

Leadership Styles and Organizational Performance

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Abstract

The study aims to conduct a critical and comparative analysis of different leadership styles on the organization's performance and teamwork. For the purpose of the study, in-depth research is conducted in order to write literature, highlighting the existing concepts and dominant perspectives on the related topic which will constitute a solid foundation to further study concerning the effect that leadership styles on teamwork, and overall performance of the organization. The study gives deeper insights on two key leadership styles e.g., Transformational, Transactional and their impact on an organization's performance. The research is done by reviewing the published literature. The findings suggest that both leadership styles help managers to increase teamwork and thereby increase the performance of an organization.

Key words: Transformational leadership; Transactional leadership; teamwork; leadership styles; organizational performance

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1. Introduction

The basic objective of the research is to conduct a critical and comparative analysis highlighting that leadership style plays in institutional effectiveness and performance. In the context of globalization; establishing a clear vision, strategic planning and human resource management has become critical for the effectiveness and the performance of firms. Leaders as per their position and responsibilities have the primary and central role to make success happen for the followers by enhancing their managerial capacity, using their technical skills as well as their emotional and social intelligence. As stated by Lester (1975), leadership is a crucial asset and a resource for an organization that can boost an institute's productivity level and this is exhibited by an individual through means of aptitudes, abilities and talents.

Without denying, the major role of leadership style in the organization, it is worthwhile to highlight the importance of other major actors such as employees' motivation, job satisfaction, employees' qualification, middle and first level supervisors' efficacy.

An extensive literature review in the third section of the paper followed up by the critical analysis of the influence of the different leadership styles will contribute to the body of knowledge in this attractive and useful debate on leaders' role in the organization's effectiveness.

2. Methodology

This study is based on an extensive literature review to highlight the existing concepts and dominant current views on the related topic which will constitute a solid foundation to further investigation concerning the effect that leadership styles have an impact on an organization's effectiveness and performance. The subject attracts many researchers due to the important role that leaders have expected to play in the organization's success. The analysis of the theories

associated with the leadership styles' influence on organizational effectiveness revealed the existence of controversies as it is not always easy to measure the contribution of the leaders. It is evident that indeed a crucial role is played by the leaders but reaching the goals of the organization requires a collective effort from the top management to the low-level employee. Having noted this gap, more investigation needs to be done to improve the measurement of the impact of leadership styles on organizational performance. It is as well recognized that leaders can display different styles at a different degree according to the context they faced. The results reveal that Transformational seem to be suitable in today's changing environment.

3. Review of Literature

Researchers on this subject have different views on how leadership resources are to be used within the organization. According to Cartwright and Zander (2000), leadership is the performance of acts that help groups achieve their preferred outcomes, such as moving groups towards their goals, improving the quality of interactions among group members, building group cohesiveness, or making resources available to the group. Referring to that concept, it appears that leadership itself is a quality that aids an organization in performance and reaching its goals. Danişman et al. (2015), points out that the aim of an institute is not only to survive, rather also to ensure its existence through enhancing productivity. In this regard, meeting the exceedingly ambitious markets needs an appropriate style of leadership that matches each context is required. In the new Leadership approach, leaders are perceived as managers of meaning rather than in terms of simply an influence (Koech & Namusonge, 2012). Hersey and Blanchard (1979) in an opposite view of leadership concept argue that leadership is associated with the process of garnering an influence over the doings of an individual or a group of individuals in an effort to achieve the set of goals. The concept of transformational leadership is first familiarized by Burns (1978), who describes those leaders who utilize such transformational style enable their employees to feel more empowered and be inspired and motivated. In the theoretical approach, a transformational leader is supposed to give attention to employees and utilize the resources to meet employees' expectations. A transformational leader focuses his priorities to create a conducive environment of work to stimulate employees' commitment and performance (Wis, 2002; Bowman, 2005; Gialamas & Pelonis, 2009; Aslam, 2019). In addition, a leader

should provide coaching to employees as he/she wants them to master, share, lend a helping hand and provide actively the implementation of the organization's vision and goals that he/she is promoting. One way in which the leaders express this characteristic and motivate the employees is Mentoring. The transformational leader is predicted to have enhanced the motivation of employees or at least to have provided the environment in which these types of responses are possible (Thoman, 2011).

