

M25-Managerial Leadership and Emotional Intelligence

Leadership Styles and Emotional Intelligence in Modern Organizations

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Table of Contents

ABSTRACT	3
CHAPTER 1. INTRODUCTION	5
CHAPTER 2. LITERATURE REVIEW	10
2.1 Evolution of Leadership Theories	10
2.2 Autocratic Leadership	11
2.3 Democratic Leadership	12
2.4 Transformational Leadership	13
2.5 Transactional Leadership	13
2.6 Servant Leadership	14
2.7 Emotional Intelligence in Leadership	15
CHAPTER 3. METHODOLOGY	17
3.1 Data Collection	17
3.2 Data Analysis	18
CHAPTER 4. FINDINGS	20
4.1 Leadership Styles and Team Performance	20
4.2 Emotional Intelligence Impact	21
4.3 Leadership Adaptability	21
CHAPTER 5. DISCUSSION	23
CHAPTER 6. CONCLUSION	25
REFERENCE	28

ABSTRACT

Leadership is a well-established and important factor that directly impacts an organization's performance, shaping its overall culture, the communication and effectiveness of its relationships, and the motivation of its employees. Leading in an ever-more complex and competitive business world is critical to an organization's sustainable success. This report critically explores leadership styles, which include autocratic, democratic, transformational, transactional, and servant leadership, on team performance in the contemporary organizational context.

The study also examines the increasing interest in emotional intelligence (EI) as a key leadership skill. EI improves a leader's capacity to perceive and regulate their own emotions, as well as others', and to adjust leadership behavior to various interpersonal and organizational situations. This makes it essential for EI to have a positive impact on communication, build relationships, minimize workplace conflicts, and boost employee engagement.

This study used a qualitative research method, secondary data analysis. Academic journals, theories of leadership, textbooks and case studies of organizations were consulted to gather data and to understand the effectiveness of leadership across various contexts. Key patterns emerging from the data concerned leadership behavior, employee motivation, and organizational outcomes, as identified through thematic analysis.

The results of this study show that the transformational leadership and servant leadership styles are significantly associated with employee engagement, creativity, trust, and long-term organizational performance. These styles are especially effective because they are inspired by a sense of ethics, acting right, and employee development. Autocratic leadership, on the other hand,

can be efficient and have tight control, but is linked to less employee satisfaction, less innovation, and lower morale. Likewise, transactional leadership is good for structured, task-related settings but lacks much emotional dimension or intrinsic motivating power, making it less well-suited to dynamic or innovation-focused environments. Democratic leadership improves job satisfaction and participation but might make for sluggish decision-making in high-speed situations.

The study concludes that emotional intelligence is one of the most important abilities of managers in modern organizations. Emotionally intelligent leaders are more effective at communication, empathy, adaptation to change, and relationship management. Incorporating emotional intelligence development into leadership development programs is a proven strategy that can lead to better team performance, positive workplace culture, and long-term organizational success.

CHAPTER 1. INTRODUCTION

One of the most popular definitions of leadership is “the process of influencing people and groups to reach common organizational objectives” (Northouse, 2019). Leadership is not confined to any one aspect, such as authority or position in the organization; it involves interpersonal communication and emotional awareness, as well as the ability to motivate and make decisions and judgments. Leadership has come to be more than a position in organizations as they become more complex and more globally connected.

Today's business landscape is defined by technology, globalization, and diversity among workers with an increased number of remote and hybrid working styles. These changes have made effective team management so much more difficult. Therefore, leaders now need to be more flexible and adaptable in their leadership styles. Effective leadership is not one-size-fits-all, but should include the capacity to combine various behaviors when needed, based on the situational context, team members, and organizational goals, as Yukl (2013) states.

One of the most significant leadership studies is the growing emphasis on emotional intelligence (EI) as a key factor in leadership effectiveness. Goleman (1995) defines emotional intelligence as the capacity to perceive, understand and regulate one's own emotions and the capacity to perceive, understand and influence the emotions of others. This is especially relevant in leadership settings as it relates to the quality of communication, conflict resolution, employee motivation and effectiveness in decision making.

