

The Studying of Leadership Styles and Also Its Influence in Terms of the Success of Organisations: A Practical Approach

Sarvarjon Obidov

Tashkent Millat Umid University, Uzbekistan



DOI : <https://doi.org/10.61796/ijblps.v2i1.263>



Sections Info

Article history:

Submitted: December 28, 2025

Final Revised: December 04, 2025

Accepted: January 11, 2025

Published: January 18, 2025

Keywords:

Leadership practicing

Reframing

Interpersonal relations

Successful managements

Managerial relationships

Methodology

Quantitative

ABSTRACT

Objective: This study investigates the impact of leadership styles on organizational success, emphasizing the roles and interpersonal dynamics of leaders in shaping managerial effectiveness. It aims to explore how transactional, transformational, and participative leadership styles influence organizational performance and address the need for reframing leadership practices to align with situational demands. **Method:** A mixed-method approach was employed. Primary data were collected using a quantitative survey with structured questionnaires administered to organizational leaders. Secondary data were obtained through an extensive literature review of studies on leadership styles and their organizational implications. **Results:** The findings reveal that adaptive leadership practices significantly enhance conflict resolution, stress management, and decision-making. Transactional, transformational, and participative leadership styles were shown to positively influence organizational outcomes. The research highlights the critical role of leaders in driving organizational success by aligning leadership strategies with evolving demands. **Novelty:** This study bridges theoretical frameworks and practical applications of leadership, offering a comprehensive perspective on how tailored leadership practices foster organizational adaptability and achievement of strategic goals. It provides actionable insights for enhancing leadership effectiveness in dynamic organizational settings.

INTRODUCTION

Messicks & Krammer (2005) [1] Leadership however, is a very complex issue in that it is not an authority or a position. Leadership is the ability to influence or direct individuals or groups to reach a common goal. Most basically, leadership is the capacity to generate confidence, promote cooperation, and articulate a compelling call to action. In a world that is more intricate and integrated than ever before, effective leadership has had to become more important than ever as organizations and even communities face chances and challenges that require new solutions and work done together within a team. (Swansons and Holton 2002) [2]. Effective leadership must entail, among other skills, emotional intelligence, which involves self-awareness, self-regulation, empathy, and other social skills. Leaders high in emotional intelligence are able to handle their relationships with social awareness, which makes them pitying and encourages them to create a room where communication and interactions can be freely done. A leader who is able to accurately assess other people's feelings and emotions is more likely to help his team be more cohesive as well as engaged and productive. In addition, in today's context, there is greater emphasis on the ability and willingness to be able to adjust. The traditional command and control model is gradually being outgrown for a more

democratic approach that pays more attention to inclusiveness. To illustrate, transformational, as a type of leadership, is geared towards providing encouragement and behavior that persuades followers to devote themselves to a cause beyond themselves. Such leaders are visionaries who foster novelty and invention, thereby permitting their teams to feel empowered and generate ideas and solutions that can move the company forward. Besides the need for adaptability and consistency, ethical leading has also garnered increasing relevance in concerns about addressing effective leaders. People expect, or are expected, to exhibit integrity, transparency, and accountability in their actions and decisions Kellermans (2005) [3].

An objectives of studying

1. For assessing influences of leadership styling on the performances of company.
2. For finding out relationships which existing among the leadership plus performances in company.
3. For assessing a demand of leadership qualities to the capabilities as well as processing of successful practicing of leadership.

Literature review

So when it comes to Harries et al (2008) that styling of leadership is stated which leaders show a guidance to people for working with each other in order to reach an organizational goals or objectives together [4]. Nowadays leadership styles could become classified like the transformationally, transactionally, charismatically plus also visionaries leadership as well.

