

ANALYZING THE VALIDITY OF LEADERSHIP COMPETENCIES IN THE PREDICTION OF ORGANIZATIONAL EFFECTIVENESS

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ABSTRACT

While studying the challenges associated with the contemporary performance of healthcare organizations, leads to creation of strong, skilled and competent leadership who has ability to solve complex problem and achieve organizational sustainability. The purpose identifies the relationship between leadership competencies to be integral part of any organizational effectiveness. The objective is to integrate strategic approaches for the training and development of leadership to acquire competencies to meet sustainable competitive advantages. A broad quantitative technique was used as a methodology to analyze the three factors human, technical and conceptual leadership skills are the mandatory strength for organizational effectiveness. A structured sampling method was used to collect primary data of the respondents for analysis. Several challenges were emerging as most of the organizations do not have leadership development strategy nor leaders acquire competencies for their skills improvement. Data were scaled up and converted into quantitative data to enable to apply multiple regression models to be specified in finding the correlation among the variables. The results reveal significant correlation with leadership competencies with organizational effectiveness. The conclusion of the research appears that a leader must be engaged into development process from leader to extraordinary leader, to be able to enhance conceptual, human and technical skill which are helpful in strategic decisions and therefor, recommended that leadership development practices which are missing in most of the organizations must be integrated in the process, and can impact on organizational effectiveness.

Keywords: Organizational sustainability, leadership development, strategic strategies, competencies, conceptual skills

INTRODUCTION

Now-a-day, organizations are struggling hard to identify top talented leadership and integrate strategies into the process to provide opportunity to keep them in continuous development practice to acquire competencies (McCleskey, 2014). The missing factor is that most of the organizations could not able to integrate leadership developing plan into their process (Maheshwari & Yadav, 2018) and resulting organization pays huge loss due to unavailability of competent leaders who could take right decision in the contemporary rapid changing technological landscape. In the absence of leadership development programme organizations bear a greater loss as well as managers and employee are unable to develop their career path to reach at the next level of management and ultimately organizations also suffer due to inadequate, policies and decisions of the leadership (Aarons, Ehrhart, Farahnak, & Hurlburt, 2015). Researchers are of the view that a leader has outstanding quality to influence others may able to run an organization effectively (Zenger & Folkman, 2009a). In the absence of weakness, we may able to run an organization but could not able to make it sustainable in regards with its people, product, process and ultimately financially strengths (Zenger & Folkman, 2009b). Due to rapidly changing landscape of technological advancement, demand of the customer and awareness regarding values of the products and services rendering are the needs of timely decision to adopt leadership development programme (Collins & Holton III, 2004).

Background

History of Leadership reveals that leaders play important role in development of organizations and ultimate effect on individual and societies living standard achieve optimal satisfaction by all means of resources. The role of sincere and ethical leaders to provide opportunity for contemporary changes and adaptability as per increasing needs of the society. The core attribute of a leader is to be effective and can able to achieve measurable outcomes, he should be authentic, firm and ethical can able to practice whatever teaches, a visionary leader must bring the issues that are most important to the organization,

The respondents are observant of decreasing quality services of almost all the healthcare organizations and not meeting customer needs and satisfaction. The high cost of acquiring good medical services are becoming nightmare of even mediocre families. These factors develop perception among the end users about the hazardous practice by lacking effective leadership across the industries. Some of the associated challenges attribute in the leadership development especially while providing healthcare services to meet the need of community and patient services.

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Research Question

What are the core leadership competencies which is essential to achieve organizational sustainability?

Problem Statement

It has been observed that health care organizations are unable to achieve business sustainability due to unavailability of competent leadership. There is no strategies to have provision of leadership development programme resulting due to changing trend in business, leadership are unable to perceive needs of the market and unable to achieve organizational sustainability.

Objectives of the Study/Purpose of the Study

The objective is to integrate strategic approaches for the training and development of leadership to acquire competencies to meet sustainable competitive advantages.

To study the relationship between leadership effectiveness and organizational sustainability.

To develop core competencies of leadership and equip them to take appropriate decision in problem solving and able to achieve market niche.

Healthcare organizations are caring for patient so improvement competencies of leadership significantly improve the healthcare services and patient satisfaction.

To create a competitive learning environment for innovative ideas sharing and performance improvement by developing leadership effectiveness and influencing by his own action.