Regarding transactional leadership, it has been defined by Bass and Avolio (1990) as the services that are exchanged between the leader and follower. To achieve the organizational goals and objectives, transactional leadership is used to link job performance to valued rewards and provide the needed resources to employees in order to encourage them to complete the task assigned to them (Zhu et al., 2005). Leadership is viewed as one of the key determinants of organizational effectiveness and performance and therefore requires to investigate and to have a better understanding of leadership effects on performance. Avolio (1999) describes those leaders who are visionary can construct long term visions that are strategic and then communicate it by giving it a shape and using metaphors, later setting an example through modeling the vision and practically implementing it and depicting it through their actions and gain commitment from the followers to achieve the long-sighted vision. This, in turn, results from in-group trust and motivated employees who are highly coherent and committed to the vision which ultimately results in a changed and new environment in the organization. Leaders are also believed to be facilitators, aiding in developing collective norms and enabling teams to cope up with the environment, guiding them to adjustment and facilitating collective actions.

This leader-centered facet has been able to provide remarkable shrewdness that provides insight into the relationship between leadership and team performance (Guzzo and Dickson, 1996). Several studies lead to the expectation that leadership paradigms will have direct effects on customer satisfaction, staff satisfaction, and financial performance. However, House and Aditya (1997), point out that the effects of leadership on organizational performance have not been well established. They critiqued leadership studies for narrowing their focus to only superior-subordinate relationships and excluding several other functions that leaders perform. In addition, organizational and environmental factors that are critical as they mediate the leadership and performance relationship are also excluded or neglected. Fenwick and Gayle (2008), with the help of their

investigation of the missing links in understanding the relationship between leadership and organizational performance estimate that despite a hypothesized leadership-performance relationship proposed by a few researchers, current findings are questionable and problematic to interpret. The existence of controversies on concepts regarding leadership styles' impact on organizational performance is evident.

2.1. Theories of Leadership/conceptual framework

The most credible theory of leadership in the literature work is the transformational-transactional theory which is conceptualized by Burns (1978) and is largely explained by Peng (2007). According to this theory, the transactional (ordinary) style of leadership is constructed on an orthodox exchange relationship wherein the compliance of followers (efforts, productivity, and loyalty) is earned through the anticipated rewards and compensation.

In contrast, transformational (extraordinary) leaders focus on garnering employees' productivity by making them realize the importance of the results and the value that they will provide through accomplishing them. Additionally, the leaders accentuate and motivate followers to refrain from acting for the benefit of personal gains for the sake of the mission and vision of the organization. Burns (1978) and Bass (1985) state that such total engagement (emotional, intellectual, and moral) inspires the followers to not only meet expectations rather go beyond them. Burns (1978) stress that transformational leadership includes the course of inducing major innovations in work ethics to reach the organizations' objectives and outcomes. Bass (1985) note that transactional leaders use their organizational culture and follow the existing rules while transformational leaders amend their cultures instead of a new vision and a reconsideration of shared conventions, norms and values. Leadership plays a pivotal role when the organization must adapt to changes in technology.

2.2. Transformational Leadership

The way of getting others motivated makes the difference between two forms of leadership i.e. transactional and transformational. As pointed out by Bass (1985), the behaviors of a transformational leader are largely shaped through his/her own personal belief system and values that he/she deems the most important thereby motivating his subordinates to exceed expectations as well. Burns (1978) stresses that this form of leadership is a process that focuses on the betterment of people as a group and engages them in such a way that both leaders and their followers

support and assist one another to advanced levels of morality and motivation. This style inspires followers to think unconventionally and critically to seek new ways to perform their jobs, ensuing intellectual stimulation (Bass et al., 1994). It results in a higher level of performance, satisfaction, and commitment to the goals of their organization (Podsakoff et al., 1983). Bass et al. (1990) identify four aspects or behaviors of transformational leadership which include inspirational and intellectual stimulation, discrete consideration and lastly charisma.

