison of the US, China, Germany, and Brazil through the model's 6 dimensions. (Hofstede G. , 2011)

By utilizing factor analysis to look at the outcomes of an international survey of employee values conducted by IBM between 1967 and 1973, Hofstede (Hofstede G. H., 2010) was able to create his original model. It has since been improved. The original paradigm suggested four dimensions for analyzing cultural values:

1. Power Distance Index (high versus low)

2. Individualism versus collectivism

3. Masculinity Versus Femininity

3. Uncertainty Avoidance Index (high versus low)

5. Long- Versus Short-Term Orientation

6. Indulgence vs. Restraint

By researching a culture, it is possible to identify where it "sits" on each of the six continuums and then compare it to another society's "sit" on the same continuum. It is essential to recognize that each dimension is a spectrum, and that each civilization lies somewhere along that spectrum; there are no absolutes. When evaluating a culture based on one of the dimensions, the culture's "scoring" can be seen as a point along a line; nevertheless, it is essential not to assign a value judgment to a culture's "score". (Hofstede G. H., 2010) On any dimension, a greater or lower "score" is neither "good" nor "bad." The ratings simply indicate the significance a culture places on a certain value. In other words, the opposite ends of the value continuums show only different values, not distinct degrees of ethics or morals, and no score is greater or worse than any other.

Assessing where a culture falls on the continuum of each of these factors can help you determine if the culture is mostly high- or low-context. Please keep in mind that a study of culture unavoidably involves generalizations (often referred to as "prototypes" or "cultural patterns"), and hence the "score" of as given culture is not always indicative of the values of every person in that group. (Hofstede G. , 2011)

It is also essential to recognize that cultural dimension "scores" must be interpreted in relational terms; in other words, the "score" is only significant when compared with the "score" of another culture.

By its own nature, this theory can only describe the dominant social trend. Various organizations, teams, personalities, and surroundings differ greatly; thus, familiarize yourself with cultural leadership, intelligence, and etiquette and conduct considerable study on the nation in which you will be working.

. Power Distance Index (PDI)

This refers to the degree of disparity between those with and without authority that is tolerated.

A high PDI score shows that society supports an unequal, hierarchical allocation of power and that individuals are aware of "their position" within the system. A low PDI score indicates that power is shared and broadly diffused, and that unfair power distribution is not tolerated by members of society. (Gallois, 1997)

Application: According to the model, team members in a nation with a high PDI, such as Malaysia (100), will not initiate action and prefer to be guided and instructed to execute a task. If a boss does not show leadership, employees may perceive the work as unimportant.

Table 3 Source Cultures and Organizations Software of the Mind, Hofstede et al., p. 76

Small Power Distance	Large Power Distance
Hierarchy in organizations establishes a disparity between functions for convenience.	Organizational hierarchy represents ontological disparity between upper and lower levels.
Decentralization is popular.	Centralization is popular.
There is less management personnel.	There are more management personnel.
There is a limited gap between the highest and lowest salaries in the organization.	There is a large disparity between the highest and lowest salaries in the organization.
Managers rely on their own knowledge and the expertise of their employees.	Managers depend on their superiors and formal norms.
Subordinates anticipate consultation.	Subordinates anticipate receiving directives.
The perfect manager is a resourceful democratic.	The ideal leader is a benevolent autocrat, sometimes known as a "good parent."
Subordinate-superior connections are pragmatic.	Emotional subordinate-superior relationships.
Status insignia and privileges are frowned upon	Status insignia and privileges are common and popular.
Physical labor is equivalent to office work.	The value of white-collar employment exceeds that of blue-collar jobs.

Individualism versus collectivism (IDV)

Individualism is characterized by an attitude of independence and a lack of control. Particularly North Americans, members of low-context cultures tend to prioritize individuality. They think that initiative and self-confidence lead to personal success. Individualism and personal responsibility are important to them, and they seek a great deal of personal freedom. (Gallois, 1997) High-context civilizations have more collectivist members. They foster acceptance of collective ideals, responsibilities, and choices, as well as involvement in organizations, groups, and teams. Typically, they oppose independence because it promotes rivalry and conflict rather than consensus. Obviously, many cultures are highly complicated and cannot be categorized as either purely individualistic or group oriented. For instance, Canadians of European origin tend to be fairly independent, whereas those of Asian descent may be more group oriented. (Hofstede G. H., 2010)

Table 4 Source Cultures and Organizations Software of the Mind, Hofstede et al., p. 113.

Collectivism	Individualism
Strong regard for people's time and desire for solitude and independence	Focus on the acquisition of skills and mastery of a subject
A desire for difficulty and an expectation of individual recompense for effort	Humans are motivated by intrinsic incentives.
Respect for personal privacy	Preserving group unity takes precedence over other moral concerns
Occupation mobility is lower	Occupation mobility is higher
Value standards differ for in-groups and out-groups: exclusionism	The same value standards are supposed to apply to everyone: universalism
Harmony should always be maintained, and direct confrontations avoided	Speaking one's mind is characteristic of an honest person
Hiring and promotion decisions take employee's in-group into account	Hiring and promotion decisions are supposed to be based on skills and rules only

Masculinity Versus Femininity

The masculine aspect of this dimension reflects a societal propensity for accomplishment, valor, assertiveness, and monetary incentives for success. Overall, society has become more

competitive. Femininity is characterized by a propensity for collaboration, humility, compassion for the weak, and life quality. Society as a whole is increasingly consensus oriented. (Hofstede G. H., 2010)

 In the context of business, masculinity vs. femininity is frequently referred to as "tough versus delicate" cultures. The following table highlights the workplace manifestations of this dimension:

Table 5 Source Cultures and Organizations Software of the Mind, Hofstede et al., p. 170.

Feminine	Masculine
Management as ménage: intuition and consensus	Managing as a manège: being forceful and aggressive
Conflict resolution through compromise and negotiation	Resolution of conflicts by letting the strongest win
Compensation is based on equality.	Rewards are based on equity.
Smaller organizations are preferred.	Larger organizations are preferred
People work in order to live	People live in order to work
More leisure time is preferred over money	More money is preferred over more leisure time
Both genders can choose to pursue careers.	For men, having a career is a necessity; for women, it is not.
There is a higher share of working women in professional jobs	There is a lower share of working women in professional jobs
Humanizing work through interaction and collaboration	Humanizing the workplace by enhancing job content
Competitive agriculture and service industries	Manufacturing that is competitive and bulk chemistry

Uncertainty Avoidance Index

The uncertainty avoidance dimension reflects how uncomfortable a society's citizens are with ambiguity and uncertainty. The fundamental question at hand is how society should respond to the fact that the future is always uncertain: should we attempt to influence it or should we simply let it happen? Strong uncertainty avoidance nations uphold strict moral and behavioral standards and are intolerant of unconventional behavior and ideas. Societies with low uncertainty avoidance tend to maintain a lax mindset where principles are less important than practice. The manifestations of this dimension in various contexts are shown in the following tables (Hofstede G. H., 2010).

Table 6 Source Cultures and Organizations Software of the Mind, Hofstede et al., p. 203.

Weak Uncertainty Avoidance	Strong Uncertainty Avoidance
Uncertainty is a normal feature of life, and each day is accepted as it comes.	Life's inherent unpredictability is a persistent danger that must be countered.
Low levels of anxiety and stress	High levels of stress and anxiety
Emotions and aggression shouldn't be displayed.	Emotions and anger can be expressed when and if it is acceptable
Higher scores on personality tests predict agreeableness.	Higher scores on personality tests for neuroticism
Confident in unclear situations and with unknown dangers	Acceptance of known risks; fear of unknown risks and unclear situations
Simple guidelines for kids about what are improper and unacceptable	Children have strict rules about what is improper and unacceptable.
Superegos become frail.	People developed strong superegos
Similar modes of address for different others	Different modes of address for different others
What is different is curious	What is different is dangerous.
Family life is relaxed	Family life is stressful
Family life happiness is higher in wealthier nations.	If the country is rich, think about how much it will cost to raise children

Long- Versus Short-Term Orientation

Short-term time orientation cultures view time as a scarce resource that must be preserved. People associate time with profitability, production, and efficiency. Holding individuals waiting for business appointments is wasteful and impolite.

In societies with a long-term temporal orientation, time may be regarded as an endless and limitless resource to be enjoyed. (Hofstede G. H., 2010)

The table below highlights the distinctions between short-term and long-term temporal orientations.

Table 7 Source Cultures and Organizations Software of the Mind, Hofstede et al., p. 243.