Leadership development process

There is great debate whether a leadership is a process or attribute and so many theories, logic, reasoning and discussions were taken place to identify the quality of great leader (Northouse, 2018). To examine of leadership quality as a cross culture perspective that how he leads diversified group of people and to get them assembled for a similar cause. Acquiring competencies through an extensive training and development programme, through mentoring, coaching by the workshop and peer development exercise are effective. The core objective of these development process to understand the dynamics of the organization and what are relevant process, needs and requirement to become effective leaders in the organizations.

In the current situation, organizations are facing so many challenges to achieve market niche, gain customer satisfaction and remain sustainable in the market. The needs and requirements of the market, product and its values are rapidly changing due to technological advancements. To address all these needs, an organization requires knowledgeable leadership combined with qualified work force to effectively operate the new established system. While studying the cause and effect of the most of the organization it reveals that there is great shortage of skilled, qualified and visionary leadership, especially in the healthcare market. However, it does not appear that these shortages are more common today than they were in the past at similar stages of the business cycle. At the beginning of birth of Pakistan, we had great leaders who are filled with ethical attributes and showed their sincere action for the betterment of the country, society and human being.

Three skills approach

The three leadership skill are effective tool must be possessed by every leaders. Skills are differ from the trait as skills are what a leader can do and trait is what a leader has characteristics. Leadership skill is defined as ability of a leader to accomplish a difficult task within limited resources by using his knowledge and competencies. He may use integrated approach as per situation prevails.

Technical skills are ability and knowhow of a particular area, analytical skill and ability to use any particular tool and technique to solve any problem. A doctor has competencies to see the required technological changes in the situation and can able to take decision to make viable for the customer satisfaction. Computer software skills and knowledge of electronic for any equipment are essential to make utilization effective. Technical skills are mostly required for lower level of leadership, supervisor and middle management.

Human Skills is ability to work with people of diversified group. Now-a-days the organizations have been expanded globally and people of different culture, ethnic groups and diversified geographical area. Human skills are different from technical skills as it deals with human behavior which is the most important variable to deal and requires extra competencies. Leadership skills required to organize all level of people from front line desk clerks to skilled manager into a group to achieve for similar goals and objectives. It requires for middle management leadership.

Conceptual skills is ability to see into future regarding setting mission and vision of the organization, developing policies and procedure regarding any current change into the process as per prevailing market demand and rapid technological advancement. Developing strategies and procedure for decision making to take organization from good to great to maximize market niche. Conceptual skills requires at top management level as this the group who really steers an organization into right direction, planning, leading, supervising and executing all the strategies to accomplish defined goals and objectives and financial sustainability.

Organization Effectiveness

Organization effectiveness refers that a group of skilled people who work together for a similar cause and to measure how successfully they achieve their objective in terms of financial sustainability, product promotion and shareholder's satisfaction (Otieno, 2015). In other way, we may define organizational process of performance is measured on successful outcomes. Organizational performance is achieved when all the internal and external factors are associated together for optimize results in terms of the value delivering to gain customer satisfaction (Forés & Camisón, 2016).

Measuring organizational effectiveness has been crucial for every institution and considering strength and weakness of an organization to achieve high profit, quality product, market niche and able to gain sustainable competitive advantages over competitors (Spekle & Verbeeten, 2014). To optimize financial strength is also core value to ascertain performance. Employee's engagement, leadership skills and process productivities of an organization are measured in terms of financial sustainability, attaining market share and expansion and development of the organization.

The most difficult area is to measure business performance, as there is no single process available to measure performance of an organization. In a routine process organization measures their performance in line with achievement of set strategies, goals and objectives (Spekle & Verbeeten, 2014). They do not measure each and every functionality individually but calculate only measurable outcomes. Leadership role is very important to allocate scarce resources within organization including inter or external resources in order to optimize results. Leadership role requires bringing all resources together to optimize result. All these process are interlinked together and depending on each other performance, and if any of them are less or negative performer may cause negative impact on overall performance.

