

**TOPIC ANALYSIS AND SYNTHESIS ON  
"Leadership Is About Responsibility, Not  
Authority"**

Author: Ruchit Dobariya

Student ID: 40232238

Submitted to: Prof. Pankaj Kamthan

# Table of Contents

1	Abstract .....	3
2	Introduction .....	4
	2.1 Motivation .....	4
	2.2 Problem Statement .....	4
	2.3 Objectives .....	4
3	Background Material .....	4
4	Methods and Methodology .....	5
	4.1 ("Impact of Authoritarian Leadership on Employee Performance and Job Role Clarity"): [7] .....	5
	4.2 ("Six Ways of Understanding Leadership Development"): [5] .....	5
	4.3 ("Responsible Leadership in the Manager-Employee Relationship"): [6] ..	5
	4.4 ("Leadership: A Comprehensive Review of Literature"): [3] .....	6
	4.5 ("Leadership: Should or Should Not Delegate Communication"): [1] ....	6
	4.6 ("Research on Respect in Leadership"): [8] .....	6
	4.7 ("Servant Leadership: a Systematic Literature Review and Network Analysis"): [2] .....	6
	4.8 ("The Relationship Between Leadership Styles and Innovation"): [4] ....	6
	4.9 ("Analysis of Leader Effectiveness in Organization and Knowledge- Sharing Behavior on Employees"): [9] .....	6
5	Results Obtained .....	7
	5.1 Under What Conditions: .....	7
	5.2 Constraints: .....	7
	5.3 Quality of the Results: .....	7
6	Conclusion .....	7
	6.1 Suggested Improvements: .....	7
	6.2 Limitations to Solution: .....	8
	6.3 Applications in Real World: .....	8
	6.4 Conclusion: .....	8
7	Appendix .....	9
8	Acknowledgements .....	10

# **1 Abstract**

In my report, I will delve into a new understanding of leadership that will move beyond the traditional notion of just being in charge. From the resources I have gathered, I will come to see leadership as more about teamwork, support, and collaboration rather than simply giving orders. My findings will emphasize that true leadership involves being a key part of the team and focusing on collective success. It will be about building trust and respect, not just wielding authority. This report will reflect my journey in understanding that effective leadership is fundamentally about fostering a shared vision and working together towards common goals.

## 2 Introduction

### 2.1 Motivation

- Choosing to investigate "Leadership Is About Responsibility, Not Authority" stems from a recognition of the evolving nature of leadership in contemporary workplaces. This topic is vital because it challenges traditional views of authority, emphasizing instead the importance of responsibility and servant leadership.
- Investigating this area offers insights into how leaders can effectively guide teams with humility and collaboration, rather than through hierarchical power.
- Such an approach is increasingly relevant in modern, flat-structured organizations where success hinges on mutual respect and the collective wisdom of diverse teams. Understanding this paradigm shift in leadership is crucial for anyone aspiring to lead effectively in today's dynamic work environments.

### 2.2 Problem Statement

The problem statement is how a new leader with less experience than their team members can effectively lead and gain credibility, avoiding the pitfalls of relying solely on authority, and instead focusing on the responsibility to help the team succeed.

### 2.3 Objectives

The objectives of investigating the concept of "Leadership Is About Responsibility, Not Authority" are multifaceted:

- **Enhance Leadership Effectiveness:** Investigate how shifting focus from authority to responsibility improves a leader's ability to foster a collaborative and empowered team environment, leading to greater team productivity and morale.
- **Adapt to Modern Organizational Trends:** Understand how contemporary organizations, which often favor flat and dynamic structures, can benefit from leaders who prioritize responsibility over traditional hierarchical authority.
- **Develop Personal Leadership Skills:** Aim to refine personal leadership style to align with modern expectations, emphasizing responsibility and servant leadership, which is essential for anyone in or aspiring to leadership roles.

## 3 Background Material

- **Impact of Leadership Styles:** Different leadership styles have varied impacts on employee performance and job clarity. For instance, authoritarian leadership in certain cultural contexts (like in the Saudi Arabian Oil & Gas sector) can positively impact performance when moderated by power distance. However, this may not be universally applicable.
- **Cultural and Contextual Factors:** Leadership effectiveness varies across different cultural and organizational contexts. What works in one setting may not work in another, underscoring the need for leaders to be adaptable and culturally sensitive.

