



EFFECTIVE LEADERSHIP STYLES FOR THE MODERN WORKPLACE



Archita Chakraborty*, Srikrishna Banerjee

Original Article

Lincoln University, 47301 Petaling Jaya, Selangor D. E., Malaysia

*Corresponding Author's Email: archita@lincoln.edu.my

Abstract

A proficient leader exerts influence on their followers in a desirable way to accomplish goals and objectives. The research clearly indicates that various leadership styles may impact an organization's efficacy and performance. The evolution of many leadership styles across time. The information was acquired via a comprehensive assessment of several articles, research papers, and publications on various leadership styles from a range of reputable journals, periodicals, and books. Furthermore, the study suggests that the significance of both transactional and transformational leadership models has increased due to the extensive research conducted in these areas. A successful leader exerts influence on followers, guiding them towards the attainment of goals and objectives. The research indicates that various leadership styles may influence the efficacy and efficiency of a corporation. A systematic and comprehensive analysis of existing literature and research constitutes the methodology employed in this review paper. Various forms of leadership have evolved over time. The knowledge has been acquired via extensive reading of several articles and research papers on leadership styles, as well as a wide range of publications, journals, and books. Also, a lot of research has shown that both transformational and transactional styles of leadership are more important because they are directly related to how leaders do their jobs and because a lot of research has been done on them.

Keywords: *Effective Leadership; Leadership Styles; Modern Workplace; Transformational Leadership; Transactional Leadership; Workplace Innovation*

Introduction

Over the last twenty years, several publications have focused on the paramount significance of team efficiency. Effective team management necessitates the presence of a leader who can inspire and provide a clear vision to their followers. Leaders are responsible for establishing intelligent objectives for their subordinates and providing them with sufficient authority to accomplish the aims of the business. The field of study that examines the impact of leaders on team performance might be considered one of the most rapidly advancing fields. Leaders are considered essential assets for team members. Leaders are crucial in establishing shared standards and helping team members confront and overcome difficulties that emerge in a team setting. The paramount significance of leaders in influencing team members has led to the development of novel approaches through which leaders may provide value to team members. The paramount significance of leaders to team members has led to the development of novel approaches through which leaders may provide value to their team members [1].

The leadership style of managers is crucial for the effectiveness of collaboration. Oftentimes, leaders lack awareness of the primary needs and desires of their fellow workers, or they struggle to discern the distinctions among the people comprising the team. Consequently, the failure to timely identify and address different difficulties among team members leads to a decline in their productivity. Leaders must give clear and persuasive guidance to enable team members to accomplish both team and corporate goals. Compelling direction may be achieved via the implementation of transformational leadership, sometimes referred to as person-focused leadership behaviour. Additionally, persuasive guidance should be sufficient to establish the framework required for task-focused leadership. It is crucial to examine the distinction between the two forms of leadership conduct. Assignment leadership conduct, or management style, prioritizes the timely and precise completion of the assignment. Task-oriented leaders develop schedules that consist of attainable goals, which may enhance the efficiency of team members. In contrast, person-focused leadership primarily focuses on building an improved and empowering atmosphere that inspires workers [2].

Various factors, such as authority and leadership efficiency, interpersonal abilities, capacity to make decisions, cognitive abilities, and individual qualities, are the primary driving forces behind these challenges. The level of accomplishment serves as a bridge between the authorities and the individuals below. The long-term achievement of such organizations is solely dependent on the effectiveness of the staff and the leadership in charge. The workers' brave efforts, devotion, and efficiency in achieving desired targets reflect different leadership styles. The styles of transactional and transformational leadership are the most prominent among them [3].

The current research aims to provide a theoretical framework that may serve as a solid foundation for implementing theories derived from existing theories. These ideas are universally inapplicable. In order to achieve this objective, this review paper conducted a comprehensive analysis of the primary concepts of leadership, methods of management, associated models, and the current state of institutions in various contexts. This research aims to construct a leadership model in which leadership styles, namely transformational and transactional styles, serve as precursors to workers' success. Executives who thoroughly analyse the obstacles to improving institutions, including political and bureaucratic challenges and internal corruption, and who can use their competence and expertise to implement effective strategies to enhance staff performance are needed [4]. This research provides a thorough examination of the existing literature on leadership styles, namely transformational and transactional styles, and their impact on workers' performance.