LITERATURE REVIEW

Leadership training and development

To review so many literatures, executive summary and research paper it is extracted that leadership has been viewed to be different from one person to another and depending on the situation in which a leader may take decision. Leadership must possess profound strengths (Cashman, 2017) which is helpful in making strategic decision according to needs and demand of customer and changing landscape of technology. Massick and Kramer (2004) are of the view that a leadership skill is his personnel endeavor to be used in different situation to solve any existing problem. His own characteristics, decision making power and ability to deal in situation differently are the basic traits of leadership effectiveness. Leadership development is completely missing in most of the organizations as organizations believe that if leaders continue to work in similar passion they may able to learn from their own mistake and finally able to achieve competencies. Zenger Foksmen (2016) describes that it is present of strength that made a leader great. Bass (1985) and Stogdills (1963) proposed that there are just two or three strengths is needed to make a leader from good to great and his performance rating increased up to 81percentile (Jim Clemmer 2016).

Again (Jim Clemmer 2016) claims that over the last 10 year he has been implanting this approach to the organization to build strength into the leaders rather focusing to eliminate weakness. So many organizations have discovered that adopting strength-based approach is more effective tool achieving competency model and in personal development and growth. As explained in Saowalux and Peng (2007), Burns (1978), conceptualizes two factors to differentiate "ordinary" from "extraordinary" leadership depending on the number of strength each leader possess.

Result orientation

Now a days the competencies of every leaders is judged by the action and outcome he produces by taking extraordinary decision. Leader knows his strength of resources, able to manage them effective to get measurable outcomes. Susan (2011) commented that a leader must make consistent efforts towards the objective and does not leave the place, celebrate early to come on conclusion until the whole job is accomplished successfully. Taking initiative and new decision always brings resistance so a good leader always have action plan and knows how to adjust his action to handle obstacle to produce high-quality outcomes. Integrative approach of a leader to set multiple action plan to be used in different situation, he understands when and where he can use his discretionary power to contribute in other area if missing. He always works beyond expectation, handles problems, assumes responsibility, provide solution, doesn't waste time in blame gaming rather focusing on result orientation and gain customer satisfaction.

Skills and effective leadership

The current major problems of most of the organization to have a perfect leader who have some extraordinary visionary skills to build strength of the organization to meet the competitive market challenges

and to remain sustainable for a longer period of time. The search of perfect leader is always in quest, according to (Fitzgerald 2003) the most highly competitive leaders only possess few strengths but they were not perfect by all means. Most of the leaders don't visualize to acquire new strength as organization which has a narrow set of competencies and try to associate every leader into the same process. In a study conducted by Zenger Folks man in 2016 revealed that an organization has a diverse group of leaders with different strengths, may share their different experience and skills together (Zenger.2016). When the diverse collective capabilities of people can utilize together, brings organization successful. Jim Clemmer (2016) suggested that while 70% to 80% of leaders are better off working on their strengths and when they have problems they seek advises from their peer. After detailing study on the leadership it has been revealed that around 20-30 % of leaders has "fatal flaw" (jim clemmer), weakness most people have. However, fetal flaw are considered the sever weakness that creates negative impact on a person carrier and organization effectiveness. Again, this is tested that a person can't able to assess his own skills, strengths and weakness so some mechanism must be established to identify the required skill an organization is needed and those are lying in the existing leadership or otherwise (Trivellas & Reklitis, 2014) observes that after assessing the gap analysis, leadership must be involving in changing the process to acquire competencies in order to achieve organizational objectives According to Carnall encourage to adopt changes according the changing need of organization and perform beyond expectation, when one organization changes in technology, its leadership is critical factor in its successful changes if they have required knowledge of the technology (Carnall, 2018).

Research Hypotheses

The core problem identified in the study was lack of leadership development plan into the regular process as organizations don't invest in the leadership development believing they will learn from their own experience resulting leaders due to lack of their competencies unable to take right decision in the fast rapidly technological landscape. There exists a false proposition that there is no relationship between leadership competences and organizational effectiveness. Another perception is that leaders should eliminate their weakness rather working to improve their profound strengths. Hence the first hypothesis relates to significant relationship between leadership competencies and three soft skills of human, technical and conceptual skills. Another hypothesis is that leadership competences have direct and significant relation with organizational effectiveness.