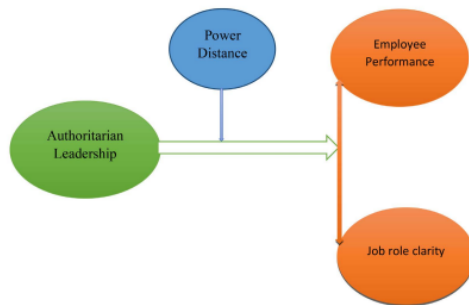
- **Ethical and Responsible Leadership:** Modern leadership emphasizes ethical practices and responsible decision-making. Leaders are expected to act in the best interest of their teams and organizations, demonstrating integrity and accountability.

## 4 Methods and Methodology

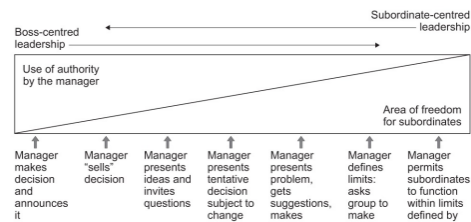
There were several methods or approaches for this statement among all the research papers I have gone through, of which, summary I have provided below. For some of them, there were research models as well.

### 4.1 (“Impact of Authoritarian Leadership on Employee Performance and Job Role Clarity”):[7]

**Approach:** The research focused on the impact of authoritarian leadership within a specific organizational context (AYTB Oil and Gas company in Saudi Arabia). The approach involved using a questionnaire-based survey to collect data from supervisors and crew leads, employing random sampling techniques to minimize bias. A Research model[1a] was created for this approach.



(a) Research model



(b) Leadership Continuum

### 4.2 (“Six Ways of Understanding Leadership Development”):[5]

**Approach:** This study employed interactive co-production research, integrating joint learning between participants and researchers. It explored leadership development in three large, technology-driven organizations in Sweden, using an explorative and phenomenographic design to understand varied perceptions of leadership development

### 4.3 (“Responsible Leadership in the Manager-Employee Relationship”):[6]

**Approach:** The research studied leadership in two executive MBA groups, focusing on personal experiences of responsible leadership in the manager-employee relationship. It utilized an explorative case study strategy and content analysis, aiming to advance both empirical and theoretical understanding of leadership[4a].

#### 4.4 ("Leadership: A Comprehensive Review of Literature"): [3]

**Approach:** This paper appears to be a comprehensive literature review, encompassing various leadership models and traits [1b]. It synthesized information from numerous sources to present a broad overview of leadership theories and practices.

#### 4.5 ("Leadership: Should or Should Not Delegate Communication"): [1]

**Approach:** The study investigated the delegation of communication in leadership using a Systematic Literature Review (SLR). This method allowed for a thorough evaluation of existing research to understand the implications of communication delegation in leadership styles

#### 4.6 ("Research on Respect in Leadership"): [8]

**Approach:** Focusing on the concept of respect in leadership, this paper conducted a systematic literature review. The approach involved categorizing the literature into broader categories based on how respect in leadership has been operationalized in empirical studies

#### 4.7 ("Servant Leadership: a Systematic Literature Review and Network Analysis"): [2]

**Approach:** This research combined a Systematic Literature Review with bibliographic Network Analysis to study servant leadership. It involved citation network analysis and co-occurrence networks analysis to understand the thematic and citation patterns in servant leadership literature [4b].

#### 4.8 ("The Relationship Between Leadership Styles and Innovation"): [4]

**Approach:** This study was descriptive in nature, using questionnaires to collect data from the National Electricity and Gas Distribution Company BECHAR. It employed the Cochrane formula for sample size estimation, and a total of 104 valid questionnaires were used for statistical analysis. The study utilized a five-point Likert scale for measurement and adopted Structural Equation Modeling (SEM) for data analysis and hypothesis testing. The study also included a conceptual model [3a] illustrating the relationship between different leadership styles and innovation

#### 4.9 ("Analysis of Leader Effectiveness in Organization and Knowledge-Sharing Behavior on Employees"): [9]

**Approach:** Conducted a survey in the textile industry, using a scale tested on 66 employees for reliability. The final study included 507 white-collar employees in 22 companies. The study used a two-part questionnaire, including demographic information and scale questions related to leader effectiveness and knowledge-sharing behavior. The analysis involved simple linear regression models and was executed using IBM SPSS 23 and LISREL programs [3b].

## 5 Results Obtained

### 5.1 Under What Conditions:

- Many of the studies were conducted under specific organizational or cultural settings. For example, one paper focused on authoritarian leadership in a Saudi Arabian Oil & Gas company, suggesting that leadership style effectiveness is highly contextual.
- Some research was based on the experiences of specific groups, like executive MBA students or professionals in certain industries, which may impact the applicability of the findings in different contexts.