Short term orientation	Long term orientation
Social pressure toward spending	Being thrifty entails being resourceful
Quick outcomes should come from efforts	Perseverance and hard work in the face of slow results
Social and status duties are a concern	Willingness to put others first for a reason
Concern with "face"	Having a sense of shame
Observing traditions	Respect for circumstances

Concern with personal stability	Concern with individual adaptability
Marriage is a moral arrangement.	Marriage is a pragmatic institution.
Living with in-laws causes difficulty.	Normal is living with one's in-laws.
Young women link having a partner to being loved.	Young women associate affection with a husband
Humility is reserved for females.	The virtue of humility applies to both men and women
Old age is an unhappy period, but it starts late.	Old age is a wonderful time that begins early.
Others can take care of young children.	Moms should devote sufficient attention to their preschool-aged children.
Children get gifts out of joy and affection.	Children receive presents for their education and growth.

Indulgence vs. Restraint (IVR)

Indulgent civilizations permit the relatively unrestricted satisfaction of basic and natural human desires associated with life enjoyment and amusement. Restraint represents a civilization that represses the satisfaction of desires and regulates them through stringent social rules. Countries with a high IVR score permit or promote the generally unrestricted fulfillment of people's own desires and emotions, such as having fun and enjoying life. In a culture with a low IVR score, there is a greater emphasis on repressing pleasure, greater control of individuals' behavior, and stricter social standards. Eastern European nations, including Russia, have a low IVR score, according to the model. Hofstede contends that the cultures of these nations are marked by a predisposition toward pessimism and restraint. Humans place little importance on leisure time, and, as the label indicates, they are very self-restrained. (Hofstede G. H., 2010)

The following tables depict the distinctions between luxurious and restrained cultures:

Table 8 Source Cultures and Organizations Software of the Mind, Hofstede et al., p. 291.

Indulgent	**Restrained**
A larger proportion of satisfied individuals	Lower percentage of satisfied people

A sense of control over one's own life	A sense of helplessness: I'm not to blame for anything that happens to me.
Higher significance of leisure time	Lower significance of leisure time
The importance of thrift is minimal.	Thrift is important
More likely to recall positive emotions	Less likely to remember positive emotions
Less moral integrity	Moral discipline
Positive attitude	Cynicism
Higher birthrates are found in nations with educated populations.	In countries with well-educated populations, lower birthrates
Lower death rates from diseases.	Higher death rates from diseases
Speech freedom is considered to be relatively significant.	The right to free expression is not the main issue.
Maintaining order in the nations is not considered high priority.	Maintaining order in the nations is given high priority

Interpersonal interactions at work are significantly influenced by cultural conventions. Being raised in a particular culture causes one to take society's behavioral norms for granted. As long as one doesn't veer too far from the dominant trend of its culture, one doesn't need to consider its responses, preferences, or feelings. But when a person enters a new culture, things seem to change right away, and one doesn't want to offend anyone. A person can assess his strategy, choices, and actions based on an overall idea of how members of a specific society would think and respond by using Hofstede's Cultural Dimensions (Hofstede G. H., 2010) as a starting point. Of course, no society is the same, and everyone is unique, but the Hofstede model can be used to reduce fear of the unknown, assist in avoiding mistakes, and give the much-needed confidence boost when working in a foreign nation.

5   Practical Part (1)

According to the methodology, the first practical portion analysis will be based on the theoretical framework study. This means that before conducting any experiments or collecting data, it is important to have a solid understanding of the underlying concepts and principles. This will ensure that the practical analysis is grounded in a strong theoretical foundation.

5.1 Structuring a Hofstede's 6-D Analysis

Hofstede's 6-D analysis is often organized by discussing each dimension under a different subheading. Nevertheless, if you have a strict word count restriction, this strategy is no longer useful. Alternatively, you might write three to four lines on the most important conclusions of Hofstede's (Hofstede G. , 2011) analysis or use a table to describe each dimension (tables are often omitted from the word count). When the assignment specifically addresses organizational culture and connected issues, such as the choice of leadership styles, financial rewards, and other strategies for enhancing employee motivation and boosting participation in employee voice initiatives, a Hofstede's 6-D analysis is typically conducted (Pelau, 2018). (e.g., online surveys gathering employee feedback). Yet, Hofstede's models may also be used to forecast customer behaviour. Japanese visitors, who have a high uncertainty avoidance index, will, for instance, show a strong willingness to participate in guided tours in a hospitality environment (Huang, 2019). In strategic reports that require you to develop a worldwide strategy for a specific firm, you may also apply Hofstede's approach. If Hofstede's 6-D framework were applied in this situation, it could be possible to determine if a certain nation would constitute a good market for global expansion. According to his study and analysis, the table that was mentioned most likely displays Hofstede's ratings for 30 well-known nations' cultural aspects (HofstedeInsights, 2020). For each of the six cultural dimensions—Power distance index (PDI), Individuality vs. Collectivism (IDV), Masculinity vs. Femininity (MAS), Uncertainty Avoidance index (UAI), Long-term vs. Short-term orientation (LTO), and Indulgence vs. Restraint (IVR)— each nation is given a score between 0 and 100. (Hofstede G. , 2011) The more highly valued a certain cultural value is in society, the higher the dimension's score. A civilization that places a lot of value on hierarchy and power, for instance, would have a high PDI score, whereas one with more egalitarian ideals would have a low score. It's crucial to remember that cultural dimension scores are only one method of studying and contrasting civilizations; for complete knowledge of a culture, they should be utilized with caution and in conjunction with other sources of information. When utilizing cultural dimensions as a tool for cross-cultural communication and understanding, it's crucial to be aware of these subtleties, as cultural dimension scores can vary within a nation based on characteristics like area, ethnicity, and socioeconomic level.

Figure 5 Source HofstedeInsights

Country	Power Distance	Individualism	Masculinity	Uncertainty Avoidance	Long term Orientation	Indulgence
UK	35	89	66	35	51	69
Japan	54	46	95	92	88	42
France	68	71	43	86	63	48
Germany	35	67	66	65	83	40
Spain	57	51	42	86	48	44
United States	40	91	62	46	26	68
Italy	50	76	70	75	61	30
Portugal	63	27	31	99	28	33
Russia	93	39	36	95	81	20
Croatia	73	33	40	80	58	33
Austria	11	55	79	70	60	63
India	77	48	56	40	51	26
South Korea	60	18	39	85	100	29
United Arab Emirates	90	25	50	80	N/A	N/A
Libya	80	38	52	68	23	34
Qatar	93	25	50	80	N/A	N/A
Saudi Arabia	95	25	60	80	36	52
South Africa	49	65	63	49	34	63
Australia	38	90	61	51	21	71
Argentina	49	46	56	86	20	62
Chile	63	23	28	86	31	68
Mexico	81	30	69	82	24	97

Canada	39	80	52	48	36	68
Finland	33	63	26	59	38	57
Iceland	30	60	10	50	28	67
Norway	31	69	8	50	35	55
Belgium	65	75	54	94	82	57
Denmark	18	74	16	23	35	70
Hungary	46	80	88	82	58	31
Indonesia	78	14	46	48	62	38

Comparison analysis according to Hofstede's Rating table

Japanese and South Korean culture through the Hofstede's 6D Model

Japan

Power Distance

This dimension addresses the reality that members of a society are not identical. That demonstrates how our society thinks about our intercultural differences. The degree to which the less powerful members of institutions and organizations within a nation assume and accept that power is allocated unequally is known as power distance. Japan is on the verge of becoming a hierarchical society with an intermediate score of 54. Certainly, Japanese people are always aware of their social hierarchy and behave appropriately (Hofstede G. , 2011). It is less hierarchical than the majority of other Asian civilizations, nevertheless. Due to their business experiences with an excruciatingly lengthy decision-making process in which all choices must be verified by each hierarchical layer and then by the top management in Tokyo, some foreigners perceive Japan as being very hierarchical. Strangely, the very example of their delayed decision making process illustrates that in Japanese culture, there is no one top person who can make choices like in other hierarchical civilizations. The fact that Japan has traditionally been a meritocratic society is another illustration of a low PDI. The idea that everyone is created equal and that anybody can succeed and achieve anything provided he (yes, it is still he) works hard enough is pervasive in the Japanese educational system.

