Different Roles in Leadership Styles in Modern Organization

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Abstract. Today´s rapidly changing world has forced leaders to change their leadership styles aligned to the current situation faster than ever. What kind of leadership style should be utilized in modern expert organization? What are leaders´ own experiences and can leadership styles somehow been assessed? What have scholars founded regarding leadership styles? This paper examines different situational leadership approaches in order to reveal literature based ontology of leadership styles. Ontology includes leadership styles from over ten well known and tested leadership approaches. Case study is also used to test the possibility for find leaders' styles and development needs via survey. A sample group of leaders answered to the survey with a focus to clarify the leaders of a conscious understanding towards of the working role styles of leadership. The perspective of this paper is the leadership styles and coordination between different leadership approaches. Paper handles results and points out future research suggestion.

Keywords: Leadership · leadership style · situational leadership · ontology

1 Leadership styles

The world is in constant change and chase is changes are continuous, inevitable, dynamic, irreversible, non-deterministic, non-linear and open-ended. [1] An on top of that, time has it´s individual situational faces towards everyone and everyone possess own time personality, [2] leaders should take situationality into serious consideration when thinking about their style in different leadership situations.[33]

1.1 Behavioral approaches

In the early parts of leadership research, the superior characteristic of the behavior is also set to explain leadership as the behavioral theories. The division that Lewin made to **authoritarian, democratic and laissez-faire**- leadership is probably one of the most recognized. [3][4] Therefore these three styles are first integrated into our ontology. Tannenbaum & Smith provided their own divisions of styles in their leadership style continuum where there are one dimension where area of freedom increases to a boss and diminishes to a follower when moving other direction and second dimension vice versa when moving other direction. [5] This is very close to Lewin´s model so this is not included as separate styles into ontology.

Leaders´ behavioral differences are found to explain productivity and job satisfaction and in that approach behavioral differences were also divided to three different styles: task-oriented, relationship-oriented and participative leaders. [6] Later broadened by Yukl [7][8] which is therefore handled later. From Likert we find four different roles to ontology: **exploitative authoritative, benevolent authoritative, consultative and participative.** [6] Behavioral models were further developed to models, where leadership was described in a two-dimensional combination of leaders´ task and human orientation. This managerial grid gives different combinations for leader regarding their orientation or concern towards task and human. Five of them are named distinctively. [9] Reddin further developed this managerial grid by adding effectiveness to third dimension. [10] From the combination of these methods two leadership approached ontology is enriched with four styles: **task concern, high task/some human concern, some task/high human concern and human concern.** But in the leadership research history the behavior theoretical models were found to be too simple to explain the whole complex concept of leadership, more integrative models are developed. [7][11]

1.2   Social interaction approaches

After behavioral models which focused on leaders´ behaviour, social interaction was next where leadership research was concentrated. First of these, situation bound leadership theories, was the contingency model, where leader is fairly unchanged and changes situation if change is needed and styles are limited to task or relationship orientation enhanced by power position with the use of the concept of the least preferred coworker [12] [13]. Since the whole model is rather against leaders´ style changes, what is also a point of view which cannot totally be neglected, and human / task orientation is already included, contingency theory styles are not added to ontology. Situational leadership, where leader changes him/herself regarding followers´ capabilities and willingness [14] is an approach which gives next variable to get count on when thinking leadership styles, the followers. The situational leadership rejects "one size fits every follower" approaches to leadership. The leaders need to understand the situation and consider the readiness level of their followers regarding their ability and willingness. Depending on the level of these variables, the leader should apply the most appropriate leadership style according to the given situation. [14] From here we found four different styles to add in ontology. **Directing** (telling), the followers have low willingness and low ability for the task. Leader takes main responsibility for planning, monitoring and supervises everything very accurately. The leader has a high focus on tasks and low relationship focus. **Coaching** (selling) situation emerges when the followers are willing but possess low capability to task. They are motivated but not qualified. Therefore Supervision is still needed but followers have possibility to clarifying questions and are able to give their point of view. Leader is still making the decision in coaching situation. **Supporting** (participating) situation is close to the democratic style of leadership. As followers have low willingness but high capability to task the key work for leader in that situation is motivating and building confidence in people. Key is to facilitate followers own decision making. In **delegating** (observing) style decision-making power and authorization to act is given to the followers. Leader interferes as little as possible. Followers are willing and capable to work mostly by their own and have confidence and commitment this kind of situation Leader is still involved in the decisions if needed,

but the process and responsibility of results is passed to follower(s). [14] From Hersey and Blanchard we are able to adapt these four styles. The next interaction based approach is the path-goal –theory, which emphasizes leaders´ behaviour in tasks and relations [15] [16]. This approach styles could be also dived more or less non-violently to two main approaches initiating structure (task behaviors) and the leader's consideration (relationship behaviors). Even that approach is rather interesting approach since it emphasizes leaders´ influence in followers´ satisfaction motivation and performance [16][17], these styles are not added as individual aspect to ontology.