Furthermore, the paper examines the significance of leadership in cultivating motivation and employee engagement, since these elements are inherently connected to the success of a business. Effective leaders transcend the role of mere managers; they possess the ability to envision and motivate their teams, enabling them to achieve their utmost capabilities. Researchers examine the intellectual and behavioural aspects of leadership, illuminating the significance of interpersonal skills, compassionate feelings, and the ability to communicate in establishing confidence as well as connection with teammates [5].

Additionally, this paper examines not only the beneficial effects of competent leadership but also the possible difficulties and drawbacks that leaders may face in the contemporary work environment. Crucial aspects of this topic include leadership ethics, the equilibrium between authority and cooperation, and conflict management. In addition, this analysis examines the necessary adaptation of leadership styles in light of the constantly shifting work environment, which encompasses the emergence of virtual and collaborative teams, freelance employment, and the need for executives who can effectively handle uncertainty [6].

The primary objective of this review article is to provide a thorough examination of leadership styles that are successful in the contemporary workplace. It aims to give valuable insights that may be advantageous to leaders, managers, HR experts, and researchers. Through comprehending the intricacies of leadership within the present-day framework, people and organizations may develop leadership methodologies that facilitate achievement, stimulate originality, and establish work environments conducive to the flourishing of both leaders and workers.

Literature Review

An organization is composed of several departments, each consisting of personnel that serve as the fundamental units with distinct roles and abilities. The primary role of the leadership in this framework is to enhance the ethical principles and productivity of the workforce, resulting in a growth in the organization's production. Under the guidance of inspirational leadership, workers do not experience a sense of isolation from the central authority. This fosters a strong sense of unity and results in their job being carried out with integrity and unwavering dedication [7]. Leadership encompasses both a field of study and a practical aptitude at the macroscopic level. The researchers' present study emphasizes the many leadership styles that exist in numerous domains of life, depending on the circumstances. At the individual level, it includes the competencies, leadership aptitude, expertise, and background of an individual or a group of individuals. The leadership endeavors to engage workers fully in the company by exerting their authority and promoting involvement, devotion, and a feeling of ownership. This is achieved via mobilization, motivation, and effective communication.

The Transformational Leadership

James MacGregor Burns, a renowned leadership scholar, first introduced the idea of transformative leadership in 1978. Leadership is a procedure in which a leader effectively involves their followers by inspiring them via empowerment, education, trust, and communication. A transformational leader enhances a collaborative approach in which both the leader and the subordinates collaborate on a shared objective for both the future and the present of the business. The transformational leader exhibits charismatic qualities, instils moral principles, and endeavors to enhance the competencies of the personnel. This leadership style fosters a distinct vision that amplifies the efficiency and commitment of subordinates and staff members, ultimately leading to the completion of high-impact tasks that provide optimal output. Consequently, the personnel used maximum effort to elevate the organizational standards to align with worldwide requirements [8]. Simultaneously, transformational leadership demonstrates innovation and creativity to a certain degree, makes daring choices, and remains steadfast in collaborating with the collective desires of all units within the business [9]. A transformational leader is thought to reconstruct the organizational structure based on the desires and aspirations of the workforce while considering global benchmarks and current circumstances. The transformational leader fosters trust and cultivates confidence among colleagues, therefore aligning their values and ultimately enhancing their performance [10]. The style of transformational leadership has four distinct qualities: idealized power, customized concern, motivating enthusiasm, and stimulation of thought.

The Transactional leadership

The current research aims to investigate the influence of both transactional and transformational styles of leadership on the job performance of employees. It seeks to determine the degree to which both leadership styles change the connection between leaders and employees and identify which style has the most successful impact on employees' performance levels. Simultaneously, it examined the influence of transactional leadership on workers' performance. The transactional leader employs a style characterized by the implementation of rules and regulations. They establish their authority, set specific objectives, and direct staff to do predetermined duties [11]. When using the transactional method, the leader prioritizes contingent compensation and management by exception. Studies suggest that the implementation of contingent reinforcement leads to the belief among followers that achieving goals will lead to the attainment of desired rewards. Through the implementation of leadership by exception, the leader's involvement is minimal until there is a failure to achieve goals [12].