Individualism

This component focuses on a society's interconnectedness. It's about "I" or "We" self-image. Individualist civilizations expect people to care for themselves and their immediate family. Collectivist societies have "in groups" that care for members in exchange for allegiance. Japan scores 46 on the individualism dimension (Hofstede G. , 2011). Japanese society

exhibits numerous collectivistic traits, such as prioritizing group cohesion above individual expression and feeling shame for losing face. It is less collectivistic than other Asian countries. Japan lacks an extended family system, unlike China and Korea. Japan was patriarchal, and the eldest son inherited the family name and assets. The younger siblings left home to support their main family. Japanese are known for their company loyalty, whereas Chinese tend to job hop. Individualists choose company allegiance. Situational Japanese in-group in more collectivistic cultures, people are born devoted to their inner group, such as their extended family and community. Westerners see Japanese as collectivistic and Asians as individualist. They are more reserved than other Asians.

Masculinity

A high score (Masculine) on this dimension shows a society motivated by competition, accomplishment, and success, with success defined by the winner or best in field—a value system that starts in school and continues throughout organizational life. Caring for others and quality of life dominate society with a low score (Feminine). Success in a feminine culture is about quality of life, not sticking out. What drives people—wanting to win (Masculine) or enjoying what you do (Feminine). (Hofstede G. , 2011)

Japan is among the most masculine nations at 95. Nonetheless, their modest collectivism prevents the forceful and competitive individual actions associated with masculine culture. Groups compete fiercely. Kindergarteners participate on sports day for their groups from an early age (traditionally, the red team plays against the white team). In corporate Japan, victory motivates staff. Japan's strive for perfection in (monodukuri), (Kurebwa, 2019) hotels, restaurants, gift wrapping, and food presentation shows masculinity. Another masculine trait is Japanese workaholism. Japan's masculine work ethic makes it challenging for women to advance in the workplace.

Uncertainty Avoidance

Uncertainty Avoidance deals with how a society handles the reality that the future is unknowable: should we strive to control it or let it happen? Ambiguity causes worry, which various cultures handle differently. Uncertainty Avoidance measures how much a culture fears ambiguous or unclear events and has built beliefs and institutions to avoid them.

At 92 Japan is one of the most uncertain countries on earth. (Hofstede G. , 2011) Due to earthquakes, tsunamis, typhoons, and volcanoes, Japan is continually threatened by natural calamities. The Japanese learn to prepare for any unpredictable situation. The emergency plan and safeguards for abrupt natural catastrophes apply to all parts of society. Japan prescribes everything for predictability. Life is full of ceremonies, from birth to death. Every school year in Japan has opening and closing ceremonies that are practically identical. Etiquette books outline how to dress and act at weddings, funerals, and other major social events. Public employees and instructors avoid doing things without precedent. Before starting a project, corporate Japan conducts extensive feasibility studies

and assesses all risk variables. Managers require complete data before making a choice. Japan's high desire for uncertainty

Long term Orientation

This dimension shows how different cultures place different amounts of importance on these two existential goals while keeping some ties to their past. Normative societies, which score low on this dimension, value tradition and distrust change. But high-scoring cultures emphasize thrift and contemporary education to prepare for the future. (Hofstede G. , 2011)

Japan ranks 88th in long-term orientation. Japanese view their lives as brief in human history. Japanese people are used to fatalism. You can only do your best in life. The Japanese don't understand God's omnipotence. Virtues and practical examples guide people. In corporate Japan, long-term orientation is shown in strong R&D investment even in tough times, higher own capital rates, market share expansion above quarterly profits, and so on. They support company longevity. Companies exist to serve stakeholders and society for decades, not to generate money every quarter for shareholders (e.g., Matsuhista) (Kurebwa, 2019).

Indulgence

The degree to which young children are socialized is one issue that mankind has faced both in the past and in the present. We don't become "human" without socializing. Based on how they were raised, this dimension is described as the degree to which people attempt to regulate their impulses and inclinations. Indulgence and restraint are terms for comparatively strong and poor control, respectively. As a result, cultures might be categorized as indulgent or restrained. (Hofstede G. , 2011)

Japan's low score of 42 indicates that its culture values restraint. (Hofstede G. , 2011) Cultures that score poorly on this dimension tend to be cynical and pessimistic. Restrained cultures also place less value on leisure time and restrict the satisfaction of their wishes than indulgent societies do. Individuals with this perspective feel that enjoying themselves is partly bad and that their activities are constrained by societal standards.

Figure 6 Hofstede's Ratings Japan & South Korea
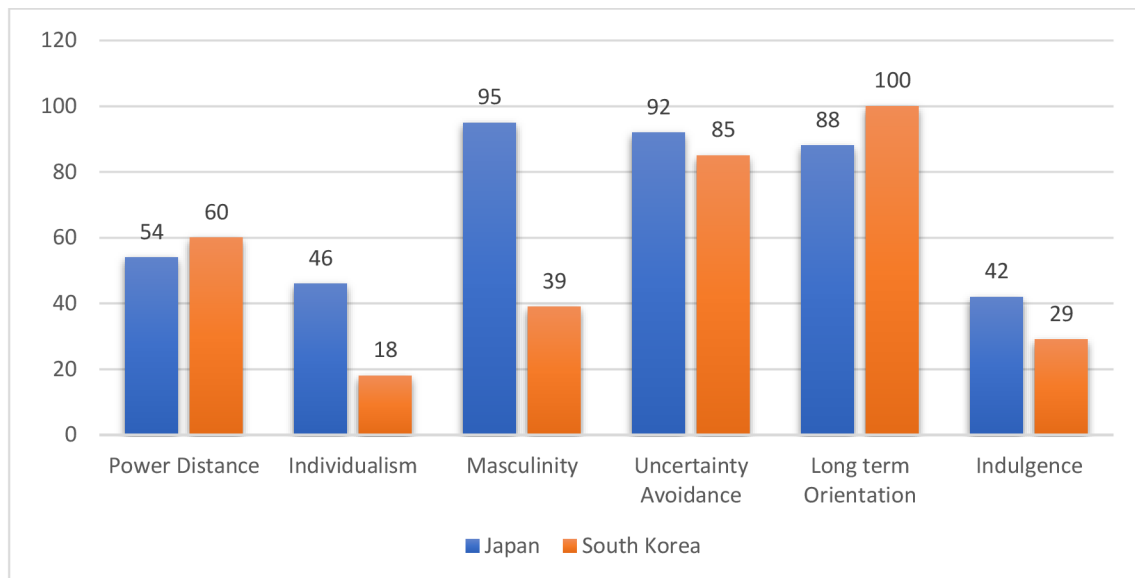
South Korea

Power Distance

South Korea is a moderately hierarchical society with a score of 60. This indicates that society accepts a hierarchical structure where everyone has a position and which doesn't require any extra justification. The ideal boss is a benign tyrant, centralization is common, employees expect to be told what to do, and hierarchy in an organization is perceived as reflecting underlying inequities.

Individualism

With an overall score of 18, South Korea is categorized as a collectivist society. This is demonstrated by a strong, ongoing dedication to the member "group," which might be a family, an extended family, or a network of close friends. (HofstedeInsights, 2020)Loyalty in a collectivist society is vital and overrides most other societal laws and regulations. In society, everyone accepts responsibility for their fellow group members, fostering deep bonds. In collectivist societies, offense results in humiliation and face loss; employer-employee interactions are seen as moral (like a family bond); hiring and promotion choices take the employee's in-group into consideration; and management is the administration of groups.

