

Exploring Leadership Effectiveness and Its Impact on Performance: A Systematic Literature Review

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Abstract: An efficient human resources department plays a pivotal role in propelling a company's growth trajectory. Acknowledging that human resources represent the company's greatest asset, the impact of their performance on overall results and profits cannot be overstated. This study undertakes a comprehensive review of leadership effectiveness through the literature review method, employing the PRISMA method to identify and analyze 53 articles on various aspects of leadership effectiveness. The findings underscore the critical role of effective leadership in modern business, emphasizing its influence on how teams achieve goals by adeptly adapting to cultural and circumstantial nuances. Successful leadership is portrayed as a multifaceted approach involving guidance, strategic thinking, and inspiration. The study recognizes the dynamic interplay between leadership, organizational context, and diversity, stressing the need for leaders to adapt to economic fluctuations, industry dynamics, and evolving communication landscapes. Furthermore, leadership emerges as a catalyst for heightened employee engagement, morale, and productivity, fostering an environment conducive to innovation. The study underscores the necessity for leaders to navigate cultural norms in diverse regions, highlighting the importance of understanding and adapting to the unique cultural fabric of their teams within this dynamic domain.

Keywords: Leadership effectiveness, Leadership style, Systematic literature review

INTRODUCTION

A company's existence is essential for a country's economic development as a means for the lives of its people. A company's productivity will only increase or develop with human resources support (Huselid, 1995). Human resources are the most critical asset of a company; the results or profits obtained by the company are the result of the work of the human resources within it. In other words, the key to a company's success lies in human resources, especially companies operating in the services sector. One of the keys to the success of a company is that it depends on the performance of employees who directly or indirectly contribute to the company, which includes external stakeholders and internal interests (employees) owned by the company (Bui & Krajcsák, 2023). Employee performance must be distinct from how effectively the leader can move the organization. The role of a leader in an organization or company can determine the direction in which human resources or employees within it will move and will undoubtedly determine the goals of the organization or company itself (Farida & Setiawan, 2022).

Leaders are essential in for-profit and non-profit companies as they make decisions and formulate policies that guide operations (Cakir & Adiguzel, 2020). Etymologically, leadership comes from the word *pimping* which means to guide or lead. From the word *lead*, the verb to lead was born, which means to guide or direct, and the noun leader is a person who has the function of leading or guiding or

directing (Husain et al., 2022). Small to large organizations are competitive, requiring exemplary leadership to ensure business continuity. Organizations with good leadership tend to innovate, adapt to market and environmental changes, overcome problems through creative means, and maintain consistently high levels of performance (Amagoh, 2009; Vardiman et al., 2006).

Leadership is influencing a group of individuals to achieve common goals (Kim & Yukl, 1995; Northouse, 2018). The primary function of leadership is to produce change and movement, while the primary function of management is to provide order and consistency to the organization (Northouse, 2018). Leadership and management are processes; anyone can simultaneously carry out leadership or managerial functions. The synergy between stakeholders in an organization is essential. Stakeholders include owners, directors, management personnel, and line employees from various fields having an active or passive role in achieving organizational goals (Gutterman, 2023). Achieving these goals can be realized by implementing a management process that is structured and recognized by both the leadership and all constituents in the organization. Effective leadership is highly correlated with the principles of justice in guiding, having wisdom, and providing guidance and direction on a wise scale (Sulastri, 2012; Tamimi & Sopiah, 2022).

Leadership effectiveness is one of the keys to organizational success or failure when looking at the factors that drive an organization to success. This condition occurs when superiors succeed in influencing a group to achieve positive results (Abu-Tineh et al., 2013). Leadership effectiveness is the leader's ability to influence others so that they contribute. An effective leader is one of the essential factors that influence how employees work, which results in job satisfaction, which is ultimately seen in the work results provided by employees (Kusuma et al., 2023). Three possible dimensions that can define the primary situational factors that determine leadership effectiveness. Leadership effectiveness is defined as the ability and skills of a person who occupies a position as a work unit leader to influence the behavior of other people, especially their subordinates to think and act in such a way that through positive behavior.

In addition, it makes a real contribution to achieving organizational goals as measured in this dimension, namely relationships: leader-subordinate, task structure, power of the leader's position (Robbins, 2006). By looking at some of the definitions of effectiveness above, it can be concluded that effectiveness looks more at the final result or output so that if the final result is not by the goals that have been set and do not have an effect or influence on the target that has been aimed at, then it cannot be said to be effective. In today's competitive world, organizations are expanding globally and facing many challenges to achieve their goals. Therefore, leaders and leadership play an important role in achieving these goals and encouraging employee performance by satisfying them with their work (Torlak & Kuzey, 2019).

Most researchers evaluate the effectiveness of corporate leadership in terms of the consequences of influence on individuals, teams, groups, or organizations (Kim & Yukl, 1995; Katsaros et al., 2020). According to Kim and Yukl (1995), the most commonly used measure of leader effectiveness is the extent to which the performance of a team or organizational unit is improved and goal achievement is facilitated. Objective performance measures include sales, net income, profit

margin, market share, return on investment, return on assets, productivity, cost per unit of output, costs related to budgeted expenses, and changes in a company's stock. Various previous studies have discussed the influence of leadership effectiveness and leadership style on company performance (Katsaros et al., 2020) which conducted research on banking companies in Greece, proving that leadership style influences employee readiness to change as well as confirmed that employee readiness mediates the relationship between leadership and corporate financial performance.

Most leadership challenges stem from the complexity of the work cultural environment. According to Nukman (2014), the biggest challenge in cross-leadership with increasingly rapid changes in the cultural environment is equalizing perceptions about a company's strategy, which is increasingly complex due to the culture within the company. The importance of leadership in increasing the efficiency, performance and productivity of leaders, followers and organizations has received much attention. In achieving excellence in corporate competition, a leader plays a vital role in establishing a strategy; based on research conducted by Yapsani et al. (2020), several dimensions influence leadership effectiveness, starting from the ability to inspire, the ability to facilitate, the ability to provide motivation, the ability to be reliable, have a positive attitude, the ability to monitor, and the ability to influence. Febrianto (2021) states that several factors that influence leadership effectiveness are conceptual, communication, administrative, and technical skills. Other factors that may influence are sociological factors relating to social relationships between employees in a team and the community environment and psychological factors related to traits and personality (Rahayu & Agustina, 2022).

Therefore, leadership is essential for the continuity and effectiveness of company performance. As companies grow and expectations of their performance increase, the demand for good leadership tends to multiply. Leadership ability is a valuable skill, and those who possess it are highly rewarded. Based on this literature, there is a strong relationship between leadership effectiveness and company performance. This research examines the implications of leadership effectiveness and its effect on company performance through a literature review using a bibliometric approach and the PRISMA method. Choosing the PRISMA method for this research is beneficial because it provides a clear and structured approach for conducting a systematic literature review on leadership effectiveness and its impact on company performance. PRISMA ensures transparency in the review process, making it easy for others to replicate the study and verify its findings. It also helps in systematically selecting articles, reducing the risk of bias and ensuring a comprehensive overview of existing knowledge (Page et al., 2021). Additionally, PRISMA allows for a standardized assessment of the quality of included studies, providing a more nuanced understanding of the evidence. In essence, using PRISMA enhances the reliability and credibility of the research by ensuring a transparent, systematic, and reproducible review process.