Most of social interaction approaches between a leader and a follower can also be roughly divided into three types: 1) the autocratic/authoritarian management, where the leader makes the decisions, keeps discipline and gives orders from above using power alone, the democratic management the workers may participate in the decision-making and the majority uses the decision-making power and 3) the team management everyone can participate in the preparation of decisions and in the continuous evaluation of the results, in other words in the decision-making process. The group aims to find the best solution together. [18] All approaches, which include the approach where followers also have part in decision making, should recognize that all team members are in same position regarding leaders´ interaction and how this will affect the decision making. Good explanation for this challenge is found from leader-member exchange theory (LMX) which divides personnel to in-group and out-group regarding how leader sees and treats them [11][19]. The theoretical name emphasizes the idea that each person expects something from the other person, and each person also gives and receives something from the other party. LMX -theory is based on the idea that the LMX ratios vary from low to high quality relations. In-group, high quality relations, are characterized by open sharing of information, delegation of tasks and interaction based on trust. The leader and the subordinate trust each other and communication is open, intense, two-way and a mutually beneficial performance. In low-quality relations, out-group, communication relates mainly to carrying out the duties and neither party feels that they receive from the other party all that much. [11] The LMX approach provides three distinctive phases, renamed here to styles, for leaders to leadership style ontology: The **stranger** style, described as the role taking, since leader and the follower don´t know each other they are kind of waiting "formal waiting style" and commit to the roles that they have been given by the organization. If everything starts well, leader´s confidence towards follower grows. The a**cquaintance** style, where working roles don´t regulate the behavior of the parties as strictly as in the past. In positive cases' relationship, the mutual trust and respect deepens between leader and follower. **Mature partnership** style, the interaction is on a high level, deep mutual respect, trust and reciprocal sense of duty between the leader and follower exists. People are linked to each other in a way that goes beyond the usual hierarchical relationship. [11] The quality of follower-leader relationship seems to be very important from i.e. the point of view of organizational citizenship behavior. The effective relationship is connected to the satisfaction, commitment, career development and followers´ creativity and the efficiency of the leader. [20]

1.3   Integrative approaches

More integrative approaches were introduced after LMX. One of these is transformational leadership, which essence is to make leaders able to inspire followers to "produce far beyond what is expected of them", and changes act as change agents by themselves. Improvement in various ways in terms of organization, leader, followers and adaptive problem solving is highly emphasized. Transformational leadership is crystallized to four I´s as leaders´ actions in commission to develop followers beyond expectations. **Idealized influence** and **inspiration**s are used in envisioning desirable future, setting high standards and shoving determination and confidence as an example for followers to identify. **Intellectual stimulation** is style and tools to help followers to increase their innovativeness and creativeness. **Individualized consideration** is used in order to found out personal developmental needs of followers, needed support and coach actions from leaders. For instance delegation of the assignments could be used as opportunities for followers´ growth. [21][22] The multiple-linkage-model is Yukl´s answer to the need for more integrative approach. The model describes how leader behavior influences the performance of individual follower and the leader´s work unit. The model identifies six variables: follower´s effort, ability and role clarity, organization of work, cooperation and mutual trust, resources and support services, and external coordination. Yukl links these issues directly to leaders´ behavior and shows that leader behavior can influence each of these variables. Yukl divides these behaviours into four distinctive categories: **task-oriented, relations-oriented, change-oriented and external-oriented**. Leaders´ task-oriented behavior is focusing on reliable outcomes and work efficiency. Relations-oriented behavior has focus on enhancement of the quality of the working. Change-oriented behavior is focused on increasing collective learning and innovation i.e. organizational learning. Focus on external-oriented behavior is on acquirement of the relevant (external) information and on defense of the interests of the team/organization. [8]