Emotional Intelligence is a more relational and psychological approach to leadership as compared to traditional conceptions that emphasize technical skills or personality characteristics. Leaders who have a high emotional intelligence are more able to cope with stress in the workplace, react positively to interpersonal issues, and foster trust among team members.

Goleman (1998) also asserts that emotional intelligence can be a more powerful indicator of leadership effectiveness than cognitive intelligence and skills in complex organizational settings. Moreover, incorporating emotional intelligence into leadership helps leaders adjust their leadership style more effectively. For instance, leaders who demonstrate high emotional intelligence can be transformational when leading teams, democratic when involving them, and more directive when in crisis. In modern organizations, with changing leadership scenarios that demand sudden adaptation, this adaptability is very crucial.

The purpose of this report is to examine, compare and discuss the various leadership styles of autocratic, democratic, transformational, transactional, and servant leadership in relation to their effect on teams of people in today's organizational environments. It also critically discusses how emotional intelligence contributes to leaders' effectiveness and to their ability to exhibit adaptive leadership behavior. In addition, the report includes practical examples and research to offer a thorough review of leadership practices and the outcomes of good leadership for organizational effectiveness.

This report has critically assessed the effect of various leadership styles (autocratic, democratic, transformational, transactional and servant leadership) on team performance and the importance of emotional intelligence in improving the effectiveness of leadership. The analysis supports the view that leadership is not an immutable or universal entity, but is a complex and adaptive process grounded in the needs of the organization, characteristics of the workforce and complexity of the environment.

One of the main findings of this study is that there is no single correct leadership style. There are pros and cons to each leadership style, depending on the context in which it is used. For instance, autocratic management may be appropriate when speedy decision-making, coordination, or crisis

management is needed. Over time, however, centralized decision-making may lead to poor employee engagement, diminished morale and innovation (Lewin et al., 1939).

Likewise, transactional leadership is successful when a task is clear, routine, and easily measurable and rewarded. It instills discipline, accountability and promotes operational efficiency. But it is not especially emotional, and doesn't really help to encourage creative thinking, intrinsic motivation or ongoing employee learning (Bass, 1985). With the growing trend of organizations transitioning to knowledge- and innovation-driven models, this becomes even more important.

On the other hand, the most effective leadership style in today's organizational environment is transformational leadership. Aligns employee values and employee goals with organizational goals, thus promoting motivation, creative thinking and organizational commitment. Transformational leaders motivate employees with vision, stimulate intellects and provide individualized considerations, leading to better performance and long-term commitment (Bass, 1985). It is an ideal solution for industries such as technology and healthcare, as well as international markets.

Servant leadership also shows high effectiveness in achieving sustainable success in an organization. Servant leaders build organizational cultures filled with loyalty, teamwork, and psychological safety (Greenleaf, 1970) by putting employees, ethical decision-making, and trust first. It could, however, be constrained in very competitive situations where speed of decision and performance is expected.

Democratic leadership positively impacts employee engagement and innovation by involving employees in decision-making. Its collaborative nature may not be suited to situations requiring

swift, decisive action (Robbins & Judge, 2021). So, it depends a lot on the organizational structure and the need to make tasks.

The insightful aspect of this study is that emotional intelligence plays a pivotal role in successful leadership. Emotional intelligence is linked to the enhancement of leadership effectiveness for all leadership styles and can be correlated with an increase in self-awareness, emotional regulation, empathy, communication and management of relationships (Goleman, 1995; Goleman, 1998). Leaders who excel at emotional intelligence can know what employees need, resolve conflict in the workplace and foster trust between team members.

In addition, emotional intelligence helps managers adapt their leadership approach and shift between leadership styles as the situation demands. Flexibility is crucial in today's business world, where leaders face ever-changing business needs, diverse employee expectations, and global competitive pressures. This aligns well with contingency theory, which holds that effective leadership is context-dependent and not one-size-fits-all (Yukl, 2013).