An importance of that statement lie on meaningfulness of empowerment not the merely a natural passion for working, but even it is desire for working on true self-belief. Ejiofor (1990) recognizes leadership like the socially stepping which leaders looking for voluntarily engaging from subordinates for getting an objectives of company [5]. Adebakins & Gbadamosis (1986) recognizing leadership like an activities of the teams into a success of people, collaborative objectives too [6]. Actually they reviewed leadership like the non coercive usage of impacting for setting also reaching purposes, inspiring behaviours as well as building the structuring of team. On the other hand, needs to mention that Mitonga & Coetzees (2018) looking to leadership like a crucial thing based on the managers or leaders behaving for an alignment of interests individually whether organisationally as well [7]. To emphasize that styling of leadership enclosing variety of perceptions, personalities which the leaders employing for network, communicate plus also engage within inferiors of them (Mitonga and Coetzees, 2018) [8].

Perceptions of organisationally performances

Nevertheless, assessing or viewing an organization's effectiveness or performance is subject to what is termed as the POP or as perception of performance (Richards, 2010) [9]. The perception could be a combination of many factors like an experience, a particular culture, the way communication is done, the context in terms of the organization's atmosphere, and so on. POP may be very important in determining the attitude, motivation and the level of engagement an employee has for the organization as a whole.

In this regard, it is very necessary for the concept of perception of organizational performance (POP) to be understood because it can easily help leaders and managers to comprehend the attitude and behavior of the employees (Ibrahim, 2015) [10]. Heeding these beliefs and perceptions could assist in taking steps which could help create a better place to work and enhance effectiveness and success. Commonly, organizations use polls or conduct assessments to better understand the performance perception in the eye of employees and other stakeholders. Such feedback collected may be useful for recognizing those areas that need more focused action in order to improve the performance of the organization. When employees have a positive outlook about their contribution towards the organisation's performance this will in turn encourage them to work harder and make them less likely to leave the organisation. If people view an organization as successful, then they are likely to be more willing to work cooperatively and pursue the attainment of its objectives.

Relationships among the styling of participative, transactional, transformational leadership

Most of us have probably been in a group setting where someone took charge, interacting with the others and establishing a common goal, fostering harmony, forming connections, generating energy, and igniting enthusiasm. It is quite probable that this individual is regarded as a transformative leader. A leadership approach that prioritizes change and transformation is known as transformational leadership (Kerk and Shemir, 2011) [11]. By utilizing their potential, leaders that use this strategy want to motivate their people to accomplish more than they previously believed was possible. When a company wants to undergo major change or transition, this style of leadership may be quite successful.

Reward and punishment are key components of transactional leadership, often known as managerial leadership. This leadership approach obviously places a strong emphasis on structure, presuming that people might lack the drive to do their jobs. Making revolutionary organizational changes is less important to this "give and take" leadership style than effectively adhering to set routines and processes. Every employee has duties and responsibilities established by transactional leadership. However, if workers are always aware of the value of their work, it may result in decreasing returns. As a result, incentives need to be in line with business objectives and backed up by extra tokens of gratitude.

Participatory leadership, also known as democratic leadership, is a type of leadership that encourages managers to hear what their staff members have to say and include them in decision-making. Leaders that adopt this style must be inclusive, have strong communication skills, and—above all—be able to share authority and accountability. Through accountability, a leader who uses a participatory leadership style promotes teamwork. Instead of placing blame on specific individuals, this frequently results in a team's joint effort to discover issues and provide solutions. Participatory leadership is frequently preferred because it fosters employee trust, empowering them

and motivating them to provide their thoughts on important issues, proving their worth to a group.

The reframe plus also an implementation of qualities of leadership

(Gantas & Manukon, 2016) Leaders must be capable of viewing the challenges they encounter from various angles [12]. They need the ability to reframe a situation in order to grasp the underlying reality and address it effectively. A leader's skill in reframing liberates them and aids in avoiding the pitfalls of fixed thinking patterns, as stated by Lee Bolman and Terrence Deal, the authors of *How Great Leaders Think*. Leaders can enhance their thinking by employing different mental frameworks to assess what is occurring and how to react in complicated scenarios. Bolman and Deal, also the authors of *Reframing Organizations*, have adapted the model they introduced there to focus specifically on leadership. The model encompasses four frames, scripts, or perspectives, each with its own strengths and weaknesses, and we often favor one over the others. The goal here is to cultivate the ability to select the most suitable frame or script to devise a creative solution for complex situations instead of depending on our usual, well-worn methods. Our singular method will only be "correct" a small fraction of the time. Frequently, leaders approach every issue with the last method they used and maintain that they are correct, even as they plunge headfirst into trouble. They assert that reality aligns with their viewpoint. Growth involves acknowledging your blind spots.