Masculinity

South Korea receives a score of 39 on this metric and is categorized as a Feminine society. The emphasis is on "working in order to live," managers want consensus, and people emphasize equality, solidarity, and quality in their working lives in feminized nations. Compromise and negotiation are used to end conflicts. Free time and flexibility are preferred as incentives. The emphasis is on wellbeing; status is not disclosed. A helpful boss is one who encourages participation in decision-making. (HofstedeInsights, 2020)

Uncertainty Avoidance

South Korea, with an 85, is one of the nations that avoids ambiguity the most. High-Uncertainty Avoidance nations uphold strict moral and behavioral standards and are intolerant of unconventional behavior and ideas. Time is money, people have an inner need to be busy and work hard, accuracy and punctuality are the standard, innovation may be discouraged, and security is a key component in motivating individuals in these cultures, despite the fact that the rules seldom appear to work. (Hofstede G. , 2011)
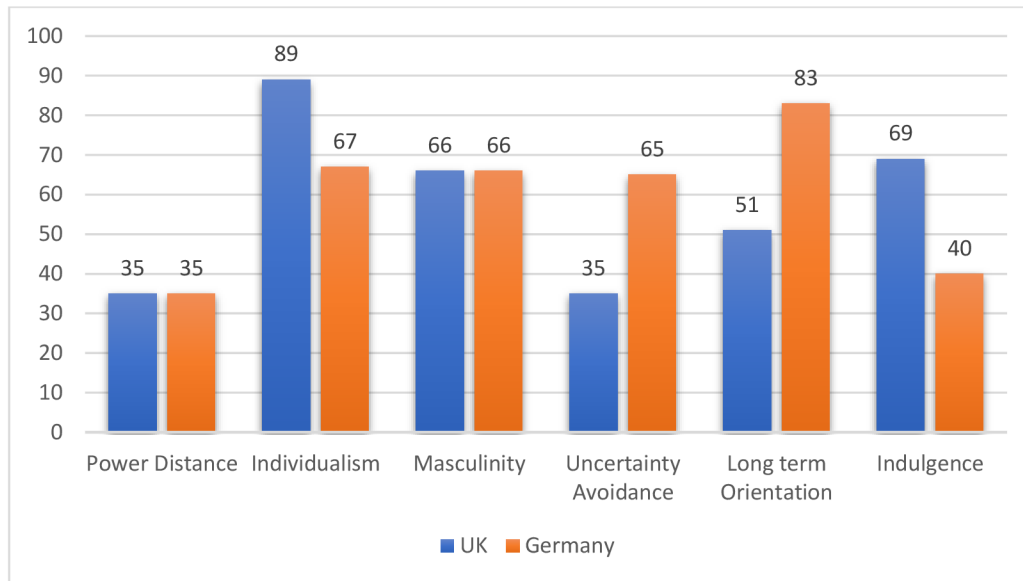
Long term Orientation

With a score of 100, South Korea ranks as one of the more long-term, pragmatic societies. The idea of the one, true, and only God is foreign to South Koreans. Virtues and realistic positive examples serve as people's compass in life. Long-term perspective is evident in South Korean business through practices like higher own capitalization rates, giving steadily increasing market share precedence over quarterly profits, and more. They all support the businesses' longevity. The notion behind it is that businesses exist to serve stakeholders and society as a whole for many generations, rather than to generate profits every quarter for shareholders. . (HofstedeInsights, 2020)

Indulgence

South Korean society is demonstrated to be one of restraint, with a low score of 29. Cultures that score poorly on this dimension tend to be cynical and pessimistic. Restrained cultures also place less value on leisure time and restrict the satisfaction of their wishes than indulgent societies do. Individuals with this perspective feel that enjoying themselves is partly bad and that their activities are constrained by societal standards. . (HofstedeInsights, 2020)

German and United Kingdom culture through the Hofstede's 6D Model

Figure 7 Hofstede's Ratings Germany & United Kingdom

Power Distance

Germany	United Kingdom
Germany is not a surprise as one of the lesser-power distant countries given its high degree of decentralization and strong middle class backing (score of 35). The management must take into account the rather substantial co-determination rights. Control is hated, and leadership is pushed to demonstrate knowledge and is most accepted when it is founded on it. Direct and interactive communication and meeting styles are typical.	At 35, Britain is seen as a society where inequities between individuals should be kept to a minimum. It's interesting to note that research indicates that the higher classes in Britain have a lower PD index than the lower classes. The importance of birth rank on the one hand and the ingrained belief that where you are born shouldn't limit how far you can go in life on the other are two tensions that the PDI score exposes. The PDI score initially appears inconsistent with the well-established and historical British class system. The idea that people should be regarded as equals in some way is motivated by a sense of fair play.

Individualism

Germany	United Kingdom
German society is really individualist (67). The majority of people live in small households, with an emphasis on the parent-child bond rather than the interaction between cousins. Strong faith exists in the self-actualization goal. In addition to personal preferences for individuals, loyalty is founded on a sense of duty and obligation. This is stipulated in the employment contract between the employer and employee. Communication is among the most straightforward in the world, according to the adage "be honest, even if it hurts" (Hofstede G. , 2011); therefore, it affords the counterpart an equal opportunity to learn from mistakes.	With a score of 89, the United Kingdom is among the top individualist nations, surpassed only by Australia and the United States, which it created. The Brits are a very private and individualistic people. Children are educated from a young age to think independently and to discover their individual purpose in life and their distinctive contribution to society. Personal satisfaction is the key to achieving happiness. As the prosperity of Britain has expanded over the past decade, with riches also "spreading north,' the emergence of unrestrained materialism and the strengthening of the 'ME' culture have been a topic of great discussion.

Masculinity

Germany	United Kingdom
The score was 66; German society is considered masculine. When students are separated into different sorts of schools from the age of 10, performance is highly prized and demanded early on. Humans "live to work" and derive a great deal of self-respect from their occupations. Managers are anticipated to be decisive and forceful. Often, status is indicated through automobiles, watches, and technological items..	At 66, Britain is a masculine society, one that places a strong emphasis on accomplishment. The apparent conflict between the British culture of humility and understatement, which is at variance with the society's underpinning success-driven value structure, is a major source of bewilderment for foreigners. The ability to "read between the lines" is essential for comprehending the Brits. Not usually what is stated is what is meant. People in the UK live to work and have a strong performance

	goal, as opposed to folks in more feminine cultures like Scandinavia

Uncertainty Avoidance

Germany	United Kingdom
Germany (65), with a high score, prefers Uncertainty Avoidance. In thinking, presenting, and planning, Kant, Hegel, and Fichte's philosophy favors deductive over inductive methods, requiring a systematic perspective. The laws reflect this. To prove a topic or endeavor is well-researched, details matter. Germans use expertise to compensate for their increased uncertainty due to their short power distance, where the boss's accountability does not cover their own judgments.	The UK has a low uncertainty avoidance score of 35, meaning people are glad to wake up not knowing what the day would hold and change plans when new information comes to light. British people are comfortable "muddling through" since they have a low UAI. British society follows a few norms, the most famous of which is, of course, the British love of queuing, which also has to do with the values of fair play.

Due to high MAS, the final aim will be obvious, but the process will be fluid and adaptive to new and changing environments. Planning horizons will shorten. Most significantly, an inquisitive and individualistic nation fosters creativity and innovation. Different attracts! Society's humor, heavy consumption of new and inventive things, and quick, creative businesses like advertising, marketing, and financial engineering reflect this. |

Long term Orientation

| Germany	United Kingdom
Germany had a high score of 83, demonstrating its pragmatic nature. People in pragmatic civilizations hold the view that situation, context, and time all play significant roles in determining what is true. They demonstrate a capacity to readily	It is impossible to identify a prevailing preference in British culture with an intermediate score of 51 in this category.

adjust traditions to new circumstances, a high predisposition to save and invest, thriftiness, and persistence in getting things done..	

Indulgence

Germany	United Kingdom
The low score of 40 on this level demonstrates the restrained character of German culture. Cultures that score poorly on this dimension tend to be cynical and pessimistic. Restrained cultures also place less value on leisure time and restrict the satisfaction of their wishes than indulgent societies do. Individuals with this perspective feel that enjoying themselves is partly bad and that their activities are constrained by societal standards.	With a score of 69, the British culture is rated as indulgent, which is a high score. Individuals who live in communities with high indulgence scores typically show a readiness to follow their impulses and inclinations when it comes to having fun and enjoying life. They have a cheerful disposition and a propensity towards optimism. Also, they prioritize leisure time more highly, behave however they desire, and spend money however they please.