As both transformational and multiple linkage approaches are quite heavily prone to development and positive change, many former ones too, but in these it is the most obvious, some point should be studied regarding learning. Amy found that emotionally intelligent communication was one of the most prominent feature when facilitating learning in organizations but authoritarian, defensive and non-communicative behaviours were not (positively) effective [23]. Other well-known approaches include, matching people rightly to jobs, setting goals but allowing enough freedom, support and encourament from leaders, information sharing and openness [24]. LAMPE model is based on an assumption that if an organization's leadership, authority, management, power and external environments are integrated and coherent the organization will prevail. LAMPE approach consists mentioned five main issues enhanced by 29 leadership practices. [25] This model includes most of the different issues and points of view introduced in behavioral, situational and integrated models handled in this paper before, but it is not consisting new distinctive leadership styles for ontology. Team leadership model was presented by Hill in and suggests that especially relationship between team and leader should be inspected. The model emphasizes team performance enhancement by task or relationship behavior or environmental interface improvement. [11] This

model has background in earlier team leading research [26][27], and gives us three distinctive styles to ontology, **task**, **relational** and **environmental** styles, which are actually called internal and external actions in Hills model.

Substitutes for leadership [28] is an approach which should be included to ontology. Even that it is not directly a leadership approach it has similarities to autocratic and laisses-faire styles. Kerr and Jermier suggest that there are a number of characteristics, which may neutralize the need for leadership. For instance when follower has strong ability, and experience, need for independence or rewards are indifferent to him/her or follower´s tasks are routine, clear or provide very intrinsic satisfaction or the organization is very inflexible or work groups are very cohesive. In these cases there might be no need for task or relation leadership just e.g. standard operation procedures or good bonding and commitment of individuals to work and organization. [28] From here we could see that in case of no freedom and just routine it is quite similar to very autocratic or directing styles and in case of very cohesive team, good commitment and intrinsically satisfying job it is near of laisses-faire or delegating styles. Therefore we could **add no need for leadership** style and **need for leadership** styles to ontology.

1.4   Emotional intelligence

Even that emotional intelligence [29][30] is not exactly a leadership approach it has some distinctive attributes and behavioral styles which are very usable for leadership and performance of organization. Emotionally intelligent leader creates good and positive atmosphere [30]. According to international studies the impact of management and leadership on the organization´s atmosphere is 50-70% and atmosphere explains 20-30% of the company's operating results. [31] According to Goleman emotional intelligence is one of the main characteristics of the leader, in terms of effective leadership [30]. There are other definitions too for emotional intelligence, but perhaps one of the best known definitions comes from Salovey´s and Mayer's theory [32], and the theory of Goleman [29]. Salovey and Mayer argue that emotional intelligence means the ability to recognize and express your feelings, use the feelings to help thinking, understand how emotions work, as well as manage and regulate them.[32] But since we are building leadership styles ontology Goleman´s 5 pillars of emotional intelligence (self-awareness, self-regulation, motivation, empathy and social skill) [29] further developed into six categories of leadership styles are used in this ontology. Goleman´s styles are **coercive (commanding), authoritative (visionary), affiliative, democratic, pacesetting** and **coaching.** [30]

1.5   Ontology for leadership styles

All of the handled leadership styles are gathered in the figure 1. Figure shows leadership approaches in the top row. Every column on figure is hence named either by developer of the approach or by the specified name of approach which ever was found appropriate in every case. Approaches´ specific leadership styles are gathered under every column. The figure also shows some levels or degrees of common attributes that approaches handled. These are shown on the left side of figure and are freedom, followers´ capacity, leaders´ task orientation, leaders´ human orientation and complexity of work.