The study concludes that effective leadership in modern organizations depends on selecting an appropriate leadership style and an appropriate EI capability. Those companies that train their leaders to be emotionally intelligent are more likely to have better communication, better team cohesion, better employee satisfaction and better organizational performance.

Organizational culture and employee expectations are also gaining significance in contemporary research as factors that can impact leadership effectiveness, alongside leadership styles and emotional intelligence. Young workers, especially in the knowledge-based and service sectors, prefer a sense of autonomy, purpose and psychological safety in the workplace over just the money. This change has compelled companies to reconsider how they have been leading people and to embrace more empathetic, people-oriented leadership. However, potential obstacles to the

development of emotional intelligence in leadership include poor communication, increased conflict, lower morale, and higher employee turnover (Robbins & Judge, 2021). Hence, an effective leadership program needs to encompass behavioral leadership training and emotional intelligence development in tandem to support long-term organizational success and help organizations navigate the complexities of the new business ecosystem.

CHAPTER 2. LITERATURE REVIEW

2.1 Evolution of Leadership Theories

Over the years, theories of leadership have undergone many changes and modifications, driven by shifts in organizational structure, working conditions, and the business environment. The early leadership perspective was trait-based; that is, it believed that people are either born into leadership or they are not. The initial leadership psychology approach was a trait psychology approach, which held the assumption that leaders are born with certain traits, such as intelligence, confidence, charisma, and decisiveness. It was the idea of a “great man” that leadership was more natural than nurtured.

This perspective has since been disputed by the behavioral theorists, who believed that leadership was not a natural ability and could be trained and developed. Behavioral theories shifted from “who leaders are” to “what leaders do,” focusing on observable behavior, including communication style, decision-making processes, and team management methods.

Additional development was provided by contingency and situational leadership theories that suggested that there is no one best way to lead. Rather, contextual factors such as task complexity, team maturity, organizational culture, and external context influence leadership effectiveness (Northouse, 2019). This was a substantial move towards flexibility in leadership styles.

In contemporary organizational settings, there have been additional developments in the theory of leadership, including relational leadership and adaptability and emotional intelligence. Along with technical mastery, modern leadership requires leadership skills - interpersonal skills,

empathy and emotional awareness. This is due to the growing complexity of diverse, global, digital, and remote work environments. This has resulted in a change in thinking about leadership as a dynamic process, one that incorporates cognitive competence, emotional intelligence and situational awareness rather than relying on a set of traits or behaviors.

2.2 Autocratic Leadership

Autocratic leadership is characterized by centralized decision-making, meaning the decision-making power is in the hands of a single person. Staff are expected to carry out instructions with little assistance or involvement from others. Lewin, Lippitt and White (1939) defined this management approach as very directive, and that high productivity can be achieved in controlled environments, but there are lower levels of employee satisfaction.

Autocratic leadership can be very successful in specific scenarios, such as when a decision must be made quickly, there is a need for control, or a high-risk situation exists. In situations like military operations, emergency responses or crisis management, swift and effective leadership is crucial for safety and operational success. In such instances, autocratic leadership will help minimize ambiguity and provide clarity.

But such a leadership style has certain restricting features in today's knowledge-based economies. A major disadvantage is that it negatively affects employees' motivation and creativity. If they are not consulted in decision-making, they can feel undervalued and so not be committed to the organization. Over time, this can lead to higher turnover and a decline in workplace morale (Robbins & Judge, 2021).

Moreover, an autocratic leadership style may stifle innovation by discouraging workers from proposing ideas or criticizing current procedures. This will cause a rigid organizational culture that can be unaccepting of change. As such, autocratic leadership styles can be situationally effective but are not appropriate for dynamic, innovative industries in the long run.

2.3 Democratic Leadership

Democratic leadership (also called participative leadership) emphasizes a democratic approach to leadership, including shared decision-making and employee involvement. Leaders invite members of the team to bring ideas, opinions and engage in problem solving. This is a positive attitude to instill in employees to foster responsibility and ownership.