### 5.2 Constraints:

- **Cultural and Organizational Limitations:** Several studies were limited by their focus on specific cultures or organizational structures, which may not be universally applicable.
- **Methodological Limitations:** Some papers were literature reviews or theoretical analyses without empirical data, limiting the practical application of their findings.

### 5.3 Quality of the Results:

- **Adequacy:** The results in most papers were adequate in terms of addressing specific aspects of leadership within their chosen context. They provided valuable insights into how leadership styles and approaches vary across different settings.
- **Quality Concerns:** The quality might be considered subpar in terms of generalizability. Since many studies were context-specific, their findings may not be applicable to all organizations or cultures. Additionally, the theoretical nature of some papers means their conclusions are more speculative than evidence-based.

## 6 Conclusion

### 6.1 Suggested Improvements:

- **Broaden Cultural and Organizational Context:** Many studies focused on specific organizational or cultural contexts (e.g., the Oil & Gas sector in Saudi Arabia[7] in Paper 1). Future research could expand to include a wider range of industries and cultural settings to enhance the generalizability of findings.
- **Diversify Research Methods:** While some papers used empirical data and case studies, others relied on literature reviews. Incorporating a mix of qualitative and quantitative methods in future research could provide a more holistic understanding of leadership.

## 6.2 Limitations to Solution:

- **Context-Specific Findings:** Some conclusions, such as the effectiveness of authoritarian leadership in high power distance cultures in one of the paper, may not be applicable in organizations with a different cultural backdrop or organizational structure.
- **Theoretical Focus:** Papers with a strong theoretical or literature review focus[3] may lack direct empirical evidence, limiting their immediate applicability in practical scenarios.

## 6.3 Applications in Real World:

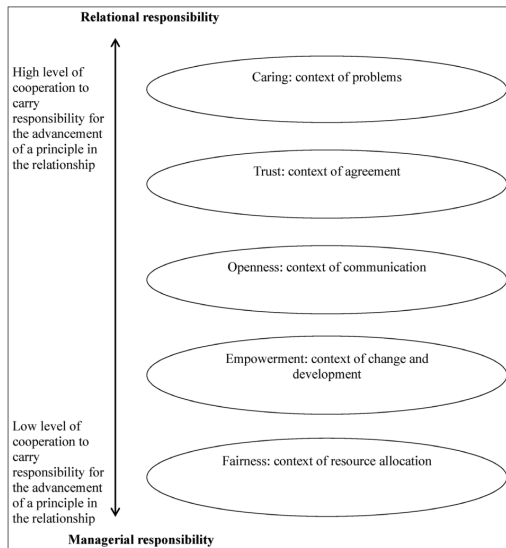
- **Leadership Development Programs:** Insights from these studies can inform the design of leadership development programs in diverse industries, especially those focusing on responsible leadership[6] and communication strategies[1].
- **Organizational Policy and Culture:** Findings, especially regarding respect in leadership[8], can guide organizational policy and culture to foster more effective and respectful leader-subordinate relationships.

## 6.4 Conclusion:

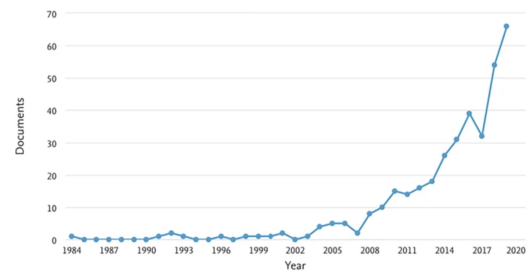
The research collectively shows that effective leadership is more about taking responsibility and caring for others than just having power or authority. Good leaders understand and connect with their team, communicate well, and respect everyone's contributions. Different places and situations might need different styles of leadership, but being adaptable and focusing on people's needs is always key. In short, true leadership is about guiding and supporting others, not just being in charge.



