A LITERATURE REVIEW ON LEADERSHIP STYLES AND FRAMEWORK

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ABSTRACT
To be an effective leader influences, followers in the direction in which to achieve goals and objectives. The results from the literature is that different leadership styles may have an impact on the effectiveness and efficiency of an organization. The purpose of this paper is to analyse the literature review of the different styles of leadership. What are the different leadership styles have been developed over a period of time. The information has been obtained after reading many articles, research papers in leadership styles, and of a variety of magazines, journals, and books. In addition, research has suggested that transformational and transactional leadership styles are more important, because of, relating to, these styles of leadership, and lot of study is done

Introduction
 For the management of organisations, easy, effective, and efficient, and the most important and valuable source of information to the organizations is human resources. The success of an organization depends on a trustworthy, honest, loyal, and great managers and co-workers. Leadership in any organization, at any level, and the success or failure of any organization depends upon the quality of its leadership, in particular, of the top management team. In this game, at a time when the world is a global village, the companies are considered to be competing on the basis of the human resource capabilities. The concept of leadership, it is not a new concept in the field of social research. In the past few years, the field of leadership has been extensively studied, more than any other area of human resource management

Theoretical Framework
The study of leadership has been an important and central part of the literature on management and organization behavior for several decades. Indeed, no other role in organizations has received more interest than that of the leader .The concept of leadership has been studied since ages dating back to the times of Plato, Caesar (Bass, 1981). Over the years, researchers have generated a surplus of work and data that adds value in the field of leadership research. Although leadership is just an expression that is often used in conversation and is frequently described by various adjectives such as good leadership, influential

leadership, effective leadership, poor leadership and bad leadership. Most scholars have come to the conclusion that the concept of leadership does not attribute to one specific definition.

Literature review of different scholars in social sciences have highlighted a variety of leadership styles

1) Autocratic Leadership Style

In the autocratic leadership style, also called dictatorship, the leaders are the focal point of power and regard their decisions and judgement as supreme (Burke et al., 2006; Vigoda-Gadot, 2007). The style has its roots in the transactional theory, which accentuates the relationships that exist between leaders and their followers. In this case, followers perform because of the reward systems or punishment for non-compliance (Burke et al., 2006; Rad & Yarmohammadian, 2006). The disadvantages of the autocratic leadership style appear to outweigh the advantages. For that reason, the autocratic leadership style is not popular among employees (and colleagues) in most organisations. If used in organisations, the leaders may apply it accidentally. The literature identifies the democratic leadership style as the complete opposite of the autocratic leadership style.

2) Laissez-faire Leadership Style

With regard to the laissez-faire leadership style, the leader does not directly supervise the members, and does not rely on regular communication or feedback. Specifically, it allows the members total autonomy and self-rule to make decisions that relate to the completion of the assignment (Eagly, Johannesen-Schmidt & Van Engen, 2003; MacBeath, 2005; Rad & Yarmohammadian, 2006). However, the leader is available to offer guidance at any point should the members request assistance (Eagly, Johannesen-Schmidt & Van Engen, 2003)

3) Transformational Leadership Style

According to Gumusluoglu and Ilsev (2009), the transformational leadership theory was introduced by Burns in 1978 and has since attracted a great deal research attention. Transformational leadership comprises four elements, that is, ‗charismatic role modelling, individualised consideration, inspirational motivation and intellectual stimulation‗ (Gumusluoglu & Ilsev, 2009:462).First, utilising charisma, leaders instigate high regard, reverence and allegiance, and emphasise having one shared mission. Second, individualised consideration is whereby leaders establish their own relationships with followers, and cater for individual differences, needs, skills and desires. Third, inspirational motivation is whereby the leader clearly communicates the vision for the future, demonstrates how goals can be attained, and instils followers‗ zeal to achieve goals. Finally, intellectual stimulation is whereby leaders widen and raise the welfare of followers and motivate them to be highly innovative (Hayward, Goss & Tolmay, 2004; Leach, 2005; Kirkbride, 2006; Gumusluoglu & Ilsev, 2009). The effectiveness of the transformational leadership style may be complemented by the transactional leadership style. In the next subsection, the transactional leadership style is discussed.

4) Transactional Leadership Style

Transformational and transactional leadership styles complement each other, but there are a few noteworthy differences (Bass & Avolio, 1993). The former leadership style is also referred to as managerial leadership. It is a style in which

the leader ensures conformity or reverence of the staff, using both rewards and punishments, thus followers are motivated through exchange, e.g. a follower may be motivated to complete a task to obtain rewards or preferences (Hayward, Goss & Tolmay, 2004; Vigoda-Gadot, 2007; Yang, 2007; Nielsen et al., 2008). In contrast, transformational leaders focus on relationships to ensure organisational commitment and collectivism (Einarsen, Aasland & Skogstad, 2007; Gumusluoglu & Ilsev, 2009; Bushra, Usman & Naveed, 2011). These leaders endeavour to get a sense of the followers' needs and motivate followers towards predetermined goals. Thus, they are distinguished by their flexibility in decision-making and making changes as followers work to attain required outcomes.