The 5 most powerful and productive qualities for constructive leadership

Self-awareness

(Azzam, 2019) self-awareness is a comprehension of ourselves that contain personality traits, behaviours, behaves, anxieties plus also emotions [13]. Whilst it is the most inward concentrating trait, self-awareness as well as humilities which crucial qualities of the leadership. Actually, it is better to comprehend ourselves plus recognising us own strengths plus weaknesses that mostly productive we might become like the leader. There must be an awareness of how other humans viewing us plus comprehend how we display up on work whether at home.

Respect

While illustrated constant way that this is primarily significant thing the leaders could do. This assists for easing tensions as well as conflicting, empowering belief also enhancing the productiveness of us. Being respectful can become illustrated on lots of diverse cases, however, this frequently opens within display us really valuing others thoughts as well as make the attempt for establishing relatedness on working sites.

Compassion

This is more than easily illustrate an empathy whether also listening plus seek for comprehending. Compassion actually demands the leaders for attempting in terms of what they finding out. While somebody sharing the concerns whether may be speaking up concerning something, they will not feeling sense of belief heard as long as their leader does not then taking several kinds of important acts in information that the researchers were found. That is manner of compassionating leadership that assisting for establish

belief, raise collaborating plus also reduce turnovers among companies (Maxwell, 2012) [14].

Vision

This is the real aspiring to the future. Inspire others as well as garner commitments into this visioning that indeed necessary parts of leadership. Target-based leaders make sure they aligning the groups of them regular tasks plus also valuing of individually group members for general directness of a company. That might assist workers to finding the manner or meanings on works of them that raise an engagement, motivating the belief also driving into priorities and duties as well.

Communication

So communicating illustrating up on different forms that from transmission information plus stories saying to soliciting inputs as well as utilising actively listening methods. A very well leader is skilled communicator that could communicate on the different ways like in the oral plus also on writing, besides that within the variety type of humans from various backgrounds, role, rate, geography, so on. Qualities as well as productiveness of communicating between leaders on the companies might impact successes of our businesses methods in the direct way as well.

RESEARCH METHOD

The researching methodology

So for gathering the realistic plus updated as well as the practically data to research of me, Data gathered via the primary also secondary sourcing method. This assists for examining the styles of leadership as well as its aspect in the successes of companies. By the way, a quantitative researching methodology is utilized on that research. In order do primary data especially made questionnaires were submitted for the targeting groups of humans who are worked as middle level plus top levels position. So totally of engagers of surveying are 207 professionals from various sites of countries.

RESULTS AND DISCUSSION

Analyzing of demographic

That graph illustrating the proportion also frequency of per factors of demographics

Graph 1 shows that

Ages	%	205 overall
20 to 30 years	56.1 %	115
39 to 50 years	40%	82
Above 55	3.9%	8