Various researchers in the field of social sciences have emphasized a range of leadership styles.

A study on leadership behavior examined several factors that influence leadership style and the delegation of power [13]. The study included 123 executives from both the public and private sectors. A study revealed that 67% of CEOs in the corporate world and 57% in the government sector use a democratic decision-making style or leadership approach.

In Alqahtani's study [14], it was observed that women in leadership positions had traits such as high intelligence, confidence, composure, perseverance, openness to experimentation, liberalism, social precision, self-motivation, and a calculated, cerebral attitude to problems. They were able to maintain amicable ties with their bosses. He did research on women occupying leadership positions in Eastern and Western countries.

In research on leadership behavior, it was shown that there was a substantial correlation between general leadership qualities and four personality traits: outgoingness, intellect, emotional stability, and assertiveness. He did research on the management skills of administrators at secondary schools in the state of Haryana [9].

Maisyura *et al.* [8] argued that a kind of leadership called transformational leadership is crucial for rejuvenating major American firms like General Motors, AT&T, and General Electric. They say that transformational executives must build a new vision for the company, since they believe that the push for fundamental organizational change will increase rather than decrease in the future. Galvanize workers to embrace and actively pursue the new perspective and firmly establish the necessary changes. If the development of this kind of leader does not become a priority at a national level, the authors have a pessimistic view on the rejuvenation of the American economy. The authors argued that transformational leadership is necessary for renewing companies, based on the assumption that the demand for fundamental organizational change will increase. In the end, it is the responsibility of those in management to choose the appropriate kind of administration and company culture.

Aldulaimi & Abdeldayem [10] analysed the attributes of leadership teams in the realm of higher education. Team leaders demonstrated specific qualities, such as conceptual leadership, as well as traits like honesty, integrity, and a commitment to justice. He did research focusing on the efficacy of team leaders in high-performance teams within higher education. The primary objective was to observe and analyse the qualities shown by team leaders.

According to Nahum & Carmeli [15], leadership is defined as the process of choosing sources of power and influence. The transformative approach perceives leadership as a collaborative effort. The result of this approach is the capacity to metamorphose oneself, another person, and the company as a whole to unprecedented levels of inspiration and achievement.

Nabi *et al.* [16] conducted a study to examine the correlation between transformational leadership, the leader's expectations of their followers (known as the Pygmalion effect), and the preparedness of followers for promotion. The study used a sample of 101 managers from two firms in India. Participants provided responses on their preparedness for advancement and their supervisor's transformative leadership style and expectations. The assessment of preparedness for promotion was measured using two distinct dimensions. The first aspect pertains to the incentive of the subordinates to do well and advance in their position. The subordinate's confidence was assessed as the second dimension. The findings indicated a substantial positive correlation between the leader's expectations and the follower's preparedness for advancement. Each of the five components of transformational leadership had a substantial positive correlation with the leader's expectations. Promotional readiness is favourably correlated with three specific aspects of transformational leadership: idealized influence, inspiring motivation, and intellectual stimulation. However, it is not correlated with the fourth component, customized consideration. The results also indicated that the leader's expectations serve as a mediator.

Kawiana *et al.* [17] conducted research to examine the impact of transformational and disruptive leadership on employee commitment to change. The impact of effective transformational leadership on the results of certain change projects remains unclear.

Jeong [6] conducted research to analyse the interconnections between interpersonal competence and transformational management using multivariate analysis. The study of the connection between interpersonal skills and transformational leadership traits revealed strong connections, proving the important role emotional intelligence plays in how managers act.

According to Nangia & Arora [18], research has highlighted the significant impact of expatriates' approaches to leadership. Being effective and productive in the host nation has been widely regarded as a key factor. A study has conducted an analysis of the leadership styles of 25 Japanese and 23 American citizens who are residing in India. The research examined 10 leadership components to assess the managerial approaches to leadership in various nations. The results were analyzed to discern the disparities and resemblances among the leadership styles. Statistical analysis

indicated substantial disparities in four out of ten leadership components, while the other six components showed no significant variances. The findings indicated that American managers have proficient communication abilities. Japanese managers often incentivized their subordinates to increase their efforts by explicitly defining the expected level of performance and what fell short of it. American managers have superior knowledge and abilities to effectively impart and instruct their subordinates. The research also elucidates the ramifications for expatriates in terms of leadership efficacy.