Robbins and Judge (2021) suggest that the leadership style of a democratic leader boosts employee engagement, job satisfaction, and creativity. When employees feel their voices are heard, they are more motivated and committed to organizational goals. This also enhances team trust and unity between leaders and followers.

Yet, there are some drawbacks to democratic leadership, despite its benefits. A potential problem is the time lag in decision-making. Consensus building can be a time-consuming process, as input is collected from multiple stakeholders, especially in large organizations or projects involving many elements. This lag time can lead to a loss of competitiveness or responsiveness in fast-paced industries.

Also, in cases where decisions must be made quickly or there is tight coordination, democratic leadership may not be effective. However, it works very well in settings that promote innovation, teamwork, and employee growth, such as tech companies and creative industries.

2.4 Transformational Leadership

Transformational leadership is considered one of the most powerful and effective leadership theories in contemporary organizational studies. Burns (1978) originally proposed the concept and Bass (1985) developed it into a four-part model: idealized influence, inspirational motivation, intellectual stimulation and individualized consideration.

Transformational leaders motivate and inspire employees to go beyond their normal performance level by building a vision for the future. Transformational leaders are focused on personal growth, empowerment and change within the organization rather than supervision and control as is the case with transactional leaders.

Most importantly, transformational leadership has been strongly related to increases in employee engagement, job satisfaction, and organizational performance. Bass (1985) reported that transformational leadership improves motivation by fostering a sense of purpose and belonging or by aligning an employee's goals with the organization's goals.

One of the greatest assets of transformational leadership is the promotion of innovation. Leaders foster intellectual stimulation, which allows staff to question what was thought and put forward new ideas. This is especially useful in fields undergoing constant technological transformation.

For example, Satya Nadella, the CEO of Microsoft, changed the corporate culture from a competitive to a collaborative one focused on growth. His focus on empathy and learning greatly enhanced employee morale and innovation capacity.

2.5 Transactional Leadership

Transactional leadership is a leadership style of exchange between the leader and the follower. Leaders offer rewards or punishments based on employee performance. The emphasis in this style is on structure, supervision, and clear performance expectations (Bass, 1985).

The functional approach to transactional leadership works well in stable, structured situations with clearly defined, routine tasks and measurable outcomes. It guarantees uniformity, effectiveness, and compliance with the organization's rules. In factories, logistics, and retail, transactional leadership is among the most commonly used leadership styles, ensuring the smooth operation of businesses.

But this approach to leadership has its drawbacks. It is predominantly an extrinsic motivation rather than an intrinsic motivation-based approach. Consequently, staff can work without a heartfelt or sincere interest or dedication in what they do. This may restrict innovativeness, creativity and development.

Further, emotional needs or personal growth are not a major part of transactional leadership, whereas they are becoming more significant in today's work settings.

2.6 Servant Leadership

Servant leadership is a leadership philosophy in which the leader's first job is to serve the employees. This concept was introduced by Greenleaf (1970) when he highlighted a need to care, do the right thing and invest in employee growth.

Servant leadership differs from well-known leadership models by prioritizing employee well-being as the first step toward organizational success. Leaders put their people's needs first, invest in their personal development, and foster a culture of trust and teamwork.

Most importantly, servant leadership has been correlated with high scores of employee satisfaction, trust, and organizational commitment. Servant leaders establish good relationships between people as they seek to lead ethically and emotionally in teams.

But there are situations where servant leadership can be a real challenge, such as in competitive organizations or those that are focused on performance. Increased focus on employee satisfaction can sometimes lead to delays in decision-making or to a loosening of performance enforcement.

One famous example of this is Southwest Airlines, which strives to be a servant-first organization in order to maintain high levels of customer service and employee retention.

2.7 Emotional Intelligence in Leadership

Emotional Intelligence (EI) is a key factor for successful leadership in contemporary workplaces. According to Goleman (1995), there are five main components of EI: self-awareness, self-regulation, motivation, empathy, and social skills.

EI-equipped leaders are more likely to understand team dynamics, respond to workplace challenges, and manage interpersonal relationships. According to Goleman (1998), emotional intelligence may be more significant to success as a leader than technical intelligence.