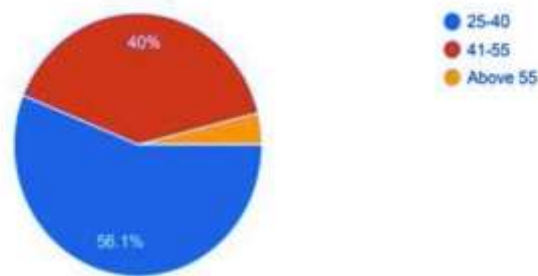


Figure 1. Result of Graph 1

Graph 2 shows that

Genders	%	207 overall
Man	61.4%	127
Women	38.6%	80
Others	0%	0

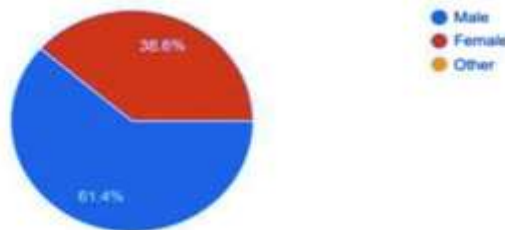


Figure 2. Result of Graph 2

Graph 1 shows that frequency distributing of working experiences

How long have you worked on currently company of you?	%	203 overall
1-5 years	47.3%	96
5-10 years	26.6%	54
10-15 years	8.9%	18
15 years	17.%	35

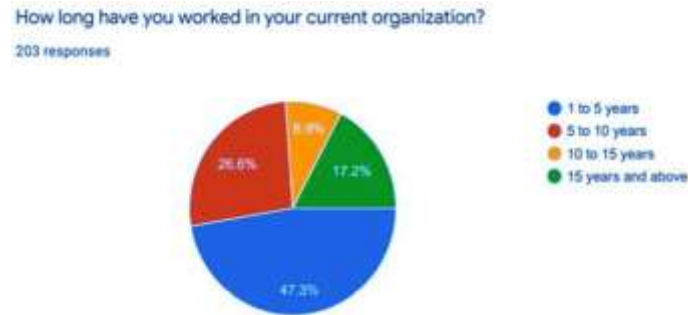


Figure 3. Result of Graph 3

Graph 4 shows that

Works ought to become supervised in the close way?	%	207 overall
Yes	65.7%	136
No	34.3%	71

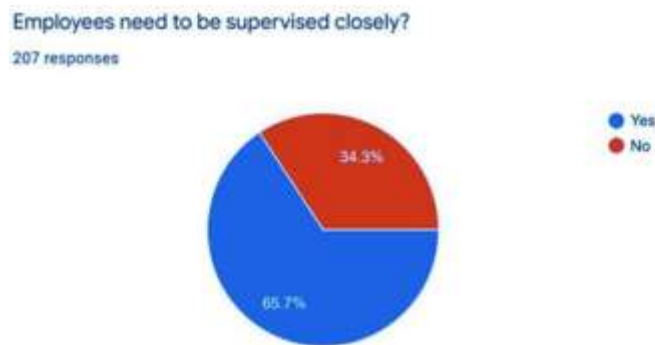


Figure 4. Result of Graph 4

Graph 5 shows that

On complicated situations, Leaders must let workers working problems out in own of them?	%	207 overall
Strongly disagree	16.9%	35
Disagree	32.4%	67
Neutral	21.3%	44
Agree	25.6%	53
Strongly agree	3.8%	8

In difficult situations, Leaders should let employees work problems out on their own?
207 responses

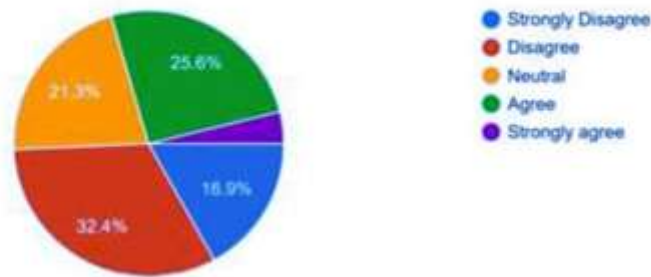


Figure 5. Result of Graph 5

Graph 6 shows that

Supply of guiding with no pressures is a main point for become the well supervisor?	%	207 overall
Strongly disagree	2.9%	6
Disagree	5.3%	11
Neutral	11.6%	24
Agree	41.1%	85
Strongly agree	39.1%	81

Providing guidance without pressure is the key to being a good supervisor
207 responses

