

Issue for Influence of Leadership Style on Organizational Performance

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Abstract: The research done for the work revealed that the study and impact of leadership styles in organizations is the most crucial element in the company's existence because the source is the employees, who result in profit for the firm and its growth. Numerous classifications and tactics that currently have an impact on employee productivity in the workplace have been identified by research on leadership styles. A variety of practical solutions were put forth to the company's management in order to boost success, which in turn increased employee motivation and sparked a desire to work.

Keywords: management, leadership, work, job, activity, employee productivity, classifications

Introduction

One of the most essential characteristics of a production organization is the existence of various layers of management due to the necessity to divide functions within the organization itself, as well as a fairly high number of workers, which varies depending on the sector of activity. Organizations management involves two types of management activities in general. For starters, it serves as an activity for determining the primary goals and methods for achieving them, as well as the development strategy of a company. Second, it comprises a leader's direct contact with subordinates in order to address official difficulties, i.e. to achieve goals.

2. Literature review

The significance of leadership in an organization cannot be understated when it comes to creating a vision and mission, setting goals, defining strategies, policies, and processes to achieve those goals successfully and efficiently, as well as directing and coordinating internal operations. (Wang, 2008).

There are two options here. The first method of influence is direct, i.e., by assigning particular responsibilities. The second is an indirect influence that serves as motivation, such as when different incentive schemes are used (Krasovskiy, 2012). The type of influence used and how it is used influences the leadership style. The behavior and leadership style of the manager have a significant impact on how each person approaches their production responsibilities, how motivated they are to work and produce results, and how the environment in the production organization is perceived by everyone. Therefore, a lot of the characteristics of production and economic activity, as well as the extent of its social growth, are largely determined by the leadership style. Consequently, management style functions as a strategic variable, the alternation of which causes discernible changes in all other variables.

The development, expectations, and capacity-building of followers are the focus of effective leadership. Managers in leadership roles must concentrate on the expansion of the staff's system of values, their level of motivation, and their morale as well as the expansion of their abilities.

A leader's regular behavior toward subordinates while working toward a goal is referred to as their leadership style. Leadership is one of the elements of management tasks. Leadership style is a stable system of tactics, approaches, and individual-typical qualities for influencing the team's leader in order to carry out managerial and organizational duties. This is the routine behavior of a leader toward their

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employees in an effort to motivate and influence them to accomplish the objectives of the company. A manager's leadership style can be seen in the extent to which he or she delegated, the sorts of authority used, and whether or not he or she prioritized the work at hand over interpersonal relationships. Whatever style a leader opts for, it is clear that his decision is motivated by a clear objective that defines the course and mode of his actions. The objective aspects of style also include other elements. These include the consistency of management, the details of the purview of a particular activity, uniform standards for managers, socio-psychological characteristics of performs (age, gender, qualifications, profession, interests and needs, etc.), the level of the management hierarchy, and the management techniques and methods employed by higher managers. The mix of the manager's actions, the team's production and relationship-regulating duties, the team's traditions and communication practices, and the style of work are all demonstrated by these objective components of style.

The techniques by which the leader inspires the team to take an initiative and creative approach to the completion of the obligations entrusted to him, as well as how he controls the results of subordinates' activities, are examples of leadership style.

On the other side, focusing on a company's leadership style involves creating a future vision in order to establish a feeling of direction. In order to foster dedication to the objectives, a leader must also interact with the workforce, encourage cooperation, inspire and motivate them.

3. Methods

Used methods/methodological background literature review, qualitative and quantitative analysis, empirical research methods.

The scope of this study includes the following **limitations**: non-disclosure of company policy, and not mentioning the name of the hotel where the analysis was conducted. It is worth noting that research **limits** also include certain difficulties in finding and processing company data. The methods used, such as case studies, interviews and research, are solely for the purpose of learning and improving the current leadership style at ABC Hotel from "MOGOTEL" Hotel Group.

It should be noted that there are limitations regarding the study that are directly related to data collection. The created questionnaire is used to obtain information about the impact of leadership styles on organizational performance, from the faces of the employees of the selected organization, as well as from the total number of voluntary participants outside the organization. The structure of the paper is as follows: The first part is the theoretical part. The theoretical part includes information about leadership styles, their characteristics, classifications and effectiveness, as well as statistics and the applying of leadership styles in the hotel business. The second part of the paper includes a research part. In the research part, the author conducted an analysis based on the collected data and showed the results obtained with their explanations. The conclusions and suggestions based on the theoretical and research part will be shown in the third part of the paper. The end of the article will include a list of references and appendices.