The charisma can also be labeled as attributes of a person or idealized influence, is signified by a sense of mission and vision, inculcating pride in and among the group, and earning respect and mutual trust (Humphreys & Einstein, 2003). Charismatic behavior harvests trust and self-confidence among followers and inspires them to go beyond their own interests for the larger good of the group. Because of the high motivation and confidence among followers, a charismatic leader can easily make great achievements and maintain cohesion and high commitment among followers.

Complementing charisma is the Inspirational motivation that is contemplated with a leader setting higher standards, thus acting as a frame of reference. It is expected of an inspirational leader to provide emotional support to increase awareness and understanding of mutual desirable goals. An inspirational leader is always hopeful about the bright future, enunciates a compelling vision for the future and provides an exhilarating image of organizational change (Bass & Avolio, 1994).

Intellectual stimulation generates challenging new ideas and inspires followers to break away from the conventional ways of thinking and doing things (Bass, 1985). The leader is accredited as the one promoting logic, reasoning, intelligence, reasonableness, rational thinking, and cautious problem-solving.

In the individual consideration approach, the leader pays close attention to the inter-individual differences among followers and act as a mentor to the follower. He provides the required support to the group members to develop their capacities, listens attentively to their concerns (Bass & Avolio, 1994). The objective of individual consideration is to raise each individual level of maturity and to enhance effective ways of addressing their goals and challenges (Bass, 1985).

2.3. Transactional Leadership

As already highlighted in the previous chapter, this style of leadership is built on the exchange notion that results may be achieved and followers or subordinates might comply with the task and instructions on hand but it may not result in employee engagement, motivation and commitment to the organization. The main objective of the leader is to get the task done in order to reach the organizational goals (Boehnke et al., 2003). The transactional leader is focused to get rid of any hurdles in the way of goal accomplishment and ensuring that the subordinates are clear about the objectives and what needs to be attained, the motivation is driven through pre-established goals (House and Aditya, 1997).

Constructive and corrective, behaviors are exhibited by a transactional leader. The former behavior refers to the contingent goals and the former refers to management by exception. Contingent rewards encompass clarifying the tasks and expectations so that rewards can be given accordingly, and the use of conditional rewards and incentives to motivate employees to perform and gain their commitment. Whereas management by exception involves setting clear standards and distinguishing ineffective performance from an effective performance by the leader. It also includes putting forwards the punishments for non-compliant. The style of leadership requires strict check and balance and monitoring of deviances, errors, and faults and then correcting them through taking required measures and steps as early as possible and on a need basis.

Having described the prominent leadership styles, it is important to point out that a crucial aspect of successful leadership is to be informed that how, when, and how much of which leadership style is needed in a specific condition. However, the option to be chosen is a judgment on the part of the one performing the leadership role. In the real world, the majority of the leaders exhibit a dominating style of leadership. Moreover, it is not an easy task to be able to use the various styles of leadership.

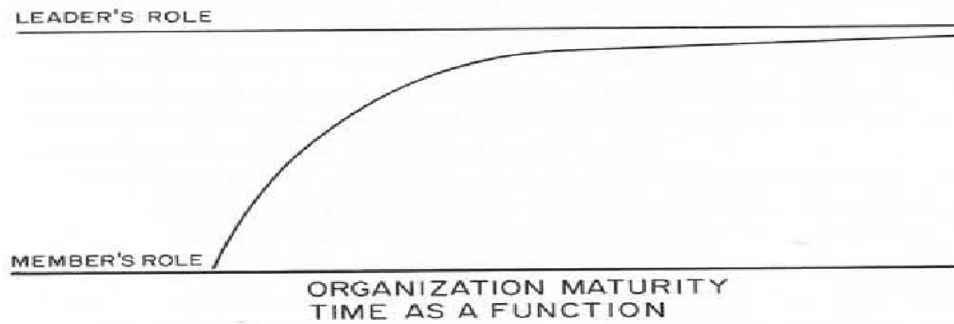


Figure 1: The figure-1 illustrates the changes in the leader's role as an organization passes through different phases of maturity (Lester et al., 1975).