Emotional intelligence helps improve communication and decision-making and reduces the incidence of conflict from a leadership perspective. Emotional Intelligence (EI) helps leaders manage their own emotional responses in stressful situations and empathize with employees' situations and feelings.

In addition, emotionally intelligent leaders will be more flexible and can adjust their leadership approach according to the situation. In today's business environment, which is steeped in change and diversity, this flexibility is crucial.

Organizational performance and leadership.

The leadership style can impact an organization's performance in various ways, including influencing employee engagement, communication effectiveness, and workplace culture. Leadership styles have different impacts on outcomes, depending on the situation a company finds itself in.

Studies have shown that transformational and servant leadership are the most clearly linked to positive organizational outcomes such as productivity, job satisfaction and employee retention (Yukl, 2013). Both of these leadership styles foster trust, cooperation, and growth.

By contrast, autocratic and transactional leadership might work well in certain contexts like in a structured or high-stress situation but they lack effectiveness in fostering innovation and employee engagement.

Leadership effectiveness is not purely about leadership style; it is about how well a leader adapts and uses emotional intelligence in different circumstances. This adds to the discussion of flexible, emotionally intelligent leadership and its role in an organization's success.

CHAPTER 3. METHODOLOGY

The research method used in this study is qualitative, with secondary data analysis. The qualitative approach is suitable because leadership style, emotional intelligence, and team performance are complex social and behavioral phenomena that cannot be fully captured by quantitative measurement. Qualitative analysis, on the other hand, can provide a deeper understanding of leadership behaviors, organizational dynamics, and employee interactions across settings.

Secondary research was chosen because it provides access to many existing academic studies, enabling a thorough understanding of leadership theories and their applications. This method is especially suitable for the study of leadership, given the vast body of literature and research already available.

3.1 Data Collection

The data were gathered from credible, academically reliable sources to ensure validity and relevance. These sources include:

A peer-reviewed academic journal on leadership and organizational behavior.

Wrote leadership and management textbooks (Northouse, Yukl, Robbins & Judge)

Organizational case studies from around the world. Organizational case studies from global companies.

The basic books of leadership theory

Emotion in the Workplace: Research papers on the issue of emotional intelligence and its impact on workplace behavior. The sources were chosen based on their relevance to leadership styles,

emotional intelligence and team performance outcomes. Theoretically reliable works were given priority as widely cited academic works.

3.2 Data Analysis

Thematic analysis was the primary data interpretation technique in the study. Thematic analysis is a qualitative data analytic technique that consists of three stages: detection, analysis and interpretation of themes.

Themes in this study were:

- Leadership style effectiveness

The motivation and engagement of employees.

Communication and interpersonal relationships

A person's emotional intelligence and approachability as a leader. Emotional intelligence and adaptability for leadership.

- Organizational performance outcomes

It was possible to compare different leadership styles and examine the role of emotional intelligence in leadership effectiveness in different organizational settings by grouping and categorizing the findings into these themes.

The analysis also included comparing theoretical perspectives with real-world examples of organizations to ensure it was practical.

The study has certain limitations. There are some limitations of the study.

Secondary research is useful but there are limitations. The research is based on literature which may not accurately represent current or actual conditions of the organizations as they have

changed over time, particularly in rapidly changing sectors like technology or remote working environments.

Also, secondary data can be biased depending on how the original researcher interpreted the data. There is also some scope to observe actual employee behavior in real time to which the depth of the practical insights may be limited.

Despite these shortcomings, secondary qualitative analysis is suitable for studying leadership theories and emotional intelligence because of the ample research available in the academic literature.

CHAPTER 4. FINDINGS

4.1 Leadership Styles and Team Performance

The study of leadership literature has shown that there are various leadership styles with distinct, measurable impacts on team performance, employee engagement, and organizational culture.

The autocratic leadership style enhances efficiency and quick decision-making; however, it decreases employee morale and creativity. It is a style generally characterized by minimal employee involvement and tight control, and hence has the potential to cause long-term employee disengagement (Lewin et al., 1939).