5) Charismatic Leadership Style

The charismatic leadership style is rooted in a form of boldness, bravery or extreme of personality, more or less of celestial origin (Burke et al., 2006; Avolio, Walumbwa & Weber, 2009). It was one of the leadership styles propounded by Max Weber in 1947. It assumes that charm and grace result in a huge following, self-belief is a fundamental need of leaders and members follow those leaders whom they have a high regard for instead of any external form of power (Chen & Silverthorne, 2005; Lee, 2005; Hannah et al., 2008). The charismatic leadership style is quite common in church organisations.

6) Democratic Leadership Style

The democratic leadership style, also known as participative leadership style, derives its roots from the Transformational theory (Burke et al., 2006; Rad & Yarmohammadian, 2006; Vigoda-Gadot, 2007). In this style, leadership focuses on change, visionary leadership and enhancing individual and organisational outcomes. Members are given the chance to build up their leadership skills, participate in leadership and contribute to decision-making (Vigoda-Gadot, 2007). This leadership style is arguably more efficient than autocratic leadership (MacBeath, 2005). Employees feel their opinions, suggestions and ideas are taken into consideration. Although members enjoy a certain 28 level of autonomy, it works effectively in situations where members a highly skilled, passionate and more satisfied about their job as is the situation where the laissez-faire leadership style is utilised.

7) Visionary Leadership

Luhrmann and Eberl, 2007; Yukl, 2006), and it is important to note that visionary leaders utilize transformational behaviors and characteristics. However, according to Sashkin and Sashkin (2002), visionary leaders also display behaviors (i.e. confidence, pro-social power behaviors, and organizational capabilities) that are "necessary for followers themselves to have the knowledge, skills, and abilities" (p. 129) to achieve organizational goals Visionary leaders develop their own personal vision then merge it into a shared vision with their colleagues. Communication of the vision is what empowers people to act. When people do not act, it tends to be because the vision has not been clearly communicated; people spend their time trying to figure out what direction to go, which makes them tired and unresponsive (Heath and Heath, 2010).

8) Situational Leadership

This type of Leadership demand that leaders vary their behavior and leadership style according to their subordinate's commitment. (Kindle, 2009) Situational leadership is the mixture task behavior, worker commitment and relation

behavior. Studies show that the success of situational leadership style is related to the combination of these three components must happen; it allows openness between leaders and members in addition to ensure an independence and competence in employee's decision. A situational leader tries to discover the characteristics of his/her follower in order to know which leadership style to use with him/her. (Farmer, 2012)

9) Servant leadership
Servant leader work silently behind scenes and accepted criticism in positive way. Servant leader does not act defensive when confronted (Sendjaya et al., 2008).The patience, kindness, gentleness, empathy and persuasion as dimensions of servant leadership were given by (Covey, 2006). While, Carroll and Patterson (2014) termed altruism, humility, trust, vision, empowerment, service and agapolove as different dimensions of servant leadership. Servant leader takes a moral stand for ends and means and establish these throughout the organization. This helps to establish the culture that accepts and follows the strong values (Sendjaya et al., 2008).

10) Participative leadership
Participative leadership should nurture high levels of cognitive trust in subordinates, as its provision is likely to influence their perceptions of their supervisor's knowledge, skills and competency in dealing with task-related problems. For example, by encouraging participation in decision-making, supervisors should make their subordinates feel more confident in their ability and competence to guide their task performance (Dirks & Ferrin 2002). Affective trust refers to that which results from the emotional ties developed between two parties within a relationship as they engage in a process of reciprocal social exchange (Schaubroeck, Lam, & Peng 2011). By providing opportunities and support to take responsibility and participate in decision-making, participative leaders should elicit affective trust in their subordinates through the develop/ment of a close emotional bond between the two parties (Huang et al. 2010). This should make subordinates more comfortable to offer their suggestions and get involved in the process of decision-making, and lead them to reciprocate by engaging in work-related behaviors desired by the supervisor such as job performance (Dirks & Ferrin 2002).

Conclusion
After reading all of the literature on the subject of leadership, it becomes clear that it is a responsible and appropriate management is critical to the success of any organization. Each and every organization has the need for effective leaders to determine the effectiveness of organizations by increasing job satisfaction, productivity, and engagement of the students. Even though there is a lot of research on effective leadership styles, there are some researchers who argue that the intersection of transformational and transactional leadership, is the best guide available to the world as it is today. Some researchers argue that effective leadership requires a balance between the transformational and transactional leadership. It is well known that, in the face of a leader of change, and in order to be an effective leader, you must embrace the changes that they face. It is not only an ideal style of leadership, which can be used for each of the questions, since a person can have more knowledge and experience in one situation but not in another. To be an effective leader needs to be open, to be able to accept feedback and adapt their style of leadership is required. To sum up, the changes are necessary if the organization wants to keep up with the times.

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