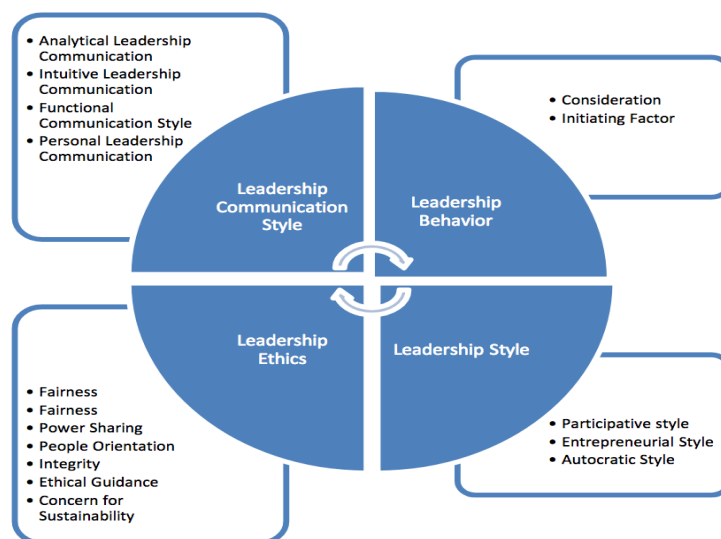
One of the studies explored the correlation between leadership styles and work satisfaction among employees of physical education organizations in Isfahan [19]. The results of this study indicated a substantial positive association between overall leadership characteristics and work satisfaction. The associations between the sub-scales of different types of leadership, namely transactional leadership, transformational leadership, and passive/avoidant leadership, and work satisfaction were statistically significant. The findings indicated that leadership is considered to be an important indicator and plays a vital role in determining workplace fulfilment [19].

Based on the performed research, the prominent characteristics of effective leadership are their integrity, sincerity, intellect, and self-assurance. Two newly identified managerial attributes that lead to successful outcomes are situational awareness and a proactive inclination to assume control [20].

The concept of leadership influence was defined in the following manner: a leader must possess flawless charisma, or the ability to have a powerful impact on others [7]. Leaders may demonstrate expertise and self-assurance through their behaviour. Furthermore, leaders must foster and inspire others who are under their guidance. This is mostly attributed to the perception that they serve as role models for people who admire them. Leaders must possess a comprehensive understanding of each individual problem [21]. Every individual exhibits diversity in their physical features, aspirations, and strategies towards life's pursuits. Hence, it is crucial for leaders to demonstrate genuine curiosity towards every individual inside the team [7].

Mercader *et al.* [4] provided a definition of leadership that encompasses key attributes, such as overseeing information dissemination, organizing productive conferences, encouraging teammates, stimulating fellow workers, guiding subordinates, offering advice to team members, establishing clear team boundaries, and articulating team objectives. The four fundamental principles of good leadership are teamwork, role clarification, active involvement, and clear direction.

Figure 1: Effective Leadership in Organization



Source: Shah [19]

Gaps in Literature

The objective of the research is to examine the impact of various management approaches on corporate productivity. In recent years, the implementation of organizational reforms such as restructuring, reengineering, and downsizing has adversely impacted interpersonal connections in the workplace for many individuals. The aforementioned modifications have led to less managerial engagement, heightened competitiveness among colleagues for limited resources, increased customer demands, and a less amiable corporate culture. For organizations to succeed and stay competitive, they need administrators who are driven to deploy more streamlined methods and advanced technology. Building and upholding a sustainable relationship between employers and workers is now one of the most urgent management issues. An effective approach to organizational management may facilitate the attainment of this objective.

Methodology

The methodology utilized in this review article includes a methodical and thorough examination of current literature and research. Comprehensive literature searches were explored utilizing academic databases such as PubMed, Google Scholar, ProQuest, and relevant journals. The objective was to discover peer-reviewed articles, books, conference papers, and reports that discuss leadership styles in the contemporary workplace. The relevance to the topic, publication date (with a focus on recent research within the previous decade), and caliber of the study all played a role in determining whether or not to include studies and publications. Non-English publications were omitted owing to linguistic constraints. Relevant data from specific sources, including important ideas, observed results, and conceptual frameworks, was retrieved and systematically arranged for analysis.