Democratic leadership increases employee engagement, job satisfaction and innovation. It can, however, be a slow decision-making method because of the need to consult and reach consensus (Robbins & Judge, 2021).

Transformational leadership is highly associated with high achievement because it motivates employees by unlocking their vision, inspiring them, and challenging them with intellectual stimulation. This type promotes creative thinking and future commitment (Bass, 1985).

Transactional leadership provides discipline and structure with rewards and punishments. It works well for everyday activities but may not encourage creativity or feelings of connection (Cass, 1985).

Servant leadership fosters trust and loyalty by caring for employees and operating ethically, leading to a sustainable company. (Greenleaf, 1970).

In general, the results show that the effectiveness of the leader depends on the context, and that servant and transformational leadership had the most positive effects on the team's long-term performance.

4.2 Emotional Intelligence Impact

The results clearly suggest that EI plays a critical role in leadership effectiveness across all leadership styles.

High emotional intelligence is manifested in the following ways for leaders:

Improved communication skills to help them clearly convey ideas and also grasp employees' concerns (Goleman, 1995).

Enhanced conflict resolution skills, better able to handle and resolve conflict in the workplace and ensure harmony (Goleman, 1998).

More motivated employees, because emotionally intelligent leaders can better identify employee needs and give the necessary support.

Greater relationships at work; more trust, working together and team spirit.

One major finding from the literature is that individuals with higher levels of EI can improve interpersonal relations and organizational stability. Leaders with low EI can experience poor communication, low staff engagement, and unaddressed conflict, all of which can negatively impact performance.

4.3 Leadership Adaptability

One important result of the analysis is that good leadership is not a one-size-fits-all approach; it is adaptable to context.

Organizations today operate in a dynamic environment, with team requirements, organizational objectives, and external conditions that often change rapidly. Thus, leaders need to modify their leadership style accordingly.

The ability to adapt is essential, and it plays a vital role in emotional intelligence. Self-aware leaders can identify their own emotions, and empathy enables them to understand employees' needs and adapt their approach (Northouse, 2019).

A leader might, for instance, use a democratic approach in times of innovation and a transactional or directive approach when dealing with a pressing, urgent matter. This flexibility not only boosts efficiency but also fosters employee engagement.

CHAPTER 5. DISCUSSION

The results of this study show that leadership style significantly impacts team performance, organizational culture, and employee satisfaction. But the effectiveness of a leadership style is not judged solely by the style itself; the leader's ability to use emotional intelligence and adapt to the demands of the situation matters as well.

Transformational leadership is the most effective form of leadership in modern organizations. This is due to its ability to foster innovation, a shared vision, and intrinsic motivation in employees. Transformational leaders help employees feel a sense of purpose and commitment to the organizational mission by connecting employees' aspirations with organizational goals (Bass, 1985). Especially in the current knowledge-based industries, where creativity and innovation are crucial to success.

There is also a high degree of effectiveness in servant leadership, especially in companies that value caring for their employees and making moral choices. Servant leadership has three key elements: trust, long-term loyalty and sustainability of organizational success, and a servant's first, which is considered the first element of servant leadership (Greenleaf, 1970). But it might not work as well in highly competitive situations when quick decisions are needed.

Autocratic style is good in emergencies but not long-term for development in an organization. It's oriented toward control and authority, which may stifle creativity and minimize employee engagement. In the same way, transactional leadership is more effective in structured tasks, in terms of operational efficiency, it has a lack of emotional depth and is unable to create innovation or long-term motivation.

One of the main findings of the analysis was that emotional intelligence skills are essential for improving all leadership styles. Highly emotionally intelligent leaders can better manage their

stress, resolve conflicts, and build strong interpersonal relationships. This in turn leads to better communication, increased trust and team cohesion (Goleman, 1998).

Critical Insight

Leaders in modern organizations need to be able to use multiple leadership styles and are not restricted to a single style. This reflects the contingency theory, which suggests that leadership effectiveness is more a function of the context than of stereotypical behaviors (Yukl, 2013).