Model of the study

Theoretical Framework

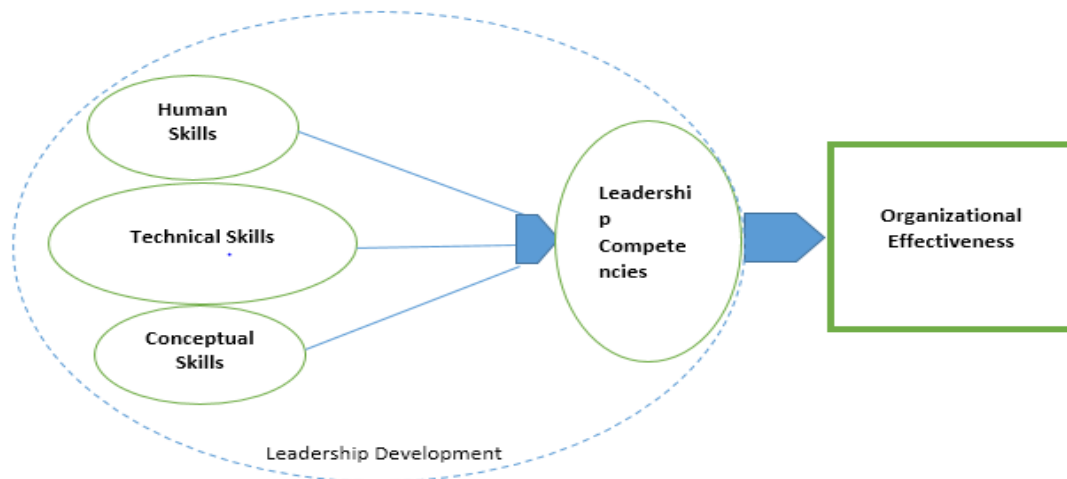


Figure 1: Theoretical Framework

Regression Model

Leadership Competencies (Human + Technical + Conceptual) = $\alpha + \beta$ (Organizational Effectiveness)

Study design

Leadership behavior being intangible data and to find relationship with organizational performance is difficult to obtain and analyze. Structured survey design was formed to collect data from the primary source of all relevant responded available in Karachi especially in healthcare. The questionnaire was developed based on Multifactor Leadership Questionnaire introduced by (Bass & Avolio, 2014) in his research paper.

The independent variable are Leadership effectiveness and intervening variable are Human, capital and technical skills whereas the dependent variable is organizational performance.

Around 300 questionnaires have been distributed among key informant and conducted one on one interviews with individuals considered experts in healthcare leadership on the basis of their national reputation and senior hierarchical position in the institution. The response rate was around 79% which is considerable high and good. The reason for the high return rate was that the researcher personally visited the enterprises, explained and convinced the participants for the purpose of the research and the need for participation. Before starting the interview informed consent was obtained and categorically informed the purpose of the survey. Reliability of the questionnaire were conducted using Cronbach's Alpha and found rating is around 7% which is acceptable.

However, it appears that leadership development is an intangible attributes and difficult to measure in terms of quantitative (Miles & Huberman, 1994). Information collected in terms of 5 likert scales which easily transfer into quantitative scale. This quantitative design enabled to explore the opportunity to obtain the purpose of research, allowing open and exploratory discussion of the issues associated around the topic of leadership development in healthcare. A quantitative measuring 5 liker scale approach was appropriate for this study because of the exploratory nature of the research, and suspected that experts' and organizations' perspectives about leadership development were multidimensional, making them difficult to examine quantitatively (Northouse, 2017). In addition, use of structured questionnaire enabled to explore both experiences and predictions of experts and organizational representatives, and provided rich information about the multiple facets of leadership development challenges in healthcare (Arroliga, Huber, Myers, Dieckert, & Wesson, 2014).

ANALYSIS

Demographic Analysis

Demographic Analysis describes the attributes of the participants, gender, working experience, qualification, and hierarchical position in the institution, educational background, and association with the organization. Male are dominated by 76% proves that at the top level in the healthcare mostly male are running the business, female 23 % are also supportive of taking decision in the business. Responded age between 40-50 are secured higher percentage around 49% than youngster, at this age people get much experience and simple training may enrich their cognitive skills. There is new concept emerges to have youngster at the top hierarchy because they are fast learner and can easily adapt changes as per challenges. Reverse mentorship concept support to bring youngster at the top level. Our result shows that Assistant professor and director are at the higher side and very close to each other proves the pattern of leadership position at the top level. Data were collected by mostly fulltime employees around 97 % to have rich information regarding their experiences and accuracy of data.