This research delves into a comprehensive exploration of leadership within organizational contexts, centering on the dimensions of leadership styles and behaviors, leadership effectiveness, factors influencing leadership effectiveness, the impact on organizational outcomes, and recent developments in leadership effectiveness research. The study begins by scrutinizing the diverse leadership

styles and behaviors exhibited in various organizational settings. Subsequently, the research endeavors to precisely define leadership effectiveness, examining the critical attributes that contribute to a leader's ability to influence and guide others toward positive outcomes. Factors influencing leadership effectiveness will be scrutinized to understand the contextual and environmental elements that shape and mold effective leadership. Furthermore, the investigation extends its focus to assess the direct impact of leadership effectiveness on organizational outcomes.

By probing into how effective leadership correlates with enhanced performance, productivity, and overall success, the study aims to uncover the intricate dynamics between leadership practices and organizational achievements. Additionally, the research seeks to address existing gaps in the current body of knowledge by leveraging the PRISMA protocol in conducting a systematic literature review. This strategic approach ensures a meticulous and transparent examination of the existing research landscape, aiming to identify, synthesize, and fill gaps in the understanding of leadership effectiveness and its direct influence on organizational performance. The utilization of the PRISMA method promises a rigorous and methodical analysis, contributing valuable insights to the evolving discourse on effective leadership within the contemporary business landscape.

METHODS

Design

The method used in this literature review is the bibliometric review method. This method can provide a broader and more complete analysis of accumulated knowledge. In research, Corsini et al. (2019), applying the bibliometric method is the right way to research because, through this method, a general overview of scientific literature can be obtained. As a general work plan, bibliometric methods include selecting papers in a sample database filtering and refining bibliographic data. In this process, we must choose software and decide how to visualize the information. The review process starts with research design, data compilation, analysis, visualization and interpretation. The research design used through the PRISMA approach, consisted of five stages: defining eligibility criteria, determining information sources, data selection, data collection, and data analysis (see Figure 1).

Data Screening

The research commenced with an extensive identification process, querying databases such as Web of Science and Google Scholar using the specified keywords leadership effectiveness. The initial search garnered a total of 1,086 articles. During the screening phase, a meticulous examination of the retrieved records took place, resulting in the exclusion of duplicates, inaccessible, or incomplete records. Further exclusions were made based on specific criteria such as publication date, literature reviews, books, and proceedings.

Inclusion and Exclusion

Moving to the eligibility phase, the focus was narrowed down to records that distinctly centered on leadership effectiveness. This stringent criterion led to the

inclusion of 354 records that aligned with the primary research objective. Additionally, records that did not originate from reputable journals, as determined by Scopus and Web of Science, were excluded. The final set of 53 records, published in reputable journals, forms the basis for the upcoming data analysis.

Data Analysis

Employing a literature review approach, the study will systematically analyze and synthesize the findings from the selected articles. This analysis aims to provide a comprehensive understanding of leadership effectiveness and its implications, bridging existing gaps in the literature. The literature review process will facilitate the identification of patterns, trends, and insights relevant to the research questions, ultimately contributing valuable knowledge to the field of leadership studies.

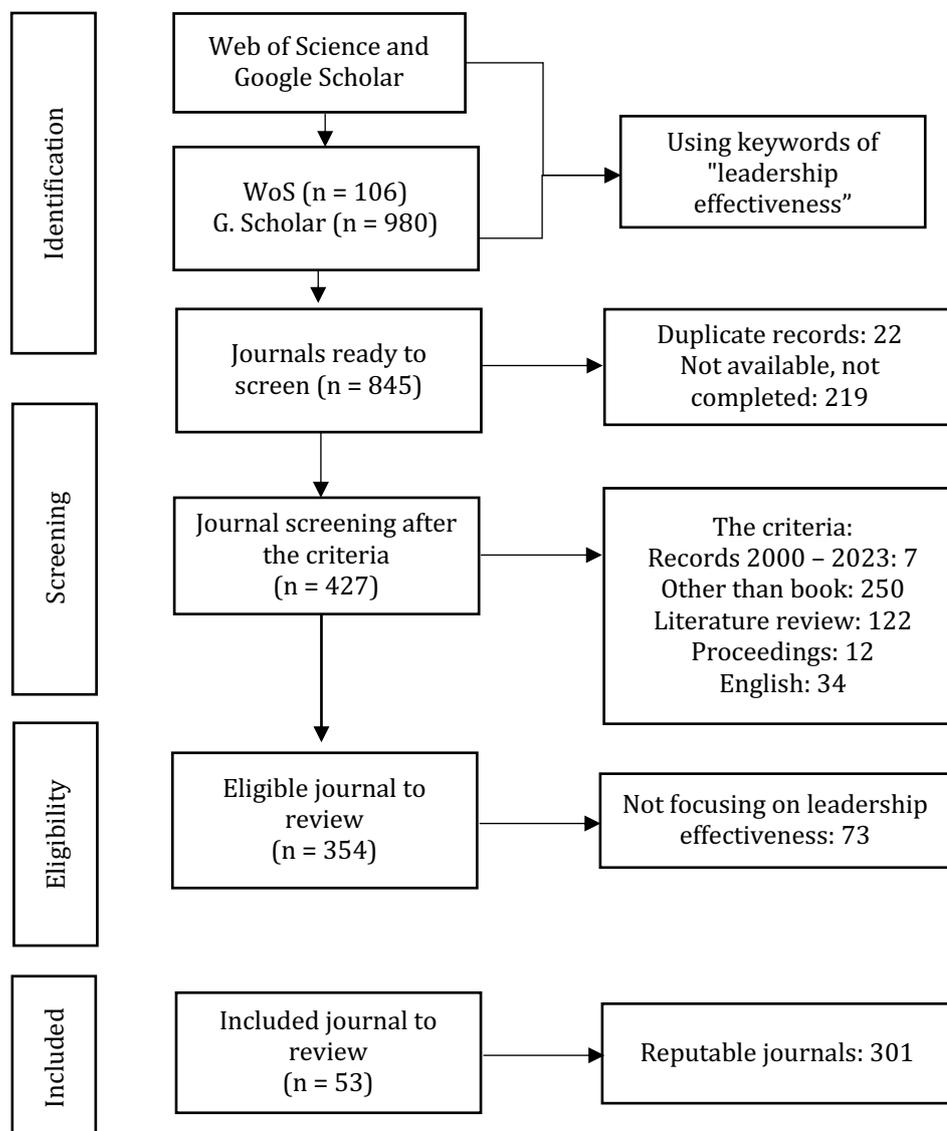


Figure 1. PRISMA process

RESULTS AND DISCUSSION

Article Identification

The process of choosing articles for review was thorough and aimed at including high-quality, relevant studies. It started with a careful search on reputable databases like Web of Science and Google Scholar, using specific keywords related to 'leadership effectiveness.' The goal was to find a comprehensive set of potential articles. After that, the retrieved articles went through a strict screening process to remove duplicates and exclude inaccessible or incomplete records. This step ensured the accuracy and completeness of the data for the subsequent analysis.

Further exclusions were made based on specific criteria to focus on the most relevant articles. Articles published before 2000, literature reviews, books, and proceedings were excluded, along with non-English articles. This helped maintain a clear and focused dataset. Moving to the next phase, the focus narrowed down to articles directly addressing leadership effectiveness, ensuring alignment with the primary research objective. To prioritize credibility, a subset of records from reputable journals listed in Scopus and Web of Science was identified. The final list of 53 selected articles resulted from combining records meeting eligibility criteria and those published in reputable journals. This careful selection process aimed to ensure relevance and academic quality (see Table 1).