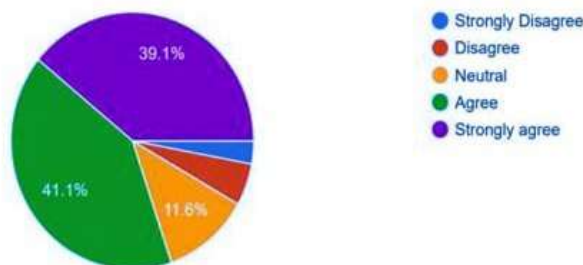


Figure 6. Result of Graph 6

Graph 7 shows that

Leader ought to become given rewards and punishments for inspiring workers for reaching organisationally goals?	%	207 overall
Strongly disagree	3.9%	8
Disagree	19.8%	41
Neutral	23.7%	49

Agree	44.4%	92
Strongly agree	8.2%	17

Leader must be given rewards or punishments in order to motivate the employee to achieve organizational objectives

207 responses

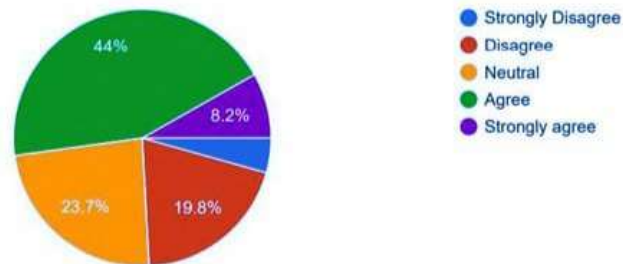


Figure 7. Result of Graph 7

Graph 8 shows that

Most of workers demanding often plus also supportively communicating from supervisors of them?	%	207 overall
Strongly disagree	3.9%	8
Disagree	4.8%	10
Neutral	12.1%	25
Agree	50.2%	104
Strongly agree	29%	60

Most employees require frequent and supportive communication from their supervisors

207 responses

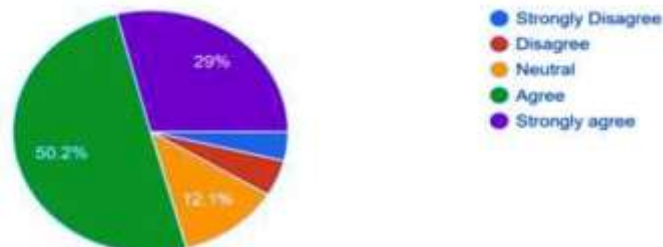


Figure 8. Result of Graph 8

Graph 9 shows that

Regarding the organisation policy, leaders ought to enable workers for appraising ownworks of them?	%	205 overall
Strongly disagree	1.7%	3
Disagree	12.2%	25
Neutral	24.2%	50
Agree	46.8%	96
Strongly agree	15.1%	31

According to company policy, leaders should allow employees to appraise their own work
205 responses

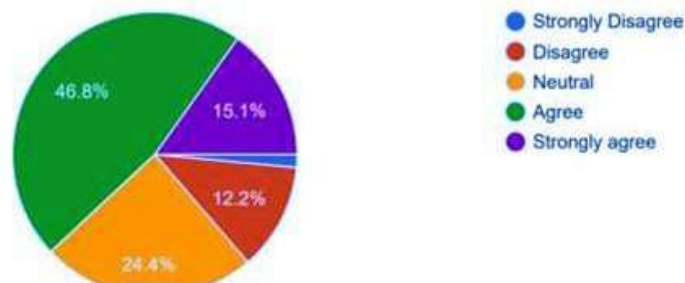


Figure 9. Result of Graph 9

Graph 10 shows that

Most f workers feeling unsafe in terms of works also needing direction of them. Leaders ought to giving workers fulfill freedom for solving problems by themselves?	%	206 overall
Strongly disagree	1.4%	3
Disagree	19.9%	41
Neutral	23.8%	49
Agree	47.1%	97
Strongly agree	7.8%	16

"Most employees feel insecure about their work and need direction." Manager / leader should give employees complete freedom to solve problems on their own