United States of America and Russia culture through the Hofstede's 6D Model

Figure 8 Hofstede's Ratings USA & Russia
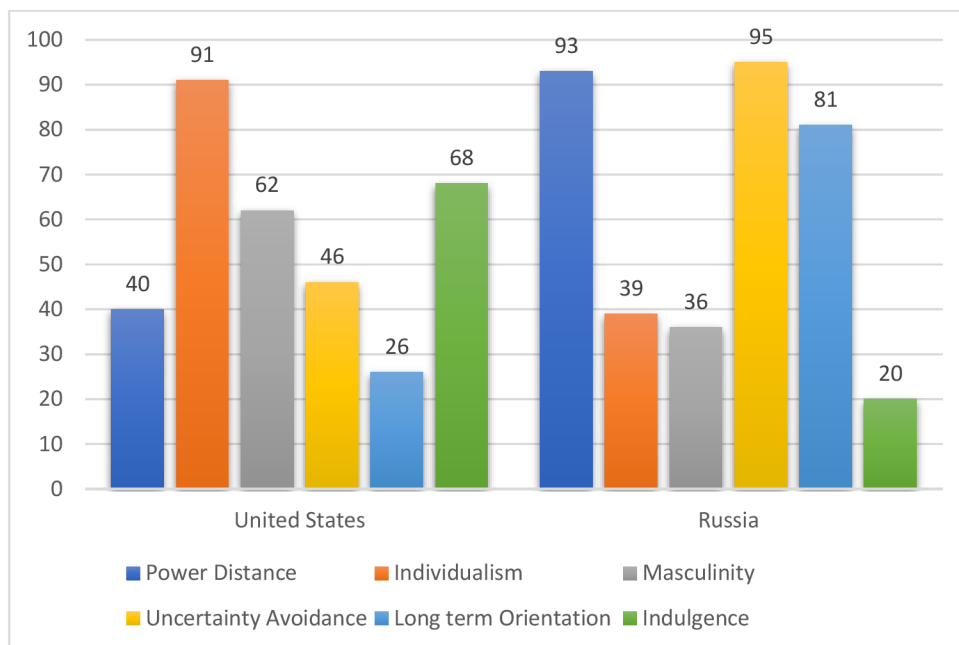
USA

The US has a low score on power distance (40) in combination with one of the most individualist (91) cultures in the world. This is due to the American premise of "liberty and justice for all" and the emphasis on equal rights in all aspects of American society and government. Communication is informal, direct, and participatory, and there is a high degree of geographical mobility. Masculinity is high at 62, and this can be seen in typical American behavioral patterns. Uncertainty avoidance is higher in the US than in the UK, but Americans show it up front whereas the Brits will take you by surprise (HofstedeInsights, 2020).

The American combination of values of "strive to be the best" and "the winner takes all" is reflected in behavior in school, work, and play. American assessment systems are based on precise target setting, and there is a "can-do" mentality. There is a fair degree of acceptance for new ideas, innovative products, and a willingness to try something new or different, and Americans are more tolerant of ideas or opinions from anyone and allow freedom of expression. However, rising inequality is endangering democracy, and the US scores below average on the uncertainty (UNCERTAINTY AVOIDANCE) dimension. 9/11 has created a lot of fear in American society, leading to the efforts of the government to monitor everybody through the NSA and other security organizations.

The United States is a normative society with a low score of 26. It is also an indulgent (68) society with contradictory attitudes and behaviors, such as working hard and play hard, yet drug addiction is higher than in other wealthy countries. It is a prudish society, yet some well-known televangelists appear to be immoral.

Russia

Power Distance

Power brokers in Russia, which had a score of 93, are quite far apart from society. The fact that the world's greatest nation is highly centralized—80% of all financial potential is concentrated in Moscow, where two-thirds of all foreign investments are made—underscores this. Status symbols are very important because of the enormous gap between the powerful and the less powerful. In all company encounters, whether through visits, negotiations, or collaboration, behavior must reflect and portray the status roles. The strategy should be top-down and give clear instructions for every assignment.

Individualism

A lower score of 39 even manifests in the vocabulary, as Russians would actually say "We with friends" instead of "I and my friends" while planning an outing, and they would even refer to their siblings and sisters as cousins. To cope with the difficulties of daily life, family, friends, and occasionally the community are crucial. In order to gain information, get introduced to people, or have effective negotiations, relationships are essential. Before one can concentrate on duties and develop a careful, if not explicit, communication style for the receiver, they need to be personal, real, and trustworthy.

Masculinity

Regarding its predilection for status symbols, Russia's comparatively low score of 36 may come as a surprise, but it is tied to the country's high Power Distance. On closer inspection, one may discover that Russians tend to downplay their own accomplishments, contributions, and talents both at work and while interacting with others. Scientists, researchers, and physicians are sometimes required to live on a very low level of living, and they talk humbly about themselves. Although domineering behavior may be tolerated by the boss, peers do not value it.

Uncertainty Avoidance

Scoring 95 Russians have one of the most intricate bureaucracies in the world and feel particularly intimidated by uncertain circumstances. Presentations are either poorly planned or completely unprepared, as is the case when negotiations are just getting underway, and the emphasis is on developing relationships. Moreover, thorough preparation and briefing are fairly typical. Russians like to know the context and history.

Russians come across as being quite formal and aloof when they engage with persons who are believed to be strangers. Moreover, formality is employed to show respect.

Long term Orientation

Russia has a very high pragmatic attitude score of 81, making that clear for that nation. People in pragmatic civilizations hold the view that situation, context, and time all play significant roles in determining what is true. They exhibit a high desire to save money and invest it, and they can readily adjust their customs to changing circumstances. persistence in getting things done while being frugal.

Indulgence

With a very poor score of 20, Russian culture readily demonstrates its restrained character. Cultures that score poorly on this dimension tend to be cynical and pessimistic. Restrained cultures also place less value on leisure time and restrict the satisfaction of their wishes than indulgent societies do. Individuals with this perspective feel that enjoying themselves is partly bad and that their activities are constrained by societal standards.

5.2   Practical part (2)

This part of the paper is devoted to the effects of leadership. In particular, the effect of leadership in business, studying and comparing different leadership styles in management companies, and how this affects the company. This practical section will examine the performance of well-known companies such as Apple, Microsoft, and Google while they were led by various leaders. The analysis will focus on the impact of leadership on the company's culture, employee motivation, and overall success. Additionally, the study will explore how these companies have adapted their leadership styles to stay competitive in an ever-changing business landscape.

5.2.1 Apple

The success or failure of any company is largely dependent on the leadership style exhibited by those in charge. Time and other circumstances, like globalization, have influenced the evolution of leadership styles in response to changing workplace demands. A leader may employ a variety of leadership styles, depending on the context and the goals at hand. One leadership style cannot be deemed better than another due to the diversity of missions and visions in the workplace.

Steve Jobs invented Apple, quit, and returned in 1997 to lead the business to unprecedented heights of success. Jobs' leadership style was essentially dictatorial, and he would micromanage staff to ensure that the desired goals were achieved flawlessly. Tim Cook, the current CEO of Apple, has chosen a democratic style of leadership. Under this leadership style, Cook empowers people to act autonomously depending on their abilities and expertise. Apple has risen to become the most valuable public firm in the modern era under Cook's leadership. This case study contrasts the leadership styles of Apple Inc.'s Steve Jobs and Tim Cook.

Steve Jobs co-founded Apple with two other friends in the 1970s. Jobs left the firm in 1985 but returned in 1996 after Apple acquired the startup he co-founded, NeXT. In 1997, Jobs became Apple's CEO at a time when the business was grappling with issues such as a decreasing share price and impending insolvency. Nonetheless, Jobs started a reorganization plan that made the firm profitable and competitive in the market. As a visionary leader, Jobs reduced Apple's product range to four items, allowing the firm to efficiently specialize and concentrate in order to acquire a competitive edge. The business debuted the iMac in 1998, a year after Jobs assumed control, and sold over 800,000 units in less than six months. Jobs pioneered many mobile phone applications and remained ahead of the competition for an extended period of time. For example, he created the iTunes music shop in 2003 and the App Store in 2008, both of which transformed how people access music and mobile applications, respectively. In addition, Job (McInerney, 2011)was responsible for the introduction of the mobile operating system, which had never been seen before in the mobile phone industry. Hence, it is sufficient to infer that Jobs was a visionary leader who understood market demands and innovated to satisfy them. In another part, his powerful leadership style will be described in depth.

Under Tim Cook's leadership, Apple has maintained its growth trajectory. Five years after Cook took over as CEO in 2012, the company's market valuation has nearly quadrupled to 800,000,000 USD. This value positions Apple as the most valuable publicly traded corporation in the world. Cook's style of leadership is distinct from that of his predecessor, Steve Jobs. Unlike Jobs, who constantly introduced new products, Cook has opted to focus on the iPhone to fuel the company's year-over-year revenue growth. Cook has also increased the company's market share in China and other emerging regions as a means of sustaining consistent growth. Under Cook, Apple now participates in social justice initiatives and philanthropic activities, abandoning its previous ethos of not contributing money since it has

paid enough in taxes. Cook's 2014 (Lashinsky, 2015) revelation that he is homosexual, for instance, was a tremendous boost to the lesbian, gay, bisexual, and transgender (LGBT) movement. Hence, the workplace has grown incredibly diverse. While Apple has not been as inventive under Cook as it was under Jobs, the business has emerged as a leader in corporate social responsibility (CSR).