Table 1. List of Selected Articles to Review

No.	Year	Title	Author(s)	Citation(s)
1	2022	Does leader same-sex sexual orientation matter to leadership effectiveness? A four-study model-testing investigation	(Wang et al., 2022)	12
2	2022	Influential factors impacting leadership effectiveness: A case study at a public university	(Vuuren, 2022)	2
3	2022	Leadership styles and effectiveness in the workplace: A perspective of the millennial generation	(Easton & Steyn, 2022)	7
4	2021	A study on the relationship between emotional intelligence, leadership styles and perceived leadership effectiveness in Bhutan	(Singh et al., 2021)	2
5	2021	The effect of organizational citizenship behavior and leadership effectiveness on public sectors organizational performance: Study in the department of education, youth and sports in Maluku Province, Indonesia	(Notanubun, 2021)	36
6	2020	Virtual team leader communication: employee perception and organizational reality	(Newman et al., 2020)	134
7	2020	Effectiveness of business leadership in the Eurasian context: empirical evidence from Kazakhstan	(Mahmood et al., 2020)	22
8	2019	Trust in the leader alleviates the negative effect of leader anger expressions on leader effectiveness	(B. Shao, 2019)	9

No.	Year	Title	Author(s)	Citation(s)
9	2019	The generalizability of transformational leadership across cultures: a meta-analysis	(Crede et al., 2019)	143
10	2019	Main and interactive effects of weekly transformational and laissez-faire leadership on followers' trust in the leader and leader effectiveness	(Breevaart & Zacher, 2019)	214
11	2019	Leadership effectiveness and the problem of social action: Continuing the conversation between burns and rostr	(Amaladas, 2019)	4
12	2018	Perceived managerial and leadership effectiveness within a Moroccan higher education institution	(Lekchiri et al., 2018)	17
13	2018	The effectiveness of leadership styles among academic and research librarians in Eastern and Southern Africa: A comparative study	(Kwanya & Stilwell, 2018)	20
14	2018	Leadership self-efficacy and effectiveness: The moderating influence of task complexity	(Ali et al., 2018)	40
15	2017	Leadership effectiveness in IT-centered Organizations: Gender and levels of management	(Koohang & Hatch, 2017)	24
16	2017	The effectiveness of transformational leadership on empowerment: The roles of gender and gender dyads	(S. Kim & Shin, 2017)	63
17	2016	Leadership styles, leader's effectiveness and well-being: Exploring collective efficacy as a mediator	(Sudha et al., 2016)	183
18	2016	Perceived managerial and leadership effectiveness within South Korean and British private companies: A derived etic comparative study	(Hamlin et al., 2016)	17
19	2016	Leadership effectiveness and institutional frames	(Frackepohl et al., 2016)	42
20	2016	Perceived managerial and leadership effectiveness in a Korean context: An indigenous qualitative study	(Chai et al., 2016)	47
21	2015	Perceived managerial and leadership effectiveness in Colombia	(Torres et al., 2015)	25
22	2014	Impact of authentic leadership on performance: Role of followers' positive psychological capital and relational processes: Authentic leadership and follower effectiveness	(Wang et al., 2014)	732
23	2014	Corporate governance, organizational politics and leadership effectiveness/ineffectiveness, in the Nigerian Banking Sector	(Omojiade, 2014)	9
24	2014	Beyond individual effectiveness: Conceptualizing organizational leadership for equity	(Ishimaru & Galloway, 2014)	149

No.	Year	Title	Author(s)	Citation(s)
25	2013	Leadership effectiveness in Jordanian educational institutions: A comparison of Jordanian female and male leaders	(Abu-Tineh, 2013)	46
26	2011	Perceived managerial and leadership effectiveness in a non-profit organization: An exploratory and cross-sector comparative study	(Hamlin, Sawyer, et al., 2011)	52
27	2011	Perceived managerial and leadership effectiveness within Mexican and British public sector hospitals: A cross-nation comparative analysis	(Hamlin et al., 2011)	26
28	2009	Predictors of leadership effectiveness for Chinese managers	(Vilkinas et al., 2009)	42
29	2009	License to fail? How leader group prototypicality moderates the effects of leader performance on perceptions of leadership effectiveness	(Giessner et al., 2009)	229
30	2009	Leadership development and leadership effectiveness	(Amagoh, 2009)	446
31	2009	Workplace spirituality and leadership effectiveness among educational managers in Malaysia	(Abdullah et al., 2009)	74
32	2008	Leadership and effectiveness in the context of gender: The role of leaders' verbal behaviour	(Mohr & Wolfram, 2008)	85
33	2008	The impact of transformational leadership on organizational and leadership effectiveness: The Turkish case	(Erkutlu, 2008)	668
34	2008	Personal values and leadership effectiveness	(Bruno & Lay, 2008)	159
35	2008	A study of leadership effectiveness in a large VET institution in Australia	(Adams & Gamage, 2008)	58
36	2007	Perceptions of organizational culture, leadership effectiveness and personal effectiveness across six countries	(Kwantes & Boglarsky, 2007)	301
37	2006	Environmental leadership development: Toward a contextual model of leader selection and effectiveness	(Vardiman et al., 2006)	157
38	2006	Sustainable components of leadership effectiveness in organizational performance	(Svensson & Wood, 2006)	116
39	2006	Emotional intelligence and leadership effectiveness	(Kerr et al., 2006)	886
40	2006	Sources of motivation, interpersonal conflict management styles, and leadership effectiveness: A structural model	(Jr & Xu, 2006)	59
41	2005	Emotional intelligence and its relationship to workplace performance outcomes of leadership effectiveness	(Rosete & Ciarrochi, 2005)	1323
42	2005	Leadership effectiveness and behavior	(Culp & Smith, 2005)	418

No.	Year	Title	Author(s)	Citation(s)
43	2005	Leadership effectiveness, leadership style and employee readiness	(Chen & Silverthorne, 2005)	522
44	2004	Charismatic leadership, collective identification, and leadership effectiveness: The interactive effects of leader self-sacrifice and self-confidence	(Cremer & Knippenberg, 2004)	6
45	2003	A social identity model of leadership effectiveness in organizations	(Knippenberg & Hogg, 2003)	1090
46	2002	Leadership effectiveness in global virtual teams	(Kayworth & Leidner, 2002)	1311
47	2002	Increasing initial leadership effectiveness: Assisting both women and men	(Hogue et al., 2002)	31
48	2002	A study and comparative analysis of managerial and leadership effectiveness in the National Health Service: an empirical factor analytic study within an NHS Trust ...	(Hamlin, 2002)	68
49	2002	Leadership behaviours as predictors of cost and change effectiveness	(Arvonen & Pettersson, 2002)	83
50	2002	Leadership effectiveness and personality: A cross cultural evaluation	(Silverthorne, 2001)	186
51	2001	The impact of organizational characteristics on leadership effectiveness models: An examination of leadership in a private and a public sector organization	(Hooijberg & Choi, 2001)	288
52	2001	Which leadership roles matter to whom? An examination of rater effects on perceptions of effectiveness	(Hooijberg & Choi, 2000)	188
53	2000	Exploring the relationship of leadership skills and knowledge to leader performance	(Connelly et al., 2000)	464

Table 1 presents data from various studies conducted from 2000 to 2022 regarding leadership and leadership effectiveness. This table divides the studies by year of publication, title, author, and the number of citations they received in the scientific literature. The studies in this table reflect diversity in understanding and approaches to leadership. Several factors influence leadership effectiveness, such as leadership style, emotional factors, gender, and organizational environment. Additionally, some research may focus more on a particular context, such as public organizations or the educational sector, while others may be more global or cross-cultural.