206 responses

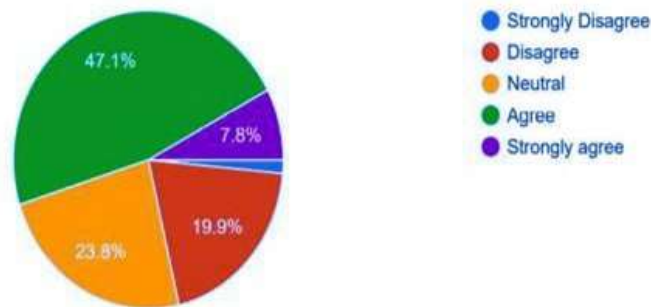


Figure 10. Result of Graph 10

Graph 11 shows that

The qualities of leader impacting workers for finding strong passion also capabilities in order for feeling atmosphere of working?	%	206 overall
Strongly disagree	1.9%	4
Disagree	1.1%	2
Neutral	8.7%	18
Agree	56.3%	116
Strongly agree	32%	66

Leaders qualities influences employees to find " passion and ability to work"

206 responses

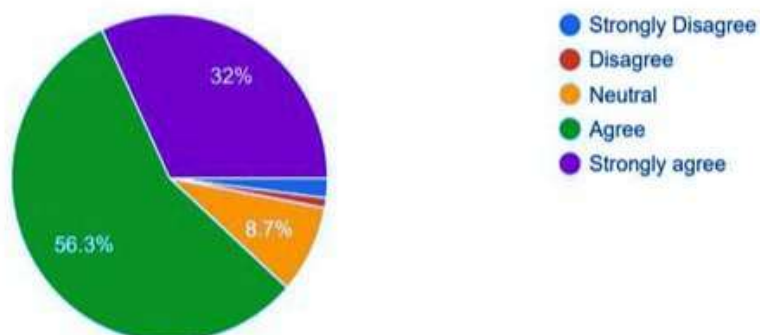


Figure 11. Result of Graph 11

Graph 12 shows that

The effective leaders giving an orders as well as clarifying policies?	%	206 overall
Strongly disagree	4.9%	10
Disagree	16%	33
Neutral	14.6%	20
Agree	48.5%	100
Strongly agree	16%	33

Effective leader give orders and clarify procedures

206 responses

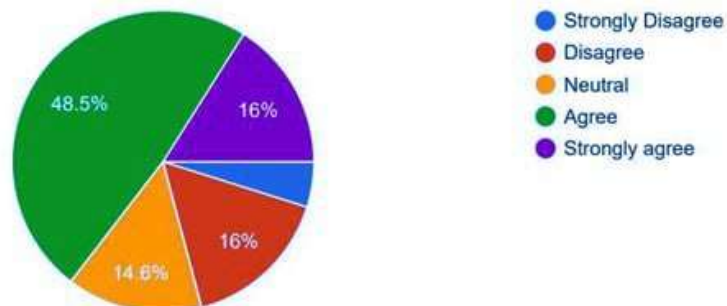


Figure 12. Result of Graph 12

Graph 13 shows that

As the leader yourself, do you stimulate staff for working in the independent way?	%	207 overall
Strongly disagree	1%	2
Disagree	5.7%	12
Neutral	15%	31
Strongly agree	55.6%	115
Agree	22.7%	47

As a manager you encourage employees to work independently

207 responses

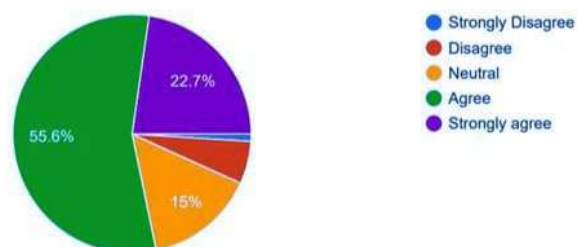


Figure 13. Result of Graph 13

Graph 14 shows that

Is the collaborating significant leadership skills which identical for these humans of managements?	%	207 overall
Strongly disagree	0%	0
Disagree	1.9%	4
Neutral	13.5%	28
Strongly agree	57.5%	119
Agree	21.1%	56