Steve Jobs Leadership Style

Steve Jobs' management style may be described as dictatorial or more autocratic. He was so focused on minutiae that staff felt micromanaged while carrying out their responsibilities. In other words, Jobs desired to be involved in all aspects of the company's operations, from design to marketing. Jobs' desire for information and engagement was unique, according to Steve Wilhite, a senior head in the company's marketing department (McInerney, 2011). "Working with Steve was not an easy chore, but it was inspirational," Wilhite says. His capacity, his ability to understand diverse concepts, his desire for producing an out-of-this-world experience—I've never seen anything like that from any other CEO" (Segall, 2016)

Jobs was a perfectionist who would scold anyone who disagreed with him without holding back. (McInerney, 2011). describes Jobs as "a high-maintenance coworker who characterized individuals who disagreed with him as bozos". Positions in charge of nature had an impact on every element of the business, including the food provided at the restaurant. Jobs guaranteed that individuals were chosen depending on how well their talents matched the available assignment.

Moreover, the CEO would convene weekly meetings with executives every Monday to fine-tune aspects of what needed to be completed within the week. Curiously, despite Jobs' autocratic leadership style, Apple achieved low turnover rates. Many joined and stayed in the organization because they believed in its objectives and vision as sold out by the CEO, despite their dislike for Job's leadership style (Pontefract, 2016). The authoritative style of leadership stemmed from a love for the organization rather than a desire for personal and monetary gain.

Tim Cook's leadership style

Since becoming Apple's CEO in 2012, Tim Cook has exhibited a democratic style of leadership within the company. In his role as CEO of Apple, Tim Cook made it his top goal to concentrate on the company's existing products, notably the iPhone, while also working to strengthen relationships with Apple's customers and employees. Cook, in sharp contrast to his immediate predecessor, does not engage in the micromanagement of employees nor does he participate in the daily operations of the company.

For instance, the executive cabinet was responsible for directing the product engineering of the iWatch, which was introduced as a result of Cook's leadership (Lashinsky, 2015). When it comes to making crucial decisions, the CEO is aware of the need to foster agreement.

Under Cook's direction, Apple is now participating in a number of programs related to corporate social responsibility, with an emphasis on the democratic style of leadership. According to (Lashinsky, 2015), Cook "has utilized the international platform offered by Apple to speak on matters as diverse as human rights, access to education, female representation on Wall Street, immigration reform, and privacy rights." has utilized the international platform offered by Apple to speak on matters as diverse as human rights, access to education, female representation on Wall Street, and privacy. Regrettably, as a result of this leadership strategy, decision-making at Apple has been slowed down, and the company's capacity for innovation is far lower than it was under Steve Jobs. Yet judging by Apple's unprecedented expansion under Cook's tenure as CEO, the company looks to be heading in the right direction.

Table 9 Apple performance

Year	Revenue (billions USD)	Patents Filed	Gross Profit Margin	Diversity	S&P 500 Index	US GDP Growth Rate
2010	65.2	563	39.40%	33.00%	1,257.88	2.60%
2011	108.2	676	41.70%	36.00%	1,257.60	1.60%
2012	156.5	1,136	43.90%	38.00%	1,426.19	2.20%
2013	170.9	1,775	37.90%	39.00%	1,848.36	1.70%
2014	182.8	2,003	38.60%	41.50%	2,058.90	2.40%
2015	233.7	2,286	40.10%	40.00%	2,043.94	2.60%
2016	215.6	2,103	39.10%	40.00%	2,238.83	1.60%
2017	229.2	2,200	38.90%	42.50%	2,683.34	2.20%
2018	265.6	2,160	38.30%	45.00%	2,592.43	2.90%
2019	260.2	2,490	37.80%	47.90%	3,232.39	2.20%
2020	274.5	2,805	38.00%	48.90%	3,756.07	-3.50%
2021	365	3,174	42.50%	51.00%	4,590.78	5.70%

For company performance analysis there will be used: Apple financial statements (Apple, Investors Relations , n.d.), Apple Data on Apple's workforce diversity (Apple, Inclusion & Diversity , n.d.),

S&P 500 index data (Yahoo, n.d.), US GDP growth rate data (Fred, n.d.)

Figure 9 Apple performance
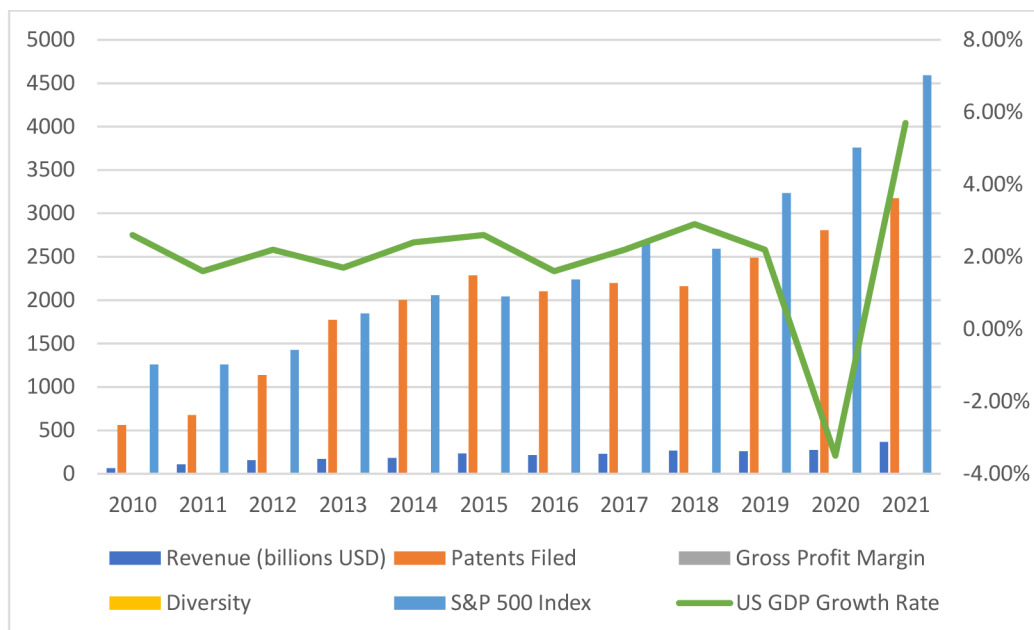
Variables:

Apple's annual revenue (in billions of US dollars)

Innovation is gauged by the number of patent applications Apple files annually.

Apple's annual gross profit margin serves as a proxy for operational effectiveness.

Diversity is determined by the yearly percentage of women and people of color working at Apple.

Each year, the S&P 500 index measures market developments.

Economic indicators: yearly rise in the US Gross Domestic Product (GDP)

The presented table depicts the performance of a corporation over a 12-year period (2010-2021). Included in the statistics are sales, patents filed, gross profit margin, diversity, the S&P 500 index, and the US GDP growth rate.

The company's revenue has climbed from 65,2 billion USD in 2010 to 365.0 billion USD in 2021, a 12-year growth. This shows a substantial growth rate of over 460 percent, with a notable increase in revenue in 2021 compared to prior years. This impressive growth rate can be due to a number of things, including increasing innovation, expansion of corporate operations, and rising market demand for the company's products or services.

The number of patents submitted has also increased significantly over time, from 563 in 2010 to 3,174 in 2021. This demonstrates the organization's dedication to innovation and the creation of new technology.

The company's gross profit margin has fluctuated between 37.8% and 43.2% over the years, remaining reasonably constant. This demonstrates the company's capacity to retain profitability in the face of fluctuating market conditions and business operations.

The company's diversity has improved from 33.0% in 2010 to 51.0% in 2021, reflecting a commitment to fostering an inclusive and varied workplace. The S&P 500 index has demonstrated a long-term upward tendency, which is indicative of a healthy economic climate. (Yahoo, n.d.)

In 2010, the company's sales and patent filings were lower than in recent years. This was due to the fact that the firm was still in its early phases of development and expansion. In contrast, beginning in 2011, the company's income and the number of patents it filed increased significantly. This demonstrates that the organization was able to capitalize on market possibilities and utilize its inventive skills to promote expansion.

Changes under Steve Jobs

Jobs' ability to recognize and capitalize on new market possibilities was one of his most significant accomplishments. Under his direction, Apple produced a variety of revolutionary devices, including the iPod, iPhone, and iPad, which contributed to the company's dominance in the consumer electronics industry. The company's revenue increased from $7.1 billion in 1997 to $108.8 billion in 2011 (Apple, Investors Relations , n.d.).