Fig. 1. Leadership styles ontology

Left-side axes (top → bottom): Level of freedom (Low → High); Level of followers´ capability (Low → High); Orientation in task (High → Low); Orientation in human (Low → High); Work complexity (Low → High)

Kurt Lewin	Likert	Blake, Mouton & Reddin	Situational	LMX	Transformational	Multiple Linkage Model	Team ledership	Substitute for leadership	Goleman
Authoritarian (autocratic)	Exploitive Authoritative	Task Concern	Directing (telling)	Stranger		Task-Orientated	Some Relational high Task actions	No need for leadership	Commanding
	Benevolent Authoritative	High Task Some Human Concern	Coaching (selling)		Idealized influence and Inspiration	Relations-Oriented	Task and Relational Actions		Affiliative Visionary
Democratic				Acquaintance				Need for leadership	
	Consultative	Some Task High Human Concern	Supporting (participating)		Intellectual Stimulation and Individualized Consideration	Change-Oriented	Some Task high Relational Actions		Democratic
	Participative	Human Concern	Delegating (observing)	Mature partnership		External-Oriented	Environmental Actions		Pacesetting Coaching
Laissez-Faire								No need for leadership	

Leadership ontology illustrated in figure 1 on does not contain or show all possible styles done in the history of leadership and management research. There are the best known ones are taken into account. And, because of overlapping, it lacks some of the best known approaches´ styles which are even handled in this paper. Even though ontology is quite thorough and reveals the essence of leadership and management styles. Ontology comprehends some relations between styles of different approaches, but is nowhere near able to explain all connections, relations or correlations between different approaches. This would need loads of new research and debate between researchers. Despite that it is a conceptual model of how these different approaches to leadership styles could be compared in main similarities and differences. Figure 1 can therefore be read so that similar kind of styles are approximately at the same level in a horizontal direction and their relative position is quite correct from the top and bottom of the column. Top and bottom could also be seen to be totalizations.

2 Case study research setting

The main approach and mind set for this study is Evolute approach by, applying ontology engineering, precisiation of meaning, and usage of soft-computing methods and fuzzy logic in order to found out what is and how to cope with uncertainty and imprecision in human knowledge inputs.[34] The purpose of the case study was to test the feasibility of building a survey tool to get reliable results about the respondent's leadership styles. Taking into account all the styles, conducted to the ontology, decided to be a very heavy test case. Therefore the study was executed so that it was limited to

consist of only Hersey´s & Blanchard´s situational leadership styles division to direct-ing, coaching, supporting and delegating. Language of the case study was Finnish i.e. all material e.g. statements, explanation letters, reports were made in Finnish.

2.1 Data collection

Case study was based on a quantitative research and the research data was acquired by using a survey questionnaire. The statements to the questionnaire were derived to from the situational leadership´s four styles´ breakdown. Each style was opened to fac-tors and sub-factors creating .all together 21 different statements. Also demographic questions were made for possible needs of later statistical purposes. These demographic questions were age, gender, education, leadership experience in years, leadership edu-cation and voluntary contact details.

Each statement concerning leadership styles was divided into two parts in order to found out the respondents´ present level of certain factor and desired level of the same factor. I.e. Study needed to find out current and target levels. Therefore respondents answered every statement twice. This dual answering was made in order to reveal the respondents´ creative tension i.e. the direction and magnitude for development, which they feel. Scale of the answers was Likert scale and all answers were handled as integers between 1 and 6.

The target organization of the research was the Turku University of Applied Sciences Faculty of Technology, Environment and Business. The questionnaire was sent to 27 leader and managers of faculty. All together faculty has over 200 personnel. Eleven answers were got in time.

2.2 Data analysis

The gathered data was quantitatively analyzed partially using Webropol Professional Statistics tool and Microsoft Excel.

The research data consisted of all 11 respondents' 48 answers: each respondent giv-ing 21 answers of the current state, 21 answers of the target state, and five answers concerning demographic questions, voluntary contact details were not count to this. Therefore study resulted in 528 different data points. In order to find out whether the creative tension, gap between current status and target status, was exciting a correlation gap variable was calculated from every answer. Demographic data as gender and ac-complished leadership courses and certifications were not used in this study, but they were gathered due to possible future study.

2.3 Results

The results of the case study were partly ambiguous, expected, surprising and inter-esting. Figure 2 shows the distribution of the survey responses on the leadership styles. The chart in figure has been modified in order to achieve a better visualization of re-sults. Even that in survey statements were possible to have only positive integers, from 1 to 6, in figure 2 responses "totally disagree", "disagree" and "partly disagree" are given a negative value, and the responses "partly agree", "agree" and "totally agree"