Collaboration is an important leadership skill, similar to that of people management

207 responses

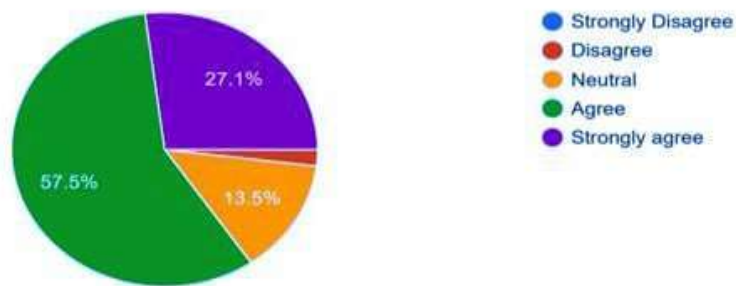


Figure 14. Result of Graph 14

Graph 15 shows that

Leaders ought to defining an objectives prior to board in the projects?	%	207 overall
Strongly disagree	1%	2
Disagree	2.4%	5
Neutral	7.2%	15
Strongly agree	54.6%	113
Agree	34.8%	72

Managers should define the goals before boarding on a project

207 responses

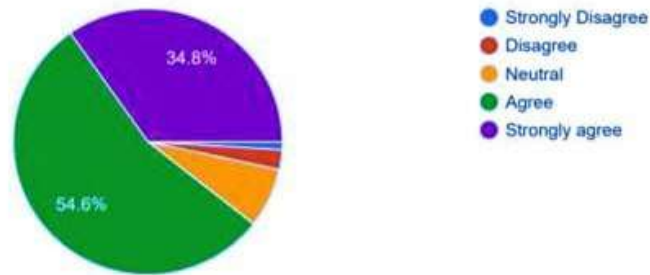


Figure 15. Result of Graph 15

Graph 16 shows that

This is essential for welcoming recommendations derived via workers?	%	207 overall
Strongly disagree	1%	2
Disagree	1%	2
Neutral	5.7%	12
Strongly agree	42.5%	88
Agree	49.8%	103

It is necessary to welcome suggestions given by employees

207 responses

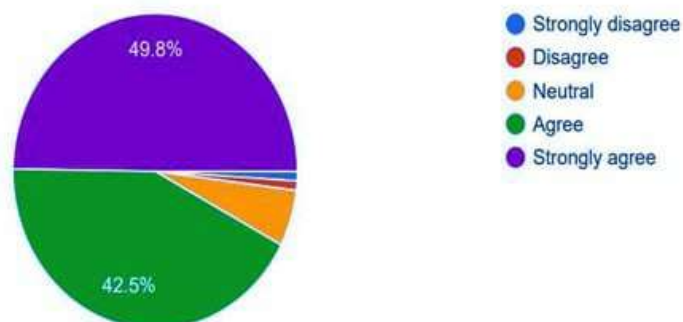


Figure 16. Result of Graph 16

Discussion

So that leadership researching expresses within the exploring the leadership practicing, different styles of leadership plus also interpersonally capabilities aligned within them, and impacting of them in terms of the successes of company. Previously researches were illustrated which possessing the different skills putting as well as an adaptation a various of styles of leadership that really significant to leadership which productive. On the other hand, beginning with an innovatively meanings on practicing of leadership plus also consideration of traditionally methods of leadership really crucial for companies. By the way, when it comes to an outcomes of surveying which displayed that lots of answerers in favoring of participative leadership that fostering the workers for illustrating the potentials, knowledge plus also capabilities too that could have a contribution for the admirations of them. Besides that the transformationally leadership styling which concentrating for corresponding relations among the leaders plus amidst teams of them. Even though the researches were explored in terms of the transactionally styling that still here will become stayed the necessity that is furtherly researching strategies for solving gaps concerning transformationally also transactionally styles.