Under Jobs' tenure, Apple's gross profit margin climbed dramatically. The company's gross profit margin increased from 22.9% in 1997 to 44.9% in 2011 (Apple, Investors Relations , n.d.). Jobs's emphasis on making high-end, premium items that commanded premium pricing contributed significantly to this result.

Under Jobs' direction, the number of patents submitted by Apple increased significantly. In 1997, the firm only submitted 32 patents, but in 2011 it submitted 676 patents.

Under the reign of Steve Jobs, Apple's workforce grew increasingly diverse. In 1997, just 22% of the company's workforce was comprised of members of minority groups, however by 2011 that percentage had climbed to 33%.

During Jobs' tenure, Apple's stock price also climbed dramatically. In 1997, when he became CEO, the company's stock was trading for around $4 per share. At the time he quit in 2011, the share price had surpassed $370 (Apple, Investors Relations , n.d.).

During Jobs's term, the S&P 500 Index enjoyed substantial growth, rising from over 800 points in 1997 to over 1,200 points in 2011. During this time period, the US GDP growth rate was more erratic, with periods of both expansion and contraction.

Ultimately, Steve Jobs' leadership had a substantial effect on Apple's success, and his contributions to the firm are still felt today.

Changes under Tim Cook

Cook's ability to expand the company's reach into new areas is one of his most significant contributions to Apple's success. He has also worked on building the company's services division, which includes the App Store, iCloud, and Apple Music. He also oversaw the introduction of new devices such as the Apple Watch and Air Pods. This has contributed to the expansion of revenue, which has climbed from $108 billion in 2011 to $294 billion in 2020 (Apple, Investors Relations , n.d.).

The number of patents filed by Apple has increased from 676 in 2011 to 2,200 in 2020, as a result of Cook's ongoing investment in Product research and development This has helped the corporation maintain its status as one of the world's most inventive businesses.

Apple has also prioritized sustainability and social responsibility under Cook's leadership, including initiatives such as the company's renewable energy projects and its supplier responsibility program. The corporation has also maintained its commitment to diversity and inclusion, with a current staff that is 47 percent female and 50 percent from minority groups.

During Cook's leadership, Apple's gross profit margin has been continuously high, with a gross profit margin of 38% in 2020. The company's stock price has also continued to rise, with shares trading for over $120 per share in 2020, compared to approximately $50 per share in 2011 (Apple, Investors Relations , n.d.).

Under Cook's tenure, the S&P 500 Index has increased from over 1,200 points in 2011 to over 3,700 points in 2020. Throughout this period, the US GDP growth rate has been steadier, with constant but moderate increase (Yahoo, n.d.)

Tim Cook's leadership has contributed to Apple's continuing success, keeping the business at the forefront of innovation and technology while also emphasizing sustainability, social responsibility, and diversity.

Overall, Jobs's focus on making high-end, premium products and his ability to see new market opportunities helped the company's sales and gross profit margin by a lot. Jobs's focus on design and user experience was also important for the company to build a strong brand identity and loyal customers. Overall, Jobs' vision and leadership helped Apple

become one of the most valuable businesses in the world. Along with putting an emphasis on sustainability, social responsibility, and diversity, Tim Cook continued to be the driving force behind Apple's success by extending the company's reach into new markets like wearables and services. Under Cook's leadership, Apple has continued to make more money and have a high gross profit margin, which has helped it stay at the top of the tech industry. Jobs's visionary leadership and Cook's operational excellence both helped Apple grow and come up with new ideas. This makes both Jobs and Cook important to the success of the company. Their different ways of leading helped shape Apple's culture and direction, and their contributions still affect the success of the company today.

5.2.2   Microsoft

Microsoft Corporation is a global technology company noted for its innovative products and services. Throughout the years, the company's leadership has changed significantly, with two key executives, Bill Gates, and Satya Nadella, leaving an unmistakable stamp on the corporation. This section will examine and compare Microsoft's performance under these two leaders.

Bill Gates, Microsoft's co-founder, was the company's CEO from its founding in 1975 until 2000. Throughout his tenure, Gates guided the firm through considerable expansion and innovation, propelling it to the top of the world's most valuable corporations (Levinson, 2019). Gates was well-known for how hard he worked on developing new goods and how fiercely he sought to outperform his competition. He was a visionary who realized how powerful the personal computer might be and how Microsoft could become the market leader. In the early years of Microsoft, he used an authoritarian style of leadership to make sure the company grew at the pace he wanted.

Microsoft's major focus under Gates was on building its operating system and productivity tools, such as Microsoft Office. Gates was a skilled strategist and a fierce competitor, pushing Microsoft to outperform its competitors at every turn. His style of leadership was to make sure that everyone was very competitive, and that innovation and quality were the most important things. Microsoft's stock price increased dramatically under Gates' leadership, with the business becoming one of the most valuable in the world. For example, from the time Microsoft went public in 1986 until Gates stepped down as CEO in 2000, the company's stock price increased by 583,700%, from $0.10 per share to $58.38 per share. Furthermore, under Gates' leadership, Microsoft emerged as a dominant player in the personal computer industry, with its Windows operating system and Office productivity suite becoming the de facto standard for millions of users worldwide. Microsoft experienced several issues and conflicts under Gates' leadership, such as the antitrust action launched by the US Department of Justice against the business in the late 1990s. Nevertheless, Gates' leadership was critical in establishing Microsoft as a key player in the technology sector and building the framework for its future success.

Under Bill Gates' tenure as CEO

Revenue:

- Microsoft's revenue grew from $16 million in 1981 to over $1 billion by 1990 and continued to increase throughout the 1990s under Gates' leadership.
- In 2000, the year Gates stepped down as CEO, Microsoft's revenue was $23.38 billion, up from $8.5 billion in 1995.

Net Income:

- Microsoft's net income grew from $1.5 million in 1981 to $9.5 billion in 2000, the year Gates stepped down as CEO.

Gross Profit Margin:

- During Gates' time at Microsoft, the gross profit margin ranged from 76 to 86%, which shows that the company made a lot of money.

Diversity:

- Diversity was not a major focus during Gates' leadership, and the company faced criticism for its lack of diversity in both its workforce and leadership team.

S&P 500 Index:

- Microsoft was included in the S&P 500 Index in 1986, shortly after the company went public. During the 1990s, the stock price of the company did very well, which was helped by the fact that it was in an index.

US GDP Growth Rate:

- The US GDP growth rate during Gates' tenure as CEO ranged from 1.9% to 4.5%, with the highest growth rates occurring in the late 1990s during the dot-com boom.

It's important to remember that these measurements only show a small part of Microsoft's overall success under Gates. Yet Satya Nadella, who was appointed CEO in 2014, has adopted a more team-oriented style of management. (Balakrishnan, 2017) Microsoft's transformation from a typical software corporation into a cloud-based services company has been Nadella's main priority. Also, he has stressed the significance of company culture and put a lot of effort into promoting a collaborative atmosphere. Several people have praised Nadella as an empathic boss who prioritizes forging close bonds with his team members and clients. Microsoft has expanded significantly, and its stock price has more than quadrupled since Nadella became CEO. Nadella is credited with reviving the business' innovation, which led to the creation of the Surface product line and HoloLens wearable technology. When it comes to leadership, Nadella has emphasized fostering an environment where people feel free to express their ideas and take calculated risks. They demonstrate how much Microsoft expanded and prospered under Gates' direction and how it developed into one of the most valuable and successful businesses in the world. Major highlights Microsoft updated its main operating system significantly with the 1998 introduction of Windows 98. The launch was warmly welcomed, and Windows 98 swiftly

replaced Windows 95 as the most popular version of Windows at the time. Microsoft's well-known Office productivity suite was initially made available for Macintosh computers in 1999, which contributed to the company's user base expanding outside of the PC market. Microsoft introduced the MSN Messenger instant messaging service in 1999 as well, and it immediately gained popularity among internet users. With the advent of Windows 2000, Microsoft significantly improved its operating system for businesses. The company's efforts to increase its footprint in the corporate market were considered to have reached a critical milestone with the release. Gates made the decision to leave his position as CEO of Microsoft in 2000 in order to concentrate on his charitable endeavors through the Bill and Melinda Gates Foundation. Even yet, he continued to play a key role in determining the company's strategic direction as chairman of the board of directors.

In contrast, Satya Nadella, who became CEO in 2014, has taken a more collaborative approach to leadership. Nadella has focused on transforming Microsoft from a traditional software company into a cloud-based services company. He has also emphasized the importance of corporate culture and made significant efforts to foster an environment of collaboration and teamwork. People have said that Nadella is an empathetic leader who puts an emphasis on building strong relationships with employees and customers (Balakrishnan, 2017).

