

THE IMPACT OF LEADERSHIP STYLES IN THE DEVELOPMENT

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Leadership is the ability to employ managerial competencies to organized performance processes by inspiring, igniting and motivating teams to meet set organizational goals (Kirega, 2008). According to Ogbonnia (2007), an operational map for leadership was drawn along: corporate style, authoritative style, and laissez-faire style. At the organizational level, leadership establishes and transmits to all employees the overarching direction of the organization, as such, developing a better understanding of effective leaders is important for future leader development (Gupta, 2005). The European Foundation for Quality Management (EFQM), (2009) defines leadership at the strategic level as "how leaders develop and facilitate the achievement of the mission and vision, develop values required for long-term success and implement these via appropriate actions and behaviors, and are personally involved in ensuring that the organization's management system is developed and implemented. To maintain a competitive edge, an organization must be able to adapt and change in order to improve processes. Leadership is a key component to achieving these outcomes (Keith, 2009). According to Keith 2009, such organizations must be able to serve customers well, which entails meeting their needs. And in order to meet customers' needs, organizational leaders must first identify and meet the needs of their employees; otherwise, they will not be able to or interested in helping customers. Leadership styles and traits have been considered important to success in unstable environments (Kirega, 2008). Leadership styles are measured using democratic approaches, authoritative approaches and laissez-faire approaches.

• **Democratic approaches**

The essence here is that democratic/corporate leadership is the methodology to be used in according responsibility however the challenge that lays in this aspect is that, only giving power to the subordinates may not be wise enough since delegation, empowerment and specialization are calculated risks (Keith, 2009). Therefore, in the perspective of this study such elements as what types of situations require the use of corporate approach were not satisfactorily explored hence the necessitation of this study. As Kirega (2006) asserts, the need for some type of corporate approach is needed to have efficiency and proper employee management that will lead to improved performance. In the other perspective, Gupta, 2005 identified supervision as a corporate strategy to promoting a positive organization. He contended that the opportunity of supervision provides to promote not only performance but also personhood (Kirega, 2008).

The roles of recognition, training, employee involvement, and communication have been demonstrated to promote both organizational and employee effectiveness as noted by (Nkata, 2005). With this in mind, managers are expected to: communicate clear expectations and boundaries; involve employees in decision-making, goal setting, and project development; provide training both for growth and remediation; and recognize employees for their contribution to the organization. However one may question the process of employee supervision for local councils like Juba city council, the actual practice of corporate structures in such still remains a challenge (Kirega, 2008).

• **Authoritative approaches**

In this style, the leader has absolute power over his staff or team workers have little opportunity for making suggestions, even if these would be in the team or organization's interest, (Armstrong 2002). The leader tells the workers to come along with him and should be a change catalyst. And Kirega, 2008 also asserts that, it works in situations where change is needed to be fostered, sometimes in doing away with conflicts like strikes, application of self-confidence and many more. If applied in its suitable situation, it brings about effectiveness in performance. However leadership in the schools is characterized by a large workforce, this means that for leadership styles to be effective, it should base on the effectiveness of the schools' leadership arm which is both administrative and political in use of the leadership styles in their relevant situations effectively (Keith, 2009). Authoritarian leadership is best applied to situations where there is little time for group decision-making or where the leader is the most knowledgeable member of the group. The autocratic approach can be a good thing when decisive and rapid decisions are needed.

• **Laissez-faire**

According to Nsubuga (2008) in this type of leadership, the manager delegates almost all authority and control to subordinates. There is no person of authority in the organization. The manager leads the organization indirectly. He/she does not make decisions; rather he/she abides by popular decisions. The leader's ability to lead is contingent upon various situational factors, including the leader's preferred style. Contingency theories to leadership support a great deal of empirical freedom to leadership, (laissez-faire style) (Kirega, 2008). Many researchers have tested it and have found it to be valid and reliable to explaining how effective leadership can be achieved. It emphasizes the importance of focusing

on interpersonal relationships between the leader's style and the demands of various situations and employees (Kilburg, (2006). It carries the belief that the most effective leadership style depends on the ability to allow some degree of freedom to employees in administering any leadership style. The problem with the above in the African context is that laissez-faire has been hardly practiced in totality due to the interference of politics and well as North house believes in it, what he does not explore satisfactorily the major applicable points of this style, something the researcher intends to explore (Bass and Bass, 2008).

There is a relationship between leadership styles and people' livelihoods because leadership establishes and transmits to all employees the overarching direction of the organization, as such, developing a better understanding of effective leaders is important for future leader development (Gupta, 2005). To maintain a competitive edge, an organization must be able to adapt and change in order to improve processes. Leadership is a key component to achieving these outcomes (Keith, 2009). According to Keith 2009, such organizations must be able to serve customers well, which entails meeting their needs. And in order to meet customers' needs, organizational leaders must first identify and meet the needs of their employees; otherwise, they will not be able to or interested in helping customers.

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