The results were consolidated to provide a comprehensive summary of the many leadership styles examined in the literature, their practical uses, and their consequences for the contemporary work environment. During the review process, a rigorous examination was carried out to examine the strengths and weaknesses of the chosen studies and to guarantee the accuracy and authenticity of the synthesis material. This methodology guarantees that the review paper delivers a knowledgeable, organized, and current analysis of effective leadership styles in the contemporary workplace. It draws upon a wide array of scholarly sources to provide valuable insights as well as advice for professionals as well as scholars.

Discussion

The current research aims to enhance our understanding of the correlation between leadership styles and employee performance. In the current competitive landscape, organizations must prioritize their duties and procedures in order to enhance their performance and ensure their survival and growth. Given the current circumstances, the primary goals of every progressive organization are to enhance the capacities of individuals and eventually improve the performance of the institution [22]. The performance of workers is the result of their unique behaviors, which directly contribute to achieving the goals of the organization. Currently, the experts consider several aspects to enhance the performance of workers. The elements that influence job satisfaction include leadership, working conditions, connections with colleagues, opportunities for enhancement, increments in salary, ensured jobs, individual characteristics, motivation, administration, equality, and the structure of the institution [16]. In order to achieve a notable transformation, it is important to raise the performance of workers through the use of procedures that promote institutional performance [5].

Strategic planning is thought to have an impact on leadership. Leadership is crucial to establishing a shared vision and fostering dedication. The collaborative work approach is closely linked to the search for an effective leadership style. Organizations must be cognizant of the possible ramifications of role pressures to thrive in a fiercely competitive environment. Based on the analysis of existing literature and the results of the present study, it is evident that role stresses, namely role ambiguity and role conflict, are identified as the primary contributors to work discontent and job performance. Gaining insight into the inherent characteristics of job stresses and identifying their possible origins will enable organizations to effectively manage and mitigate the impact of role stressors.

Transactional leaders prioritize the roles and obligations of each team member, recognizing the need to clearly define the position of every person in the organization to prevent role conflict. The analysis of the literature suggests that numerous qualities demonstrated by transactional leaders are more likely to have a negative influence on role conflict by lowering its possibilities of occurrence. Transactional leaders establish a mutual understanding with their followers on the significance of each specific task that must be completed within a certain time-frame [3]. Consequently, increased levels of transactional leadership have been shown to reduce the chance of role ambiguity. Addressing ambiguity about roles and disagreements is thought to enhance work effectiveness. Enhancing work performance has been seen to have a favorable impact on promoting job collaboration.

The literature study indicates that the correlation between work performance and job collaboration is relatively contentious in the existing body of information. Recent research indicates a significant correlation between work performance and job collaboration. Role theory posits that the organizational environment is crucial in determining the primary roles of workers, since these roles explicitly outline the expectations placed on employees [5]. The efficacy and effectiveness of members of the workforce greatly depends on the function of leaders, as well as their qualities and leadership styles. The study's results indicate that both transformational and transactional leadership have a significant influence on ambiguity regarding roles and disagreement.

Conclusion

The literature study provides compelling evidence to assert that the realm of leadership is very varied, with several uncharted domains that have significant importance for business achievement. Furthermore, future studies should explore different leadership theories and examine their impact on mitigating job pressures. The characteristic theory is a significant hypothesis in the field of leadership. A future study may explore the significance of certain leadership traits in enhancing work performance and collaboration, in line with the trait theory. Ultimately, proficient leadership styles in the contemporary workplace are crucial for achieving organizational triumph and ensuring the welfare of employees. The assessment has highlighted a range of leadership strategies, underscoring the need to be flexible and perceptive of one's surroundings. Leaders must exhibit a diverse range of skills, including emotional intelligence, ethical behaviour, and a strong commitment to engaging employees. With the evolution of workplaces, leadership styles must also adapt to include technology, remote work, and the evolving requirements of a diverse workforce. In the contemporary period, the pursuit of successful leadership necessitates ongoing education and development since leaders serve as catalysts, incentivize, and guide companies towards a more promising future.

Conflict of Interests

The authors state that they do not have any personal conflicts of interest.

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