4. Analysis and results

Leadership has a direct cause-and-effect relationship with businesses' success, claims (Burakanova G, 2013). Leaders decide on values, culture, willingness to adapt, and employee incentive. They affect institutional initiatives, including how they are implemented and how effectively they function. The fact that leaders can be found at various levels of an institution, not only in management, should be stressed. However, all effective leaders share a certain trait. They exert influence over others around them to get the most out of the company's resources, particularly its most important and expensive human resources and cash.

Only organizations with the appropriate leadership style or styles in place at the moment can achieve and likely continue this achievement. Leadership is a process that entails using non-coercive influence to define the culture of a group, set its goals, and encourage behavior toward achieving those goals.



The process of making a group decision is closely related to the problem of leadership and leadership, because decision making is one of the important functions of a leader, and organizing a group to make such a decision is a particularly complex function. The fact that group decisions are in many cases more effective than individual decisions has been repeatedly noted. In modern conditions, when the activity of groups is activated in many parts of the social organism, this problem is of particular relevance. Features of decision-making by the group will depend on the style of the leader or leader and on what role he takes on in the group.

Here is an explanation for the 6 roles of leadership.

- leader-organizer (performs the function of group integration);
- leader-initiator (leads in solving new problems, puts forward ideas);
- leader-generator of emotional mood (dominates in shaping the mood of the group);
- erudite leader (distinguished by extensive knowledge);
- standard leader (is the center of emotional attraction, corresponds to the role of a "star", serves as a model, an ideal);
- leader - master, craftsman (specialist in some kind of activity).

The use of one or another leadership style by employees is determined by a whole system of economic, social, political, psychological and other factors are shown in Figure 1.1. But it also depends on the person exercising managerial functions, on his personal qualities.



Figure 1. Factors influencing the choice of leadership style (author constructed)

We can also emphasize the key elements that define the leadership style in addition to Figure 1: stipulations for managers on their aptitude, effectiveness, accountability, personal traits, morals, character, temperament, etc.;

The way a person works affects not just how they conduct themselves as a leader, but also how the entire system functions and how their subordinates are affected. Consequently, each organization is a distinct amalgamation of people, aims, and aspirations. Every manager is an individual with their own set of skills. The management style that a leader employs in the real world is something that he or she

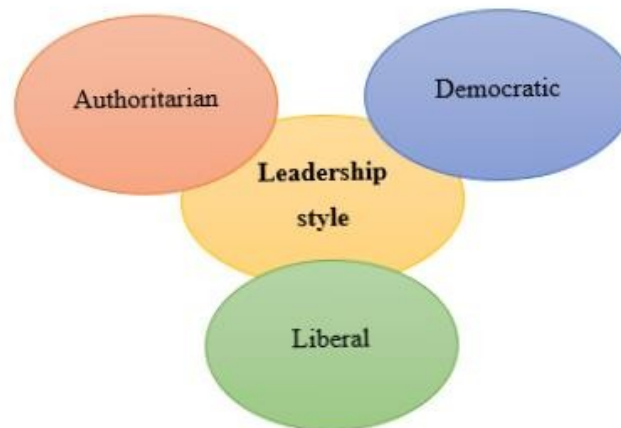


created. He does, however, take into account a variety of both objective and subjective factors and conditions, depending on whatever style is receiving its particular substance. Style is a social phenomena since it both reflects the leader's perspective and views and heavily influences the system's overall outcomes.

The effectiveness of managerial activity depends on the abilities of the leader. According to the definition of psychologist (Leontiev, 2003), abilities are such properties of an individual, the totality of which determines the success of a certain activity.

Initially (R.Likierot, 1984) identified three leadership styles: authoritarian, democratic and liberal (See Figure 1.2).

Figure 2 identified three leadership styles by (R.Likierot, 1984)



With an authoritarian style, the leader decides all issues on his own, not considering it necessary to take into account the opinion and recommendations of the team. Accordingly, the psychological climate under such a leader will be unfavorable, perhaps even negative.

A leader who selects a democratic leadership style typically informs his team members of the team's current situation and is able to appropriately respond to criticism directed at him. Such a leader does not demonstrate his dominance over his followers; instead, he is viewed by them as an equal team member rather than as a superior. These characteristics help the team maintain a positive psychological environment.

5. Conclusions

The liberal style of leadership is defined by the leader adopting significant managerial decisions, focusing on the objectives and interests of specific team members, and taking on numerous roles within the party. While the leader alone does not have a strong will, the liberal approach involves the collective adoption of administrative decisions. This management approach is quite unstable.

The basis of leadership is a successful combination of formal (manager) and informal (leader) ways of managing a team to achieve goals. Consider three modern leadership models: Attribute Leadership: The leader monitors the actions of subordinates and, based on his observations, decides how best to build relationships with each of them. The attitude of subordinates also influences the leader.

Charismatic leadership: influence is built on the personal qualities (charisma) of the leader and his management style.

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