are given a positive value. The extreme are thus the values -3 ("totally disagree") and 3 ("totally agree"). Figure 2 shows the arithmetic average values of respondents´ responses. Both values of all statements are shown. The left bar from each number is indicating current status and right bar target status. Creative tension is therefore be found from the difference between these two bars. I.e. the left bar of the same number is shorter than the right bar, the direction of difference will give the creative tension´s direction and length difference will give magnitude. Leadership styles are also separated in figure 2.
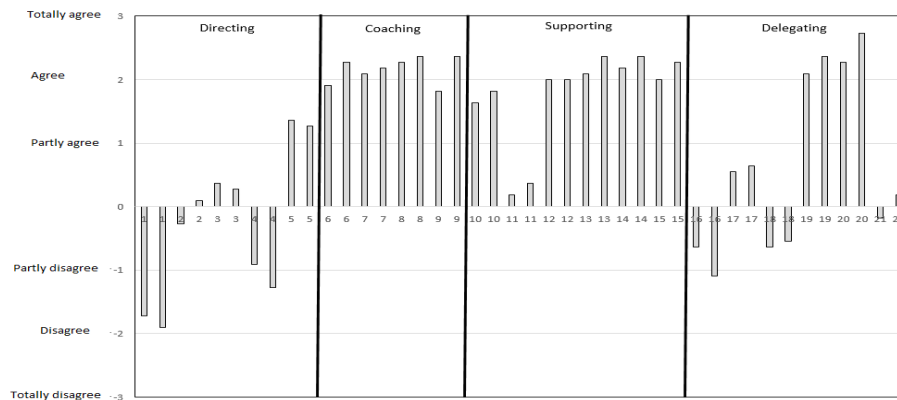

Fig. 2. Average results of case study

From the figure 2 it can clearly be seen that the case study leaders see that both the current state of the leadership and the target state of the leadership is strongly coaching and supporting. The leaders want to highlight that the workers are taken into consideration and they are committed to their jobs. Their professional competence is trusted and they are given responsibility for prioritizing their own duties. The only caused divergent opinions on the matter was a claim that would be superior response to help subordinate find the motivation to work. This is clearly shown in Figure 2 in the two lower columns, no. 11.

The least supported style was directing. This quite authoritarian leadership style was hardly identified in the respondents´ own leading styles and the aspiration to use this type of leadership was also further reduced. Regarding this style of the only argument that the supervisors seconded was "Leader will designate tasks and clarifies them if needed." The average for this leadership style altogether formed to be "partially disagree" i.e. arithmetic average of all respondents´ all answers regarding this style was -1,18 as current and – 1,55 as target status. It is also possible that the leaders do not recognize this style in their own leadership style. The results showed that the most disagreement was delegating or rewarding the work. Some of the respondents were strongly in the mood that the subordinates are able to self-prioritize their duties and some were totally against it. Interesting details are found when the same leaders disagree that followers should be supervised tightly, but at the same time they also disagree that followers could decide how to plan their jobs. The statements regarding motivating followers by rewards and punishments divided strongly. Some respondents seemed to interpret the statement to "Make a mistake and you will be punished", while the others

understood "The good work can be rewarded e.g. different bonus systems, additional free time, etc. Mistake was the integration of these two issues into one statement.

3 Conclusions

Leadership is not measured only by titles, authority or characteristics of leader. Leadership is about providing guidance and a direction for the team and the team members, empowering the culture where the team members are inspired by a common purpose, and are willing to take a significant role in succeeding. Leader should be able to handle followers individually and set the limits for freedom or tear down the barriers of self-actualized independent performance whatever the case may be. Therefore leader´s need different styles for their working roles. The leadership styles discussed in this paper reveals what types of leadership styles are effective in different contexts. The main idea in situational leadership is that the leader changes his/her own leadership style according to the situation. And as the situations change, the leaders should possess various different styles in their leadership tool boxes.

The latest word has not said when combining all leadership styles together but quite thorough ontology has been built in this paper. Ontology combines over 10 well known and distinctive leadership approaches to one regarding how they handle different styles.

Paper also presents small scale case study in order to find out feasibility for study leaders´ styles and their development needs via survey. Even that this case study is limited to situational leadership styles it reveals quite well that if more sophisticated survey will be done, leadership styles could be revealed from leaders´ own answers.

In order to deepen understanding of leadership styles´ similarities and differences possible gaps in this ontology should be fulfilled and relations between styles should be researched in holistic research where all styles are represented and the same respondents will answer to all statements. Also qualitative approach with, e.g. 360 interviews would give more information whether styles that leaders are using are appropriate from other points of view.

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