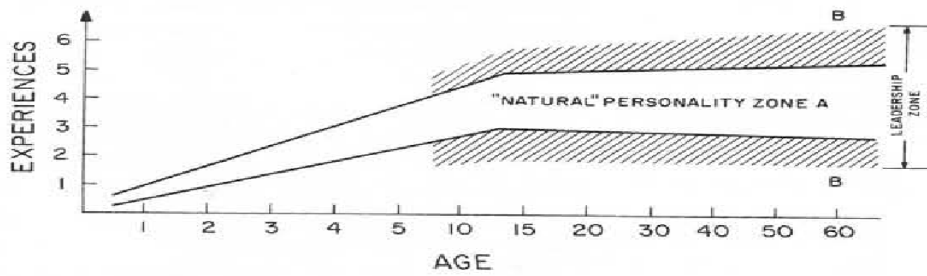


Figure 2: Leadership Zone for Democratic Leaders

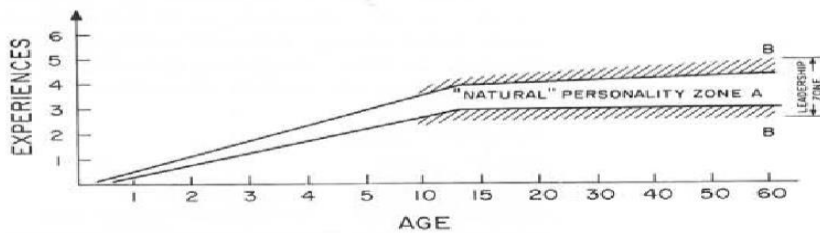


Figure 3: Leadership Zone for Autocratic Leaders

The capacity of an individual's leadership might change as a function of time and experience as shown in figure-2 and figure-3 with a democratic leadership style. It depicts how the capacity of a leader is determined very early in life and may change gradually as he/she matures physically and gradually and through a series of successive experiences his/her leadership capacity is developed and altered. Zone A represents the individual's "natural" personality zone. Zone B represents the individual's expanded leadership zone capacity (Lester C. N., 1975)

2.4. Leadership style impact on Teamwork

The style of leadership is critical in creating the best conditions where an employee can express their commitment to effective performance delivery. In this spirit, teamwork has been promoted in some organizations to enhance managerial aims of improved output and employees' self-fulfillment and welfare. Gallie et al. (2009) state that Teamwork allows organizations to be more inclined to relatively flat patterns of responsibilities, which in turn allows employees to exhibit greater autonomy over their jobs and be more initiative driven and stimulate untraditional potential along with developing fruitful capabilities. Yet, these views are not shared by other authors who argue that it has a negative impact on employees' work experience. Judeh (2011) stresses that effective teams are expected to attain a higher standard in performing tasks and come to greater satisfaction levels collectively. Former works done in this area have also raised the fact that experiences gained through working in groups and effectiveness can boost employees' contentment and minimize turnover intentions. Afolabi et al, (2009) highlight that one of the major factors that can determine teamwork success or failure is team leadership. Despite the increasing role of teams in many firms, teams do not work effectively as desired and therefore, require a clear definition of their role, tasks and degree of autonomy. Various types of teams exist across different organizations that serve the purpose of achieving a specific goal. Sometimes, organizations create a virtual team under which face-to-face meetings are excluded rather all discussions take place virtually. Cartwright and Zander (2000), describe that such types of teams arranged virtually offer strategically important benefits to firms in connecting competent employees, enabling them to be more flexible and also mitigate equipment costs and travel expenses.