From this table, we can also see that some studies have received many citations, indicating that the topics discussed in the research have significantly impacted the academic literature. The number of citations in this data is an indicator that provides an overview of the extent to which research is recognized and accepted by the academic community. The higher the number of citations a study has, the more significant its impact on the scientific literature. From this data, some

studies have many citations, such as those with 732, 886, or even 1323 citations. These studies have become essential references in leadership and leadership effectiveness. In other words, they have influenced and contributed to a deeper understanding of this topic. This may indicate that the study's results have made a significant contribution to understanding the factors that influence leadership effectiveness.

Journal Index Distribution

Table 2 provides an overview of various academic journals related to management and leadership. Each journal is characterized by its ranking in the Scopus Index, which indicates the extent to which it is recognized within the academic community and the number of articles it has published related to leadership.

Table 2. Journal Index Distribution

No.	Journal	Quartile	Number of articles
1	Journal of Business and Psychology	Q1	1
2	Acta Commercii	Q4	1
3	South African Journal of Economic and Management Sciences	Q2	1
4	Global Business Review	Q2	1
5	Public Organization Review	Q2	1
6	International Journal of Business Communication	Q1	1
7	Journal of Management Development	Q2	2
8	Personnel Review	Q1	1
9	Journal of Managerial Psychology	Q1	1
10	Journal of Occupational and Organizational Psychology	Q1	1
11	Leadership	Q2	1
12	Human Resource Development International	Q1	1
13	Library Management	Q2	1
14	Journal of Leadership Studies	Q3	1
15	Journal of Computer Information Systems	Q2	1
16	Cross Cultural & Strategic Management	Q1	1
17	Vision: The Journal of Business Perspective	Q4	1
18	Human Resource Development Quarterly	Q2	2
19	Experimental Economics	Q1	1
20	Asia Pacific Journal of Management	Q1	1
21	European Journal of Training and Development	Q2	1
22	Journal of Organizational Behavior	Q1	1
23	European Journal of Business and Management	Q1	1
24	Leadership and Policy in Schools	Q2	1
25	Management Administration & Leadership	Q1	1
26	Leadership & Organization	Q1	1
27	The Leadership Quarterly	Q1	3
28	Management Decision	Q1	1
29	European Journal of Social Sciences	Q4	1
30	British Journal of Management	Q1	1
31	Journal of Management Development	Q1	2
32	Journal of Business Research	Q1	1

No.	Journal	Quartile	Number of articles
33	International Journal of Educational Management	Q1	1
34	Journal of International Management	Q1	1
35	Leadership & Organization Development Journal	Q1	4
36	Psychological Reports	Q2	1
37	Leadership and Management in Engineering	Q4	1
38	Organizational Behavior and Human Decision Processes	Q1	1
39	Research in Organizational Behavior	Q2	1
40	Journal of Management Information	Q1	1
41	Sex Roles	Q1	1
42	Health Services Management Research	Q3	1
43	Scandinavian Journal of Management	Q1	1
44	Personality and Individual Differences	Q1	1
45	Administration & Society	Q1	1

With this information, researchers and readers can quickly identify journals potentially relevant to their interests in conducting research or compiling literature on leadership. It should be noted that this table includes various ranking levels, from the highest-ranked journals (Q1) to the lowest-ranked (Q4) in the Scopus Index. In addition, the number of articles related to leadership varies from one article to several articles in one journal. It provides a broad view of the variations in the research focus on leadership across journals. For researchers, this table can be a valuable resource for identifying the journals most relevant to their interests and a potential source for finding references in their research on leadership.

Used and Mentioned Theory

Table 3 summarizes the various theories mentioned in the context of leadership and management and lists the number of times each theory is mentioned in the literature or research analyzed. From this table, "Leadership theory" is the most frequently mentioned theory, with 19 times. This shows that leadership theory is the dominant topic in the analyzed literature. In addition, this table lists other theories that are mentioned once, such as "Social role theory," "Behavioral complexity theory," "Transformational leadership," and so forth. This reflects the diversity of theories used or referred to in management and leadership studies.

Table 3. Used and Mentioned Theory

No.	Theory	Occurrence
1	Leadership theory	19
2	Social role theory	1
3	The social learning theory	1
4	Behavioral complexity theory	2
5	Organizational theory	1
6	Dynamic team leadership theory	1
7	Conservation of resources theory	1
8	Emotions theory	1
9	Transformational leadership	1
10	Social exchange theory	1

No.	Theory	Occurrence
11	Political theory	1
12	Complementary congruity theory	1
13	Managerial work theory	1
14	Leader categorization theory	1
15	Spiritual leadership theory	1
16	Attribution theory	1
17	Social cognitive theory	1
18	Social theory	1
19	Expectancy theory	1
8	Motivated reasoning theory	1
9	Grounded theory	1
10	Personality theory	1
11	Contingency theory	1

From the list of 12 theories mentioned in the table, some various relationships and connections can be found in the context of management and leadership studies. First, some theories may have complementary elements, and combining several theories may provide a more comprehensive understanding of various aspects of leadership. For example, "Contingency theory" refers to the idea that leadership approaches should be adapted to specific situations, while "Transformational leadership" emphasizes the development of vision and inspiration. Combining the two can help leaders assess situations wisely and inspire their followers.

Second, these theories have practical implications in management and leadership. Leaders and managers can use them in various sectors and organizations to develop effective leadership strategies. "Leadership theory", often recognized as a fundamental theory in leadership, and "Contingency theory", which emphasizes adapting to specific situations, can help leaders understand how various factors can influence their leadership success. Therefore, understanding and applying these theories in practical contexts can help improve the quality of leadership and management in various organizations.

Topic Distribution

Table 4 provides an overview of the distribution of topics that appear in a research or study and how often each topic is discussed. The table shows various topics related to leadership and organizational performance. The relationship between these topics can be explained in several contexts. For example, "Gender Leaders Matter" and "Equality Matter" may be related, indicating research that focuses on the extent to which gender equality issues influence leadership roles and perceptions in organizations and efforts to achieve gender equality in leadership. Additionally, "Leadership Styles" and "Leadership Skills" may be closely related, illustrating research that may seek to understand the relationship between various leadership styles and the leadership skills necessary to achieve successful organizational performance. Furthermore, "Perceived Managerialism" may be related to the topic "Leadership Trust," indicating that leadership or managerial trust in organizations may be a research focus. In a broader context, all of these topics may interact to understand how these elements relate to and influence each other in the context of leadership and organizational performance.

Table 4. Topic Distribution

No.	Topic Distributed	Amount of Used
1	Gender leader matter	6
2	Influential factors	3
3	Leadership styles	8
4	Organizational performances	12
5	Behavioural	3
6	Problem solving	1
7	Leadership trust	2
8	Cultural leadership	1
9	Equality matter	1
10	Corporate governance	1
11	Perceived managerial	5
12	Leader performance	1
13	Leadership development	1
14	Spirituality	1
15	Personal values	4
16	Organizational culture	1
17	Motivational matter	1
18	Leadership skills	1

From the table, we can observe that some topics receive more attention than others. One topic that stood out was “Leadership styles,” which appeared eight times in the study. This suggests that such research may focus on different leadership styles and how these leadership styles influence various aspects of the context under study. Additionally, the topic “Organizational performances” also stole attention with 12 uses, indicating a strong emphasis on organizational performance in this study. This indicates that research may seek to understand factors influencing organizational performance, such as leadership style, personal values, or trust in leadership. In conclusion, this table provides initial insight into the focus and priorities of research related to leadership and organizational performance.