CONCLUSION

Fundamental Finding : This study concludes that leadership styles significantly influence organizational success by fostering effective communication, adaptability, and enhanced workplace dynamics. Transactional, transformational, and participative leadership approaches were identified as pivotal in achieving organizational goals, improving employee motivation, and navigating the complexities of modern business environments. **Implication :** The findings emphasize the importance of integrating adaptive leadership practices that align with organizational needs, fostering a culture of innovation, and empowering employees to drive sustainable growth. This underscores the necessity for organizations to invest in leadership development programs that enhance essential skills such as conflict resolution, time management, and decision-making. **Limitation :** The study's reliance on a limited sample size and its primary focus on certain leadership styles may constrain the generalizability of the results. Additionally, the cross-sectional design may not fully capture the long-term impacts of leadership practices on organizational success. **Future Research :** Future studies should explore the interplay of leadership styles across diverse industries and cultural contexts, utilizing longitudinal methods to better understand their sustained impact. Investigating the integration of emerging technologies, such as AI-driven leadership tools, could also provide valuable insights into the evolution of leadership in the digital era.

REFERENCES

- [1] Adebakins and Gbadamosi, "Leadership as an Activity of Teams Towards Success and Collaborative Objectives," *Entrepreneurship*, [Online]. Available: <https://www.entrepreneurship.org>. [Accessed: Dec. 10, 2024].

- [2] Azzam, "The Quality Called Self-Awareness for Effective Leadership," *TechTarget*, [Online]. Available: <https://www.techtarget.com>. [Accessed: Dec. 10, 2024].
- [3] Ejiofor, "Leadership as a Stepping Stone for Leaders," *NeuroWorx*, [Online]. Available: <https://www.neuroworx.io>. [Accessed: Dec. 10, 2024].
- [4] Gantas and Manukon, "Leaders Must Be Capable of Viewing Challenges from Various Angles," *Kilpatrick Executive Search*, [Online]. Available: <https://www.kilpatrickexecutive.com>. [Accessed: Dec. 10, 2024].
- [5] Harries *et al.*, "The Main Styles of Leadership and Their Usage," *Investopedia*, [Online]. Available: <https://www.investopedia.com>. [Accessed: Dec. 10, 2024].
- [6] Ibrahim, "Heeding Beliefs and Perceptions to Create a Better Workplace and Enhance Effectiveness," *Zorgle*, [Online]. Available: <https://www.zorgle.co.uk>. [Accessed: Dec. 10, 2024].
- [7] Kellermans, "Expectations of Integrity, Transparency, and Accountability in Leadership," *Investopedia*, [Online]. Available: <https://www.investopedia.com>. [Accessed: Dec. 10, 2024].
- [8] Kerk and Shemir, "Transformational Leadership: An Approach Prioritizing Change," *TechTarget*, [Online]. Available: <https://www.techtarget.com>. [Accessed: Dec. 10, 2024].
- [9] J. Maxwell, "Compassion: An Important Quality for Effective Leadership," *World of Work*, [Online]. Available: <https://www.worldofwork.io>. [Accessed: Dec. 10, 2024].
- [10] Messicks and Krammer, "The Real Meaning of Leadership and Its Role in Companies," *Highrise*, [Online]. Available: <https://www.tryhighrise.com>. [Accessed: Dec. 10, 2024].
- [11] Mitonga and Coetzees, "The Importance of Leadership for Leaders and Managers," *ELRHA*, [Online]. Available: <https://www.elrha.org>. [Accessed: Dec. 10, 2024].
- [12] Richards, "Assessing Organizational Effectiveness Using Perception of Performance (POP)," *Atlassian*, [Online]. Available: <https://www.atlassian.com>. [Accessed: Dec. 10, 2024].
- [13] Swansons and Holton, "General Information on Effective Leadership Roles," *Achievers*, [Online]. Available: <https://www.achievers.com>. [Accessed: Dec. 10, 2024].

* **Sarvarjon Obidov (Corresponding Author)**

Tashkent Millat Umidi University, Uzbekistan

Email: obidovsarvar872@gmail.com