Since Nadella took over as CEO, Microsoft has grown a lot, and its stock price has more than doubled since he took over. Nadella has been credited with reinvigorating the company's innovation, including the development of the HoloLens and the Surface product line. Nadella's approach to leadership has been to encourage a more open and inclusive culture where employees are encouraged to share ideas and take risks.

One of Nadella's most significant contributions to Microsoft has been to alter the company's focus from being predominantly Windows-centric to cloud-centric. Microsoft has invested heavily in its Azure cloud computing platform, which has been a significant contributor to the company's development under Nadella's leadership. Nadella has also been credited with revitalizing Microsoft's culture, which had stagnated under his predecessors. He has created a place where people are encouraged to share their ideas and take risks when they think they can handle them. He has also discussed the significance of diversity and inclusion and worked to increase the number of women and people of color in senior roles at the corporation. (Bansal, 2023)

- During Satya Nadella's term as CEO, the company saw significant growth. Microsoft's income has increased dramatically under the leadership of Satya Nadella. Microsoft's revenue for fiscal year 2014, when Nadella became CEO, was $86.8 billion. In the previous seven years, Microsoft's revenue has increased by 93%, reaching $168.1 billion in the fiscal year 2021. (Microsoft, n.d.)
- Microsoft has a significant presence in the patent industry and continues to invest heavily in research and development. Microsoft placed fifth in the world in terms of the number of patents issued in 2020, according to IFI Claims Patent Services, with 4,563 granted patents. (Microsoft, n.d.)
- Under the leadership of Satya Nadella, Microsoft's gross profit margin has been continuously strong. Microsoft's gross profit margin increased from 65.5% in fiscal year 2014 to 69.1% in fiscal year 2021. Diversity:

- During the leadership of Satya Nadella, Microsoft has placed a significant emphasis on diversity. Microsoft has set lofty diversity and inclusion objectives and conducted a variety of efforts to promote worker diversity. Microsoft's worldwide workforce is 51.5% male and 48.5% female as of 2021, and the firm has made progress in boosting the number of women and people of color in senior positions.
- Microsoft is one of the major firms included in the S&P 500 index, and its stock has done well under the leadership of Satya Nadella. Microsoft's stock has increased by almost 600% since Nadella became CEO in 2014, greatly exceeding the S&P 500 index as a whole. (Yahoo, n.d.)
- The US GDP growth rate has varied over the previous seven years but has been positive on average. Due to the COVID-19 pandemic, the US GDP will decline by 3.5% in 2020, compared to a 2.5% increase in 2014. Nevertheless, the economy rebounded in 2021, with a third-quarter growth rate of 5.7%. Despite these swings in the larger economy, Microsoft's performance has remained solid. (Fred, n.d.)

Although Gates and Nadella have both had great success as Microsoft's CEO, their approaches to the job couldn't be more different. Although Gates was more interested in encouraging innovation and excellence via competition, Nadella emphasizes teamwork and openness. When compared to Nadella, Gates' leadership style was primarily concerned with advancing the company's product lineup. However, both CEOs have contributed significantly to the growth and success of Microsoft. Gates' focus on product development and innovation laid the foundation for Nadella's emphasis on collaboration and teamwork, which has led to continued success in the current market.

Results and Discussion

"Leadership: An Ever-Changing Role in the Modern World," a bachelor's thesis, talks in depth about how important leadership is in today's competitive business world. This is because the environment in which modern businesses work is one of fast change, uncertainty, and growing complexity. The success of an organization and its ability to continue existing are directly correlated to the caliber of its leadership. Studies have shown that effective leadership is associated with a number of positive outcomes, some of which are increased productivity, improved employee morale, higher levels of innovation, improved decision making, and improved financial performance. These are just some of the positive outcomes that have been highlighted. But the research also demonstrates that in order for leaders in today's world to be successful in the face of the formidable challenges they are confronted with, they need to be adaptable, resilient, and open to change. Therefore, leadership development programs are extremely important because they equip leaders with the necessary skills and information to successfully navigate the constantly shifting business landscape. These programs provide opportunities for leaders to learn and practice new techniques, gain insights from experienced mentors, and network with peers to share best practices and strategies for success. In addition, participants have the opportunity to learn from and gain insights from experienced mentors.

6.1   Recommendations

To deal with these problems and become good leaders in the modern world, the thesis suggests:

1. Foster a powerful sense of self-awareness in yourself. If you want to be a good leader, you need to be aware of your own values, beliefs, der, you need to be aware of your own values, beliefs, strengths, and weaknesses. Leaders can see how the actions and decisions they make affect others and make the necessary adjustments to improve their skills as leaders by first learning about themselves and then applying what they've learned.
2. Build strong relationships: Good leaders need to build strong relationships with their teams, colleagues, and stakeholders. Leaders who can communicate well, listen well, and show empathy can get their followers to trust, respect, and stay with them.
3. Encourage creativity, experimentation, and a willingness to take risks in your organization. This will help you build a culture of innovation. Leaders are responsible for this. The leaders of an organization can encourage new ideas and methods by cultivating a culture of innovation, which ultimately results in improved products, services, and processes.
4. Recognize how important different points of view and experiences are, and make diversity and inclusion a top priority. Effective leaders should make diversity and inclusion a priority and embrace both concepts. Leaders are better able to capitalize on the benefits of a diverse workforce and advance a culture of respect and tolerance when they establish an atmosphere that is welcoming to all.
5. Learn new things on a consistent basis and be willing to change when necessary: Effective business leaders should be willing to learn new things on a regular basis

and adjust their strategies when necessary. Leaders can make informed decisions and adjust their strategies to remain competitive if they remain informed about the latest trends and best practices and do their best to keep up with them.

In the end, the bachelor's thesis, "Leadership: An Ever-Adapting Role in the Modern World," shows how important good leadership is in today's business world. The thesis identifies the effects of good leadership on individuals, teams, and organizations and recommends strategies for leaders to develop the necessary skills to succeed in the modern world. By following these recommendations, leaders can foster a culture of innovation, build strong relationships, embrace diversity and inclusion, and continuously learn and adapt to achieve their goals and objectives.

7 Conclusion

The bachelor's thesis, "Leadership: An Ever-Adapting Role in the Modern World" gives a thorough look at the different theories, styles, and cultures of leadership, as well as how these things affect the way organizations do their jobs. Throughout the thesis, the importance of good leadership in today's business world, which is marked by fast change, uncertainty, and growing complexity, is emphasized. The thesis also talks about how leaders need to have a variety of skills, such as emotional intelligence, communication, and the ability to change, in order to deal with these problems and help their organizations succeed. Additionally, it explores the role of technology in shaping leadership practices and how leaders can leverage these tools to enhance their effectiveness. The findings of this research show that different types of leadership each have their own unique impact on the performance of an organization. For example, it has been found that transformational leadership is good at encouraging creativity and new ideas, while transactional leadership is good at keeping things stable and reaching short-term goals. Both types of leadership have their advantages and disadvantages. In addition, the research has shown that the cultural context in which leadership is practiced can have a significant impact on the effectiveness of leadership in general. Therefore, it is important for leaders to be aware of the cultural context in which they are operating and to adapt their leadership style accordingly. Overall, this research highlights the importance of understanding the different types of leadership and their impact on organizational performance in order to develop effective leadership strategies. For instance, due to how the populace interprets it, the autocratic leadership style may be successful in some cultures but disliked in others. In the thesis, it is recommended that leaders cultivate a strong sense of self-awareness, build strong relationships, foster a culture of innovation, embrace diversity and inclusion, and continuously learn and adapt to the changing business environment. It is possible for leaders to be more effective in their roles and improve the performance of their organizations if they follow these recommendations. The bachelor's thesis as a whole has shed light on the crucial role that leadership plays in today's society as well as the necessity for leaders to be adaptable and flexible in the way that they approach their roles. Leaders are able to make a positive impact on their organizations and contribute to the organizations' long-term success by first developing an understanding of the various leadership theories, styles, and cultures and then applying those theories, styles, and cultures in an appropriate manner. In addition, the thesis highlights the

importance of leaders being able to communicate effectively and provide clear direction to their teams. By doing so, leaders can ensure that their team members are aligned with the organization's goals and objectives, which can ultimately lead to increased productivity and success. Overall, the thesis provides valuable insights into the qualities and skills that effective leaders possess and how they can apply them to drive organizational success.

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