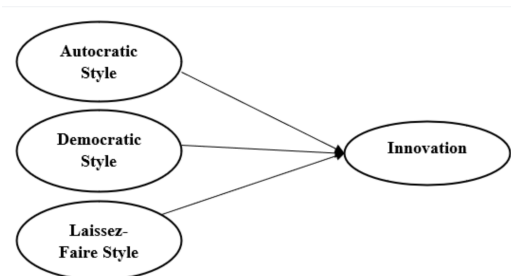
## 7 Appendix



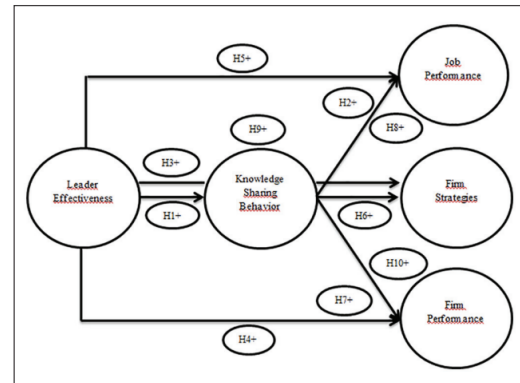
(a) Conceptualization of Responsible Leadership in the Manager–Employee Relationship



(b) how the topic of servant leadership dates back to the mid 1980s to present



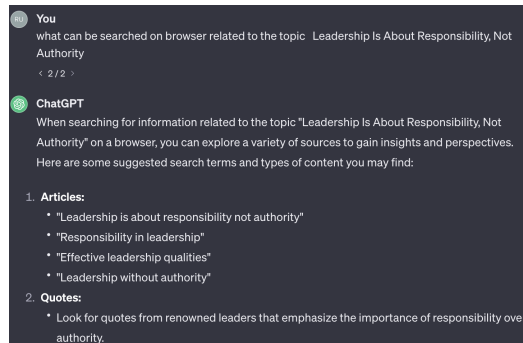
(a) The Conceptual Framework of the Research



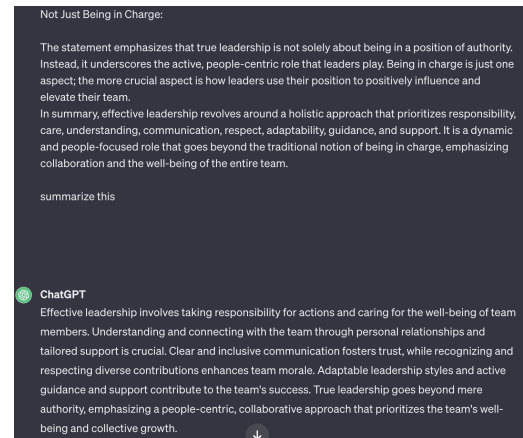
(b) how the topic of servant leadership dates back to the mid 1980s to present

## 8 Acknowledgements

- ChatGPT: <https://chat.openai.com/>



(a) Request and response for what I searched on chatgpt



(b) asked to give me the summary of the conclusion that I got.

## References

1. Gibriel Badjie. Leadership should or should not delegate communication?(a systematic literature review: the art of delegation). *Eksis Jurnal Riset Ekonomi dan Bisnis*, 15(2):67–78, 2021.
2. Alice Canavesi and Eliana Minelli. Servant leadership: A systematic literature review and network analysis. *Employee responsibilities and rights journal*, pages 1–23, 2021.
3. Sait Revda Dinibutun. Leadership: A comprehensive review of literature, research and theoretical framework. *Research and Theoretical Framework (January 17, 2020)*, 2020.
4. Berbaoui Kamel, Mokaddem Abdeljalil, Bensalam Abdelhakim, et al. The relationship between leadership styles and innovation-case study using sem. *European Proceedings of Social and Behavioural Sciences*, 101, 2021.
5. Sofia Kjellström, Kristian Stålne, and Oskar Törnblom. Six ways of understanding leadership development: An exploration of increasing complexity. *Leadership*, 16(4):434–460, 2020.
6. Anna-Maija Lämsä and Anne Keränen. Responsible leadership in the manager–employee relationship. *South Asian Journal of Business and Management Cases*, 9(3):422–432, 2020.
7. Kamran Nawaz, Mudassar Usman, Waqar Ul Mulk, Zahoor Ahmad, and Haseeb Shahzad. Impact of authoritarian leadership on employee performance and job role clarity. by moderating role of power distance.(in project line base company). *Journal of Human Resource and Sustainability Studies*, 10(3):485–502, 2022.
8. Cort W Rudolph, Ian M Katz, Regina Ruppel, and Hannes Zacher. A systematic and critical review of research on respect in leadership. *The Leadership Quarterly*, 32(1):101492, 2021.
9. Fatma Sonmez Cakir and Zafer Adiguzel. Analysis of leader effectiveness in organization and knowledge sharing behavior on employees and organization. *Sage Open*, 10(1):2158244020914634, 2020.