Methodology Used

Table 5 provides an overview of research methodology, data sources, and study objects in a study or group of studies. There are three main categories in terms of research methodology: “Quantitative”, “Qualitative”, and “Mixed Method”. The “Quantitative” category dominates with a total of 35, indicating that most studies in this table use a quantitative approach to data collection and analysis. Meanwhile, the “Qualitative” and “Mixed Method” categories had lower numbers, 13 and 5, respectively, indicating that qualitative and mixed methods approaches were used to a lesser extent. Apart from that, this table also describes the data sources used in the research. There are two main categories when it comes to data sources: “Primary” and “Secondary” (secondary data). The number of studies using primary data is much higher at 45, indicating that many studies involve collecting their data. Meanwhile, secondary data is used in smaller quantities, namely 8. Finally, this table shows various study objects that are the research focus, such as geographical regions such as the United States, Asia, Africa, Europe, England and Australia, and multi-purpose research. Country. This illustrates the diversity and geographic scope of the research represented in Table 5.

Table 5. Methodology Used

Methodology	Amount
Type of research	
Quantitative	35
Qualitative	13
Mixed method	5
Data	
Primary	45
Secondary	8
Data collection	
Experimental	4
Interview	3
Instrument	32
Archival	5
Conceptual discussion	1
Mixed method	8
Object	
US	12
Asia	11
Africa	3
Europe	11
UK	4
Australia	5
Multi countries	7

Area Distribution of Research

The distribution of articles about leadership effectiveness shows quite significant geographic variations.

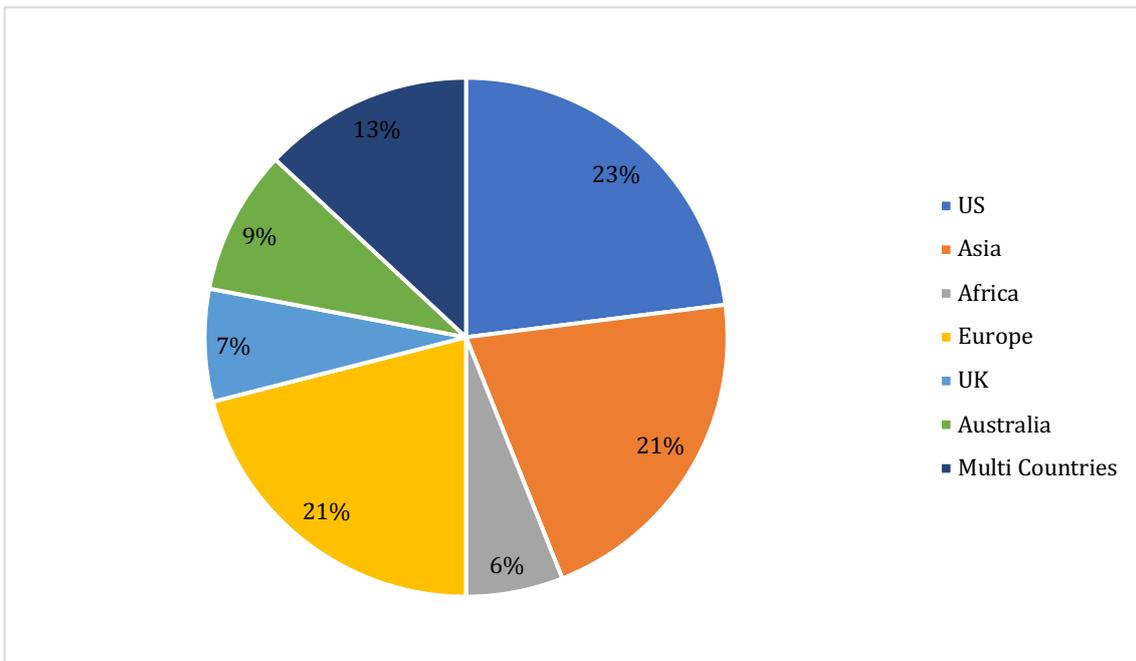


Figure 3. Area Distribution of Research

As illustrated in Figure 1, the United States (US) had the highest number, with 12 articles indicating an intense research focus on leadership in this country. They were followed by Asia and Europe, with 11 articles indicating considerable interest in both regions. Meanwhile, countries such as the United Kingdom (UK) have four articles, and Australia has five articles, significantly contributing to research on leadership effectiveness. In addition, articles referring to several countries or regions (Multi countries) reached 7, reflecting interest in comparative leadership studies in various cultural contexts. Although Africa has only three articles, this shows interest in the context of leadership on this continent. Thus, the distribution of articles on leadership effectiveness reflects the diversity of research interests and regional focus worldwide.

Yearly distribution

Table 4 represents the annual distribution of publications for articles related to topics such as gender in leadership, influential factors, leadership styles, organizational performance, behavior, problem-solving, leadership trust, cultural leadership, equality, corporate governance, managerial assessment, leader performance, leadership development, spirituality, personal values, organizational culture, motivational issues, and leadership skills.

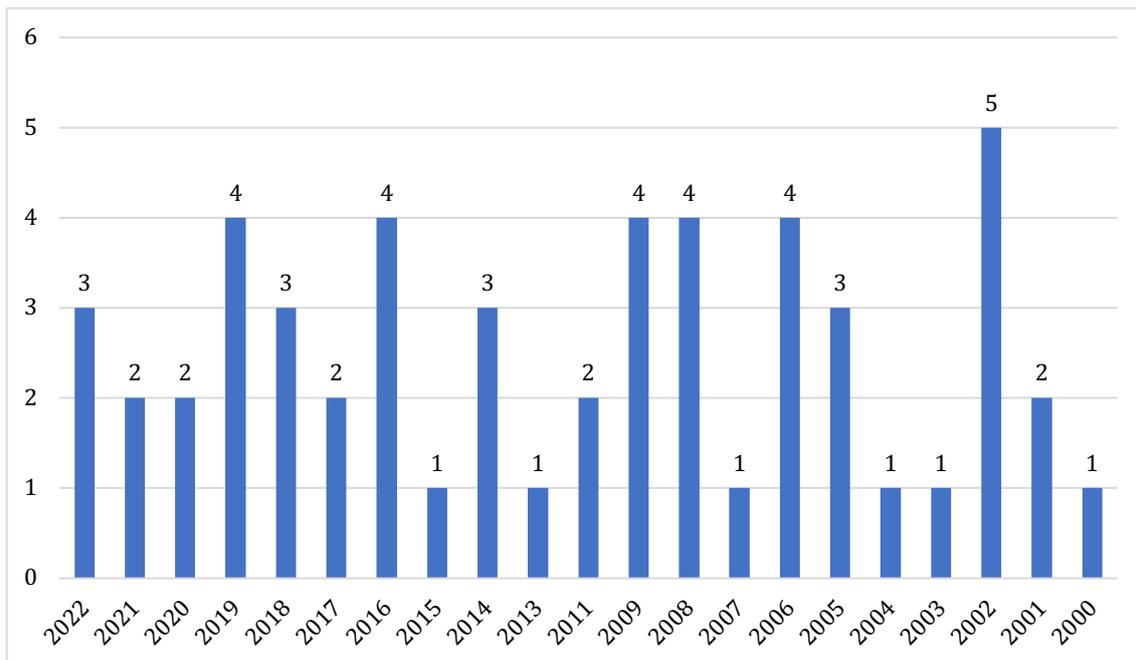


Figure 4. Yearly Distribution

In this bar chart, each year (from 2000 to 2022) has a corresponding number of publications related to these topics. For example, in 2022, there were 3 relevant publications, while in 2002, there were 5 relevant publications. This provides an overview of the distribution and trends in the number of publications within these topics from year to year. Continuing the trend, it's evident that the topics remain relevant and continue to be discussed from year to year, even up to 2022. The consistency in the number of publications over the years suggests sustained interest and importance in these themes within the academic or research community. This

enduring relevance might indicate that the dynamics of gender in leadership, influential factors, leadership styles, organizational performance, and other related topics are continually evolving or are deeply ingrained in scholarly discourse. The consistent presence of publications across different years signifies a continued exploration, analysis, and discussion of these subjects, reflecting their enduring significance in the field of leadership studies.