Reliability, Overall Reliability

Total number of respondent data are 237 were taken into account for running the statistics without any exclusion. 100% of data were used to find out reliability of the questionnaire asked.

Table 1: Summary of reliability for all the questionnaire asked in a structured survey.

		Cronbach's Alpha	N of Items
1	Conceptual, technical & human Skills	.703	18
2	Leadership Competencies	.728	3
3	Organizational Effectiveness	.654	4

Since reliability is the spearhead of any thesis as it establishes authenticity of variable when it is used a fixed scale to measure. Normally researchers are used 5 likert Scale to assess interrelated items construct to measure reliability. Variables are predicted reliable when they receive stable and higher response from the respondent. In this research a multi-point 5 likert scale were used to predict variable in the model. The most common reliability test is used Cronbach's alph to determine the internal correlation of items in a survey used to assess its reliability.

Eighteen questions interrelated items from likert scale 1 not true to 5 very true floated to obtain three leadership human, technical and conceptual skills and using Cronbach's Alpha to assess their reliability, the variable assessed using all these set of questionnaire are stable and means score are higher and finally the result is 0.703 shows higher integrating and reliability of the data.

To judge and evaluate Leadership competencies 3 set of questionnaire were asked at 5 likert scale 1 for strongly disagree to 5 strongly agree and the result obtain a consistent response and measured to be 0.728 is considered acceptable reliable coefficient.

Coefficient reliability of Organizational Effectiveness is assessed using multi point 4 set of questionnaire and used likert scale 1-5 from strongly disagree to strongly agree and result was extracted 0.654 a little low than the required level of 0.7 but acceptable.

Table 2: Mean of Skills

Variables	Mean	Standard Deviation
Technical Skills	4.48	.21
Human Skills	4.24	.10
Conceptual Skills	4.16	.08
Leadership Competencies	4.35	.12
Organization Effectiveness	4.39	.04

The mean of respondent rate for the technical skills are as high as 4.48 as all the respondents feel that having high level of technical skills is essential in all leadership characteristic to carry on organization process. The standard deviation of 0.21 % expressed and reflect the different values vary of the variable around the mean value. To assess the human skills and their mean value is also significantly high 4.24 and close to higher level of 5 degree value and shows that respondents are of the view that a leader must possess human skills to assess and control the human behavior which is essential process of organizational effectiveness. The distribution of response to a 5-point rating scale can yield higher mean value of 4.16 the average of respondents presume that at higher level of leadership conceptual skills must be the main attributes to lead organization. There is greater finding and raises serious concerns that in any organizational development leadership profound strengths is essential element and in support the respondent rate using consistencies mean value is 4.35 out of 5 degree value assessment. The mean value of organizational effectiveness is also high at 4.39 with respondents deviation from mean is 0.4% . The closer any scale means appears to fix 5.0 the more likely it is proving that the characteristics will act close to the dependent variable. The standard mean value of all the variable tested are in consistent with higher ranges proves all variable are very close relation with each other and fall in the same direction to support leadership skills is essential for organizational development.

Table 3: Correlations between skills and Leadership competencies

		Leadership Competencies	Conceptual Skills	Technical Skills	Human Skills
Leadership Competencies	Pearson	1	.221**	.088	.168
	Correlation		.001	.179	.009
	Sig. (2-tailed)				
Conceptual Skills	N	237	237	237	237
	Pearson	.221**	1	.406**	.535
	Correlation			.000	.000
Technical Skills	Sig. (2-tailed)	.001			
	N	237	237	237	237
	Pearson	.088	.406**	1	.455
Human Skills	Correlation				
	Sig. (2-tailed)	.179	.000		.000
	N	237	237	237	237
	Pearson	.168**	.535**	.455**	1
	Correlation				
	Sig. (2-tailed)	.009	.000	.000	
	N	237	237	237	237

****.** Correlation is significant at the 0.01 level (2-tailed)

In this study we use two dimensions of regression analysis first of all three skills conceptual, human and technical to be measured as independent variables with leadership competencies and the respondent readiness to assess measureable outcome considered one of the most important in a study of health care organizations sustainability with effect of leadership competencies. The result revealed that high quality leadership training and development especially developing soft technical, human and conceptual skills are the forefront to increase leadership competencies. The result shows that as the amount of skills increases the external pressure increases to improve leadership competencies to provide tangible outcome for organizational effectiveness. While studying the core and overlapping relationship among all three independent variables reveals a positive relationship among themselves.