In addition, EI is a prerequisite skill that helps leaders shift their leadership style as needed. Without EI, a leader might have difficulty understanding what the team needs to do, dealing with conflict, or adjusting their actions.

Without emotional intelligence in the leadership, organizations go through the following:

- Communication breakdowns
- Low employee morale
- Reduced productivity
- High employee turnover

Leadership development programs should therefore not only develop technical and managerial skills but also emotional and interpersonal skills to ensure the organization's long-term success.

CHAPTER 6. CONCLUSION

This report has critically reviewed the effects of various leadership styles, namely Autocratic leadership, Democratic leadership, Transformational leadership, Transactional leadership, Servant leadership, and the role of emotional intelligence in improving leadership effectiveness on team performance. The analysis shows that leadership is not uniform, static, or universal, but rather a dynamic, contextual process influenced by the environment, the people in the organization, and the organization's needs.

One of the main findings of the study is that there is no one best way to lead. There are pros and cons to every leadership style, depending on the context in which it is used. An autocratic style of leadership may be suitable when a situation demands quick action, tight coordination, or crisis management. Centralized decision making, however, is a shortcoming of its use, and frequently leads to poor employee engagement, morale and innovation (Lewin et al., 1939).

Likewise, transactional leadership is effective in orderly and routine setting where there is definite objective measurement and performance can be rewarded. It provides for discipline, accountability, and operational efficiency. It doesn't, however, provide emotional connection, nor does it help foster creativity, intrinsic motivation and long-term employee development (Bass, 1985). This restriction becomes more important as organizations shift to knowledge-based and innovation-based models.

Conversely, the transformational leadership style is the most successful leadership style in today's organizational environment. It helps to increase motivation, creativity and commitment to the organization through the integration of employee values with organizational objectives. Transformational leaders engage employees by inspiring them with vision, intellectual

stimulation, and individualized consideration, which leads to improved performance and long-term engagement (Bass, 1985). This is especially fitting for dynamic sectors like IT, healthcare, and the global marketplace.

Servant leadership is also found to be effective at nurturing the sustainability of an organization's success. Serving people, leaders make ethical choices, foster trust and promote wellbeing, which builds robust organizational cultures, where there is loyalty, collaboration and psychological safety (Greenleaf, 1970). It might be constrained in highly competitive situations, where quick decision-making and pressure to perform are demanded.

By fostering engagement and collaboration, democratic leadership positively impacts employee involvement, motivation, and innovation. However, its effectiveness can be limited in situations that require quick, decisive action due to its collaborative nature (Robbins & Judge, 2021). It is therefore largely dependent on the organizational structure and the urgency of the tasks.

One of the major conclusions of this study is the importance of emotional intelligence for effective leadership. Emotional intelligence is shown to benefit leadership effectiveness in all leadership styles in the areas of self-awareness, emotional regulation, empathy, communication and relationship management (Goleman, 1995; Goleman, 1998). High emotional intelligence leaders are more likely to grasp employees' needs, resolve conflicts at work and foster trust among a team.

Moreover, emotional intelligence can enhance leadership adaptability, enabling managers to switch between leadership styles as needed. In today's dynamic business landscape, where rapidly changing environments, expectations of a diverse workforce and global competition are all part of the equation, this flexibility is an absolute must in any organization. This discovery

aligns well with contingency theory, which argues that effective leadership is situational rather than static (Yukl, 2013).

Based on the study's overall results, an effective leader is one who possesses the right leadership style and emotional intelligence. Companies that have invested in training emotionally intelligent leaders are more likely to see increased organizational performance, employee satisfaction, team cohesion, and communication.

On the other hand, companies that lack emotional intelligence development among their leadership can encounter issues such as communication missteps, conflict, reduced employee satisfaction, and turnover. The programs of leadership development must therefore encompass both behavioral leadership training and approaches to enhance emotional intelligence to ensure the organization's sustainable success in the complex world of business.

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