DISCUSSION

Explicating the Dynamics of Leadership

The comprehensive literature review elucidates the intricate nature of leadership, encompassing diverse styles and behaviors employed by leaders within the contemporary organizational milieu. In negotiating the complexities of the global environment, adept leaders must be attuned to the cultural expectations of their followers (Ahmad & Saidalavi, 2019). As posited by various scholars, the notion of leadership styles underscores the imperative of adopting a versatile approach. The amalgamation of leadership styles, such as transformational and transactional, intimates that a nuanced synthesis may yield optimal results. The study accords significance to a leader's strategies in steering an organization toward its objectives through resource utilization. The exploration of conflict management styles, as articulated, provides a valuable lens for comprehending how leaders navigate interpersonal challenges (Rahim, 1983). The integration of various styles, ranging from collaborative integrating to assertive dominating, furnishes leaders with a repertoire to address conflicts within their teams effectively (Guillén & Florent-Treacy, 2011; Nugroho & Hermawan, 2022).

Moreover, the discourse on factors influencing leadership effectiveness accentuates the interconnected nature of leadership dynamics. Cultural, gender, and diversity considerations, alongside organizational and environmental factors, collectively shape the effectiveness of leadership. The ability of leaders to adapt their styles to different contexts emerges as a recurring theme, underscoring the dynamic nature of leadership effectiveness. The literature review highlights the complexity of leadership today, emphasizing the importance of understanding different leadership styles and behaviors. Leaders need to be culturally aware to navigate global environments effectively. Combining various leadership styles, like transformational and transactional, can lead to better outcomes. Managing conflicts is also crucial, with leaders using different styles, such as collaborative or assertive, to address team issues. Additionally, factors like culture, gender, and diversity influence leadership effectiveness, requiring leaders to be adaptable to different situations.

Leadership Styles and Behaviors

In today's age, organizations need effective leaders who grasp the complexities of the changing global environment and influence followers to achieve desired goals (Kumaran, 2012). Effective leadership has become more important than ever before, considering the uncertain times we live in. According to Easton and Steyn (2022); Sudha et al. (2016), successful leaders should adopt leadership styles that suit the cultural expectations of their followers. The most effective leadership style may imply the use of a combination of styles in which one style can complement the other

(Solomon & Steyn, 2017). A leadership style is a leader's way of providing direction, implementing plans and motivating people. A leadership style can also be perceived as a leader's personal strategies and approaches to helping the organization to achieve its objectives through the available resources (Kwanya & Stilwell, 2018).

Rahim (1983) analyzed these contrasting dimensions and devised metrics for managing interpersonal conflict: integrating, compromising, avoiding, dominating, and complying. Integrating style refers to a dispute resolution technique in which individuals prioritize the needs and interests of themselves and others. The objective of the integrating style is not to minimize organizational disputes but rather to mitigate them through collaboration. Obliging style refers to an indirect method of managing conflicts where individuals prioritize the well-being of others over their interests. Individuals who adopt an accommodating approach are simply yielding to the desires of others while disregarding their interests. Avoidance style is a conflict management method when individuals display less concern for both themselves and others. People who adopt avoidance strategies often delay facing conflicts, leading to a superficial or temporary resolution of the issue. Dominating style refers to a conflict management technique characterized by persons displaying a strong focus on their interests and little consideration for the interests of others.

According to Singh et al. (2021), there are two types of leadership style. Transformation style which is a leader who guides the followers by influencing, inspiring and motivating them to perform a certain task. They are also concerned with the achievement, self-actualization and the well-being of the organization and society; while the other is transactional leadership style, which is a style of leadership where leaders stimulate their employees to get the best out of themselves. In other words, transactional leadership is a leadership style where leaders are focused on the task that has to be completed. Other prior research by (Kwanya & Stilwell, 2018), defined that there are several leadership styles which can be applied in different contexts with varying degrees of effectiveness. Some of these include autocratic, bureaucratic, charismatic, participative, transactional, laissez-faire, task-oriented, people-oriented, servant and transformational leadership styles. Other scholars (e.g., Erkutlu, 2008; Sudha et al., 2016), present that there are three leadership style which are transformation leadership, transactional leadership, and laissez-faire leadership. Each of the style has their own characteristics that may give different outcome in each organizational.

Many studies have found leadership styles involved in relationship-oriented behavior have a positive relationship with satisfaction and performance, Researchers assume that leadership behaviors affect outcomes, such as group performance and goal attainment, by influencing the behaviors of subordinates (Jr & Xu, 2006). A person's leadership style involves some combination of task behavior and relationship behavior. The two types of behavior, which are central to the idea of leadership style, are defined as follows: (a) task behavior—the extent to which leaders are likely to organize and define the roles of the members of their group, and (b) relationship behavior—the extent to which leaders are likely to maintain personal relationships between themselves and the members of their group (Bruno & Lay, 2008). Although the effectiveness of leadership could vary depending on organizational, cultural and institutional contexts, almost all leadership styles are

able to influence employees' behavior towards leaders' expected goals and objectives (Mahmood et al., 2020).

Leadership Effectiveness: Pinnacle for Organizational Triumph

Leadership is a central problem in managing an organization. Onward progress of the organization, the dynamic of the organization, the growth of the organization, the satisfaction of someone working in an organization, as well as whether or not the goals of the organization are achieved, are partly determined by the leadership applied in the organization. Leadership reflects the assumption that a person's deliberate process to emphasize their strong influence on others to guide, structure, and facilitate activities and relationships within a group or organization (Notanubun, 2021).

With empowered leadership, workers are allowed more independence and self-leadership, whilst managers provide support and encouragement, promote participative decision-making, and build trust (Easton & Steyn, 2022). Leaders are individuals who establish direction for a working group of individuals who gain commitment from this group of members to this direction and who then motivate these members to achieve the direction's outcomes; or Leadership is a process whereby an individual influences a group to achieve a common goal (Amaladas, 2019; Northouse, 2018). On the other hand, effectiveness is perceived as the degree to which objectives are met and the extent to which problems are solved (Kwanya & Stilwell, 2018). Leadership effectiveness is considered as an outcome when the individuals in the position of leadership are able to influence a group to perform their roles with positive organizational outcomes (Singh et al., 2021). Leadership effectiveness focuses largely on output measurability and accomplishment of shared goals (Sudha et al., 2016).