However, the conceptual skills are showing close and significant relationship 0.221 with the leadership competencies describing leaders must possess high level of conceptual skill to look into the future for taking decision to change in the policies and procedure. Interesting, it is also noted that technical skills 0.08 tend to relate closely to the leadership effectiveness and has a positive relation as such skills is required hands on and motor skill of the technology used in the organization, their process and changing pattern needed. The positive correlation between human skills and organizational effectiveness further confirms the integration between these two variables. We do observed that all these three independent variable also have inter-correlation among them conceptual skill has the highest significant value with human skills then technical skill.

Table 4: Correlations between Leadership Competencies and Organizational Effectiveness

		Leadership Competencies	Organization Effectiveness
Leadership Competencies	Pearson Correlation	1	.467*
	Sig. (2-tailed)		.010
	N	237	237
Organization Effectiveness	Pearson Correlation	.467*	1
	Sig. (2-tailed)	.010	
	N	237	237

Predictors: (Constant), Leadership Competencies

Regression analysis is used to assess the relationship between independent variable of Leadership Competencies with dependent variable Organizational Effectiveness and to find their positive correlation. The analysis of result confirms that integration between leadership competencies and organizational effectiveness has significantly high by positive, 467% that any amount of leadership development increase it provide positive impact on organizational effectiveness. It is also concluding that there is statistically significant correlation between both the variable as significant level .010 is less than 0.05 value. This result suggests that organizational effectiveness and their performance improvement is depending on leadership competencies and leadership is depending on structured and planned training programme to increase their competencies.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.824 ^a	.678	.664	.3306	.664	36.712	1

Predictors: (Constant), Leadership Competencies

Regression model was used and applied to find relationship between independent and dependent variables, SPSS software is used for analysis and findings. The summary of results show that R value represent correlation coefficient R value .824 shows that there is positive relation between leadership competencies and organizational effectiveness. While R-squared 0.678 provides an estimate of the strength of the relationship between the model and the response variable, it does not provide a formal hypothesis test for this relationship. The overall F-test determines this relationship is statistically significant. f- 36.712 values are considered that independent variable has strong and positive relation with dependent variable. .

Analysis of table provides that the statistics about the overall significance of the model being fitted as the significance value is showing less than 1%. The correlation coefficient value, 0.824 shows that changing in dependent variable due to changes in independent variable. There is change of .824 percentages in dependent variable due to 1% change in independent variable of organizational effectiveness.

DISCUSSION AND CONCLUSION

After reviewing all the parameters, test result and studying broadly relevant literature it appears that it is role of great leaders across the healthcare industry, use all their skills and competencies to identify the contemporary advancement in technological landscape, make decision and developed policy to adapt changes. To find a different measurable outcome requires changes in the system and process. Applying integrative approach as per needs and situation prevails fresh perspective on measuring performance. Results of the analysis reveals and demonstrated some association with dependent and independent variables and identified that leadership skills acquisition is the forefront and spearhead process to achieve sustainability of the organizations.

The paper discusses ways and means to capture the true productivity of the process and bring up to the surface some of the measureable outcome in order to achieve organizational sustainability. Leadership effectiveness may be evaluated by their performance in bringing the organization at the top of the market,

able to gain stakeholder satisfaction and enhance working process and system. Researchers are working to evaluate and measure both the results achieved and identify the system used to optimize the outcome.

The consequences, focusing on integrating more process to enrich leadership technical, human and conceptual skills to understand technological aspect of the systems helping in right decision making. All people make things and use tools to judge performance of the organization, but every organization does not perform technically and yields the same results as others.

Finally, true assessment of the analysis proves that leadership competencies have significant correlation with organizational effectiveness and recommended that leaders should focus to improve their profound strength rather fixing of their weakness. Organizations should integrate leadership development programme into their strategic planning to be able to enhance conceptual skills to make future planning according to changing trend of market, technical skill acquisition to be aware of technological advancement and integrate into the process and finally to develop concept of human skill which is helpful to effectively manage human resources and optimize result. Changing into the systems and process ultimately, enhances working process, structure of the organization, decision making and can effect on organizational sustainability.

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