Gallie et al. (2009) also highlight the fact that employees who are given more autonomy and decision-making power tend to think more favorably of the tasks that are assigned to them at work and also about their work and feel less stress also. However, there is very little data that supports the linkage between teamwork and task direction of employees. It has been noted that teamwork expanded in the early 1990s and 2006 because mainly of the type of teamwork that increased employees' decision-making power. Upon analyzing the data obtained from 'British Skills Survey' it is found that the advantages of teamwork are limited to self-directive teams when talked about in terms of employee welfare and productivity potential. This narrative is also seconded by Batt and Appelbaum (1995), who proposed that teams that are self-directive exhibited perceived discretion, contentment and job security for workers to a higher extent. Also, it majorly influences objective productivity. Benders et al. (2001) also posit that group delegation has a constructive effect on reducing absenteeism and increasing the performance of employees. It appears that the reason for relating teamwork to increased productivity is on the grounds that completing the leadership role, employees feel more empowered as it allows them to control their work environment to a great extent (Gallie et al., 2009). Therefore, teamwork can be labeled as a set of organized mechanisms that improve organizational effectiveness by stimulating employee enthusiasm and commitment. It has also been agreed by many researchers that working in a team takes organizational performance as a level up through the amplified opportunity, it gives to personnel to use their learnings, skills and capabilities. Simultaneously, it also enables employees in acquiring knowledge, learn, share knowledge and skills acquisition. Teamwork can inspire shared and cooperative learning processes particularly in facilitating employees' aptitude to accumulate specific tasks where learning from each other is probable to be the most effective source of skill development. Green et al. (2001) has argued that there exists a significant correlation between organizational flexibility (which includes membership of quality circles and the support of the organization) and a variety of general skills.

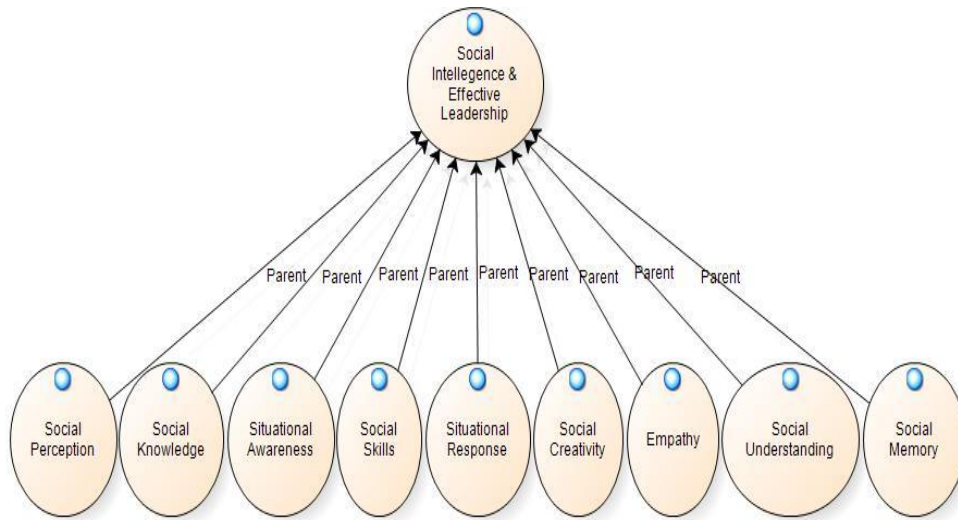


Figure 4: Social Intelligence and Effective Leadership: Content Analysis Approach, The Model is given by Shahid (2017)

3. Conclusion

Lester (1975) suggests that, in order to act as a more efficient leader, the leaders must analyze themselves their strengths and their ways of leadership and also chalk out the extent of his leadership zone.

To be a more effective leader, each leader must analyze his/her own leadership style and determine the scope of his/her leadership zone. Based on this valuation, he/she should ameliorate his/her efficiency as a leader by sapping his/her weaknesses. This will require a lot of effort, commitment, including training and experience. In an organization, people with different styles of leadership can be complementary to fulfill the organization's needs. The leadership personality theory paves the way to becoming a more effective and efficient leader through aiding the individuals in their workplace. As (Lester, 1975) describes when an organization matures and procures experience, the role of leader also changes. The literature review shed light on the fact that leaders have a dominating style of leadership that they use to exhibit. However, in a certain specific context they can be obliged to apply another leadership style. Obiwuru et al. (2011) report that the transactional style of leadership is more prevalent in SMEs for inducing

performance in contrast to the transformational leadership style. They suggest that SMEs should embrace the transactional style of leadership but also plan on to later switch to a transformational form of leadership style in the later stages when the organization is more developed and mature.