The concept of leadership effectiveness emerges as a pivotal determinant for organizational success. Extending beyond a mere exercise of influence involves guiding, structuring, and facilitating activities within a group to achieve common goals. Empowered leadership, as advocated by Easton and Steyn (2022), empowers workers, fostering independence while ensuring support and participative decision-making. The effectiveness of leadership is not solely measured by the attainment of organizational objectives but also by its impact on the growth, satisfaction, and self-improvement of individuals within the organization. Van Vuuren et al. (2022) and Vuuren (2021) identified factors influencing leadership effectiveness, spanning organizational culture to the roles of women and millennials in leadership, providing a comprehensive framework for understanding the intricate web of variables at play. Erkutlu (2008) expands this perspective, introducing factors like idealized influence, emotional intelligence, and organizational politics. The discussion underscores that leadership effectiveness is contingent on many elements, with a leader's ability to adapt and understand the cultural, social, and economic context proving pivotal.

Recognizing leadership effectiveness as crucial for organizational success implies that leaders play a vital role beyond just exerting influence. It suggests that leaders should guide and support their teams while promoting independence and involving them in decision-making. Effective leadership goes beyond meeting goals; it also impacts the growth and satisfaction of individuals within the organization.

Understanding factors like organizational culture, gender roles, and emotional intelligence is essential for effective leadership. It implies that leaders must adapt to diverse contexts and prioritize the well-being of their teams. Organizations that prioritize leadership development are likely to see improved performance and employee satisfaction.

Leadership effectiveness is about ensuring the organization's advancement; enhancing organizational productivity and enriching self-awareness, self-development, and self-improvement (Koochang & Hatch, 2017). The effectiveness of such a leadership style depends on the employees' abilities and knowledge and is therefore recommended in situations where employees are mature enough to participate in the decision-making process (Mahmood et al., 2020). Leadership effectiveness happens to be the successful exercise of influence by one or more people which leads to accomplishing organizational objectives congruent with a mission while earning the general approval of their constituencies (Kwanya & Stilwell, 2018).

Factors Influencing Leadership Effectiveness

According to Vuuren (2022), there are four factors influencing the leadership effectiveness. There is organizational culture, Role of women in leadership, Role of millennials in leadership, and Diversity. According to other research by (Erkutlu, 2008), there are several factors that could lead to impact the leadership effectiveness such as idealized influence, inspirational motivation, intellectual stimulation, contingent award, individualized consideration, management by exception, and others.

The factors influencing leadership effectiveness, as explored in the mentioned articles, encompass a broad range of elements. Leadership styles and behaviors, such as transformational, transactional, or charismatic leadership, are central in determining how effective a leader is within their given context (Anderson, 1973; Clary, 1997). Emotional intelligence, the capacity to understand and manage emotions, is another critical factor, as leaders who can empathize and connect with their teams tend to be more successful (Kerr et al., 2006; Rosete & Ciarrochi, 2005; Singh et al., 2021). The cultural context plays a significant role, with different cultures having varying norms and expectations for leadership (Ahmad & Saidalavi, 2019; Akram et al., 2017; Silverthorne, 2001; Solomon & Steyn, 2017). The organizational climate and culture provide the foundation on which leadership effectiveness is built, and the leader's ability to shape and align with the organizational culture is paramount. Gender and diversity dynamics, as well as factors like organizational politics (Omoijiade, 2014), task complexity (Ali et al., 2018), and conflict management (Jr & Xu, 2006), further contribute to how effective leadership is perceived (Chai et al., 2016; R. Hamlin, Ruiz, et al., 2011; Torres et al., 2015).

Moreover, the economic and industry-specific environment, along with the specific characteristics of the organization, can influence leadership effectiveness (Hooijberg & Choi, 2001; Svensson & Wood, 2006). Effective leaders must adapt to their surroundings and employ different strategies to achieve their goals in different contexts. Additionally, the articles delve into the role of communication and how leaders' verbal behavior and communication skills affect their effectiveness

(Eisenberg et al., 2019; Gilley et al., 2009; Newman et al., 2020). Sustainable leadership and its connection to organizational performance are explored in some studies, shedding light on the link between effective leadership and long-term success (Svensson & Wood, 2006). These factors are interconnected, and their influence on leadership effectiveness varies based on the specific situation and the individuals involved, making leadership effectiveness a complex and dynamic area of study.

Impact on Employee Performance: Unveiling the Ripple Effect

Leadership effectiveness serves as a cornerstone for shaping organizational outcomes, with a profound impact extending to the heart of employee performance. A critical facet of this influence lies in the realm of employee engagement and morale, wherein effective leadership creates a positive work environment that fosters motivation and inspiration among team members. This elevated engagement, as posited by Singh et al. (2021), translates into heightened commitment and job satisfaction, thereby contributing to increased productivity and superior organizational performance. The leadership effectiveness paradigm further extends its reach into the overall productivity and performance of the organization, where leaders, by setting clear expectations, providing guidance, and offering constructive feedback, facilitate teams in achieving their goals with greater efficiency. This orchestration of leadership effectiveness not only supports enhanced decision-making but also aligns organizational strategies for optimal results.

The ripple effect of leadership efficacy on employee performance is intricately interwoven with various dimensions explored by scholarly contributions. The studies by Newman et al. (2020); Breevaart & Zacher (2019) emphasize the pivotal role of communication in virtual teams, indicating that leadership effectiveness directly influences how employees perceive such teams, impacting collaboration, efficiency, and overall contentment. The favorable influence of transformational leadership on trust and leader effectiveness, as highlighted by Breevaart & Zacher (2019), further accentuates the positive outcomes on employee engagement and overall performance. Similarly, Sudha et al. (2016) shed light on the influence of leadership styles on employee well-being, underscoring the potential for effective leadership to enhance the work environment, leading to improved productivity and organizational outcomes.

Moreover, the comprehensive analysis by Giessner et al. (2009) suggests that favorable evaluations of a leader's performance can profoundly impact team functionality, influencing outcomes such as project success and team cohesion within the organization. The environmental context is not overlooked, with Vardiman et al. (2006) emphasizing that effective leadership contributes to an organization's sustainability and environmental performance, aligning with broader corporate social responsibility objectives. Emotional intelligence, as explored by Rosete & Ciarrochi (2005), emerges as a critical factor in improving leadership effectiveness, with leaders possessing higher emotional intelligence fostering enhanced workplace performance and positively impacting overall organizational outcomes.

Leadership effectiveness's ripple effect cascades into employee performance, where engagement, morale, and overall productivity are profoundly influenced. As elucidated by Singh et al. (2021), effective leaders create a positive work environment that cultivates motivation and commitment among team members. Studies further corroborate the positive correlation between leadership effectiveness and employee engagement by emphasizing the pivotal role of communication in virtual teams. The comprehensive analysis extends beyond traditional performance metrics, delving into the impact on team functionality, project success, and team cohesion. The influence of leadership is not confined to the immediate team but resonates throughout the organizational structure, impacting broader outcomes such as sustainability and environmental performance. The nuanced interplay between leadership effectiveness and employee performance underscores the importance of leadership styles, communication skills, and emotional intelligence in shaping a conducive work environment (Katsaros et al., 2020; Newman et al., 2020). The studies collectively affirm that effective leadership catalyzes optimal organizational outcomes, creating a harmonious synergy between leadership strategies and the collective performance of individuals within the organization.

Effective leadership positively affects employee performance by creating a motivating work environment, fostering engagement, morale, and productivity among team members. Studies show that good communication and leadership styles enhance not only team functionality, project success, and cohesion but also broader organizational outcomes like sustainability and environmental performance. Prioritizing effective leadership cultivates a harmonious workplace, where employees feel valued and empowered, leading to better overall performance and success for the organization.

Differences in Leadership Effectiveness Across Regions

The determination of differences in leadership effectiveness among regions is based on a comprehensive understanding of cultural, social, and economic factors. Authors draw upon previous studies and observations to highlight distinct leadership styles prevalent in different regions such as Asia, Europe, Africa, the United Kingdom, and the United States. Leadership effectiveness varies across different regions and countries due to a complex interplay of cultural, social, and economic factors.

In Asia, leadership often values indirect communication and humility, with an emphasis on consensus and harmony (Asiabar et al., 2020; Mahmood et al., 2020). European leadership, in contrast, places a premium on open and direct communication, expecting leaders to be clear and straightforward (Hamlin & Patel, 2012). In Africa, where there is tremendous cultural diversity, leadership styles can vary widely, but storytelling and oral traditions often play a significant role (Omoijiade, 2014). The United Kingdom, while part of Europe, maintains a distinct sense of British politeness within its direct communication approach. Meanwhile, leadership in the United States emphasizes assertiveness and clear, concise communication (Hamlin & Patel, 2012; Notanubun, 2021). These variations highlight the importance of understanding and adapting to the specific cultural contexts to be an effective leader in each region. It's essential to recognize that these

are broad generalizations, and individual leadership styles may differ within each of these regions.

The relationship between leadership style, as one of the key points of leadership effectiveness, and its impact on organizations can vary significantly across regions. Asian leaders value consensus-building and indirect communication, promoting teamwork and good relationships. However, it may slow decision-making. Hierarchy and top-down leadership can stifle creativity and innovation but provide stability. Influential Asian leaders must balance cultural norms with adaptability and innovation in a rapidly changing global business landscape. In Asia, leadership success depends on organizational harmony. Europe's leaders value open communication. Organizations benefit from efficiency, clear expectations, and defined roles. European leaders encourage employee decision-making to foster ownership and shared responsibility, making many organizations more agile and adaptable. Modern organizations value teamwork and collaboration, which boost innovation and market responsiveness under European leadership.

Africa's cultural diversity shapes leadership, necessitating influential African leaders to tailor their styles to the local context, which can vary greatly. Communication and trust are often built through storytelling and oral traditions. Some leaders are authoritarian, while others emphasize consensus-building. The impact on organizations can vary, and leadership effectiveness depends on understanding and respecting the local culture. British leadership styles combine directness and politeness. Clear communication and respect for others' opinions are achieved with this approach. British leaders emphasize teamwork and employee involvement to foster collaboration, resulting in an efficient, inclusive, respectful workplace that values innovation and tradition. Direct and assertive communication defines American leadership. Leaders foster open communication and active participation, creating a dynamic and innovative workplace. The ability to make quick decisions and adapt more easily is fostered by flatter hierarchies. A leadership style that is inclusive and empowering, one that allows employees to take the initiative in driving change, is frequently used by organizations to place an emphasis on results and efficiency.

The discussion on leadership effectiveness across regions illuminates the intricate interplay of cultural, social, and economic factors shaping leadership dynamics. The cultural nuances inherent in Asian, European, African, British, and American leadership styles highlight the need for leaders to be adaptable and culturally sensitive (Abdullah et al., 2009; Mahmood et al., 2020; Omoijiade, 2014). Leadership success is intricately tied to organizational harmony in Asia, where consensus-building and indirect communication are valued. In Europe, open communication and employee decision-making foster efficiency and shared responsibility. Africa's cultural diversity necessitates adaptable leadership styles that respect local contexts. British leadership combines directness with politeness, creating an inclusive and respectful workplace. American leadership, characterized by assertiveness and openness, thrives on dynamic and innovative workplace dynamics. Understanding these regional variations in leadership effectiveness is essential for leaders operating in a globalized world. It underscores the importance of cultural intelligence and adaptability as crucial components of effective leadership across diverse regions.

Understanding leadership effectiveness across regions is crucial because it reveals how cultural, social, and economic factors shape leadership styles. Leaders need to be adaptable and culturally sensitive to succeed globally. In Asia, consensus-building and indirect communication are valued for organizational harmony. European leaders prioritize open communication and employee decision-making for efficiency. Africa's diverse cultures require adaptable leadership. British leaders are direct yet polite, fostering inclusivity. American leaders emphasize assertiveness and openness for innovation. Recognizing these regional differences underscores the importance of cultural intelligence and adaptability for global leaders, enabling them to navigate diverse environments effectively and drive organizational success.

Fostering Effective Leadership for Organizational Success

The literature review provides a comprehensive exploration of leadership dynamics, emphasizing the critical role of leadership styles, effectiveness, and their impact on organizational outcomes and employee performance. The intricate interplay of various factors, from conflict management styles to cultural considerations, highlights the complexity of effective leadership. Leadership effectiveness, as a catalyst for organizational advancement, underscores the need for leaders to navigate diverse contexts, adapt their styles, and foster positive organizational cultures (Giudici & Filimonau, 2019; Shao et al., 2016). The discussion on regional differences further accentuates the importance of cultural sensitivity and adaptability for leaders operating in diverse global environments. In conclusion, nurturing effective leadership involves a dynamic understanding of leadership styles, contextual adaptability, and the ability to create positive work environments that resonate with diverse teams. Ultimately, nurturing effective leadership requires a dynamic understanding of leadership styles, contextual adaptability, and the creation of positive work environments that resonate with diverse teams.

The literature review highlights the crucial role of leadership styles and effectiveness in influencing organizational outcomes and employee performance. It emphasizes the complexity of effective leadership, considering factors like conflict management and cultural considerations. Leadership effectiveness is seen as vital for organizational progress, necessitating leaders to adapt their styles and foster positive cultures. The discussion on regional differences stresses the importance of cultural sensitivity for leaders in diverse environments.

CONCLUSION

Finally, the articles we reviewed showed how important leadership styles and actions are in today's fast-paced and uncertain business world. Leadership that works is now essential for getting people to follow directions and reach organizational goals. Which leadership style to use depends on the followers' cultural expectations and their situation. Often, a mix of styles works best. Leadership styles include giving direction, planning, and motivating people. These styles can significantly affect an organization's ability to reach its goals. There are

different types of leadership, each with its traits and possible outcomes. These types include autocratic, bureaucratic, charismatic, participative, transactional, laissez-faire, task-oriented, people-oriented, servant, and transformational.

A lot of different things affect how well a leader does their job. These include cultural context, organizational culture, diversity, and leadership styles. Leaders need to be aware of their situation so they can change how they lead. Along with the organization's economic and industry-specific environment, communication skills and behavior are also very important to how well a leader does their job. Leadership effectiveness has a significant effect on how well an organization does. Employee engagement and morale are raised by good leadership. This creates a positive work environment, boosts commitment, and makes people happier with their jobs, leading to higher productivity and better overall organizational performance. Good leaders affect how much work gets done, how healthy goals are met, how decisions are made, and how well organizational strategies are aligned. A culture that values new ideas and constant improvement is fostered by good leadership, which encourages innovation and creativity. Lastly, good leadership's effect on an organization's results varies by region. This is because cultural norms affect how leaders talk to each other, how employees interact, and how the organization works. Leaders must understand and adapt to their teams' cultures to be effective. This is because leadership is complex, changes over time, and differs in each region.

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