Most of the claims made by researchers in different pieces of literature related to the impact that different styles of leadership have a positive impact on teamwork and point out the benefits of teamwork on the productivity of organizations. Another important contribution of teams is the enhanced performance and productivity of organizations due to increased employee performance and organizations being more agile and responsive (Jones et al., 2012). This beneficial impact can be attributed to the positive influence on the attitudes of employees for example increased morale and higher job satisfaction and commitment to the employer. A range of studies performed is evident of proclamation that teams can have a positive, albeit adequate, influence on firms. However, a bunch of scholars claims that the evidence for a team-firm productivity link remains inconclusive. This linkage is plausible where teams receive clear guidance from leaders and have scanty independence and must meet laborious routines (Jones et al., 2012). It appears that teams have the potential for stimulating performance and worker attitudes if they are administered effectively with attainable goals and outcomes to be achieved. Glassop (2002) concludes that the literature lacks consistent empirical evidence to support their widespread adoption.

	THE CONTEXT'S CHARACTERISTICS	THE LEADER'S JOB	DANGER SIGNALS	RESPONSE TO DANGER SIGNALS
SIMPLE	Repeating patterns and consistent events Clear cause-and-effect relationships evident to everyone; right answer exists Known knowns Fact-based management	Sense, categorize, respond Ensure that proper processes are in place Delegate Use best practices Communicate in clear, direct ways Understand that extensive interactive communication may not be necessary	Complacency and comfort Desire to make complex problems simple Entrained thinking No challenge of received wisdom Overreliance on best practice if context shifts	Create communication channels to challenge orthodoxy Stay connected without micromanaging Don't assume things are simple Recognize both the value and the limitations of best practice
COMPLICATED	Expert diagnosis required Cause-and-effect relationships discoverable but not immediately apparent to everyone; more than one right answer possible Known unknowns Fact-based management	Sense, analyze, respond Create panels of experts Listen to conflicting advice	Experts overconfident in their own solutions or in the efficacy of past solutions Analysis paralysis Expert panels Viewpoints of nonexperts excluded	Encourage external and internal stakeholders to challenge expert opinions to combat entrained thinking Use experiments and games to force people to think outside the familiar
COMPLEX	Flux and unpredictability No right answers; emergent instructive patterns Unknown unknowns Many competing ideas A need for creative and innovative approaches Pattern-based leadership	Probe, sense, respond Create environments and experiments that allow patterns to emerge Increase levels of interaction and communication Use methods that can help generate ideas: Open up discussion (as through large group methods); set barriers; stimulate attractors; encourage dissent and diversity; and manage starting conditions and monitor for emergence	Temptation to fall back into habitual, command-and-control mode Temptation to look for facts rather than allowing patterns to emerge Desire for accelerated resolution of problems or exploitation of opportunities	Be patient and allow time for reflection Use approaches that encourage interaction so patterns can emerge
CHAOTIC	High turbulence No clear cause-and-effect relationships, so no point in looking for right answers Unknownables Many decisions to make and no time to think High tension Pattern-based leadership	Act, sense, respond Look for what works instead of seeking right answers Take immediate action to reestablish order (command and control) Provide clear, direct communication	Applying a command-and-control approach longer than needed "Cult of the leader" Missed opportunity for innovation Chaos unabated	Set up mechanisms (such as parallel teams) to take advantage of opportunities afforded by a chaotic environment Encourage advisers to challenge your point of view once the crisis has abated Work to shift the context from chaotic to complex

Figure 5: A leader's Framework for Decision Making (Snowden & Boone, 2007)

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