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Title:

Leadership

Introduction:

The world economy's recovery has not lived up to predictions, and concerns about its future have been mounting in recent years. The risk factor has grown across all sectors as a result of organisations' heightened prudence in making strategic decisions. According to Z. Yang and Zhu (2016), when Facebook, Apple, Samsung, & Alibaba make long-term strategic decisions, they prioritise minimising the possibility of negative repercussions on their performance. The leadership and communication skills of an organisation suffer when decision-makers embrace a "risk" mentality. An excellent leader is someone who motivates followers by sharing their vision for the potential and earning their trust (Zhang et al., 2011). Workers should feel included and supported when they observe their boss collaborating to advance sustainability and other essential measures towards achieving objectives. The opinions of one's followers are one metric for evaluating a leader; this metre seeks to demonstrate the influence that managers have on their respective organisations (Prati et al., 2003). What this means is that the effectiveness of a leader is determined by how successfully they direct and persuade their subordinates to accomplish the objectives (Dabke, 2016).

An organization's success hinges on its leadership and the way information is communicated, according to studies conducted by Gary Hamel (2006). The research shows that out of the 30,000 items offered by enterprises in the industrial industry, only 10% are actually effective (Hamel, 2006). In accordance with Castellion and Markham (2013), the success percentage of items offered by businesses in the manufacturing sector was only 20%. Even though production businesses invest over \$20 million on these presentations, only about 15% to 20% of goods wind up being successful (Perreault et al., 2013). That is to say, the annual percentage of newly announced products that really reach consumers is very low, hovering about 10% to 20%. This results in the waste of numerous billions of dollars on ideas that never see the light of day. The major cause of this problem has been identified by multiple studies as inefficient leadership and information exchange inside the organisation (Frakenpohl et al., 2016; Knies et al., 2016; Onesto, 2017; Ritala et al., 2015). To be an effective leader, one must ensure that the organisation is progressing towards its objectives. Managers and staff must engage in productive dialogue in order to achieve goals and guarantee happiness for all (Cooper & Nirenberg, 2004). A leader's success can be measured by the degree to which their employees are dissatisfied. To find these signs, one might employ a number of criteria. How well leaders address the concerns and requests of their followers is one such factor. Leaders' ability to assist their followers in developing their business life and abilities is another important factor. Another is how much leaders contribute to the personal growth of their followers. How often leaders face complaints, delays, or attacks; how much faith followers have in a leader's honesty; how well followers are able to carry out the leader's orders; and how credible the leader is are all factors in leadership (Yukl, 2013).

Literature Review:

As Yukl (2013) put it, leadership is "the procedure for facilitating individual and organisational efforts to comprehend and motivate the people to realise what is supposed to be done in what manner and to realise the shared objectives." Achieving a shared goal requires leaders to "permit others to assist as well as encourage them," as put forward by Chemers (2000). A leader's efficacy is affected by numerous factors, including the organization's culture, the leader's personal traits, and interpersonal interactions. When a leader reaches their full potential, it's because they give their all to the success of the organisation. The fearlessness of their superiors can serve as an example for their employees to follow as they chart their own course for success. Efficient leadership benefits not only the leader's followers but also society as a whole. Avolio & Locke (2002), Choi & Mai-Dalton (1999), De Cremer & Van Knippenberg (2002), and Yorges et al. (1999) are only a few examples of the research community's clear preference for researching leaders' surrender actions and their outcomes. According to Lowe et al. (1996), effective leaders inspire their people to sacrifice for the greater good, put in long hours, and deliver at a high level. The ability to see the big picture, understand one's place in it, and make accurate predictions are all hallmarks of an effective leader (Conger, 1999). One of the most important ways a leader may prove their worth is by giving their all for the company's success (Jacobson & House, 2001).

Good leaders avoid labour segregation, promote an inclusive workplace, value employees' contributions, and prioritise the requirements of the organisation over their own (Chou and Mai-Dalton, 1998). According to Prapavessis and Carron (1992), a leader who is selfless is willing to put the needs of the organisation before their own. In other words, being selfless boosts both the short- and long-term performance of the business and the level of engagement among its employees. Leadership behaviour is affected by employees' dedication and the clarity with which they communicate their thoughts to the company, according to Turner et al. (1987). Effective leaders inspire their followers to follow suit in terms of their own emotions, thoughts, and actions inside the business (Hogg, 2001). It is usual for leaders to be part of the same or similar groups as the people they supervise, since all leaders are also members of the business and its subgroups. Leadership procedures, especially when performed within the broader context of the organization's membership in the organisation, are heavily impacted by the characteristics that managers bring to the table as members of the organisation. According to Nonaka and Takeuchi (1995), corporations rely heavily on individuals and the confidential data they supply regarding knowledge exchange. Even though they may be organised differently, the centre of any company's data administration process is knowledge exchange. The fundamental outcome of knowledge sharing is the creation of information that is used throughout the company, which is essential for the success of businesses in the modern period (Mısırdağı, 2006).

The organisation needs data in order to fix current problems and create new products. In order to market their products, businesses must quickly provide information using specialised data. The continual learning activities that employees engage in with the goal of developing and executing new

business processes lead to improved abilities in sharing information. According to Taş (2011), numerous experts believe that these behavioural changes are essential for encouraging creative activity at work. A worker's commitment to the organisation and degree of intrinsic motivation are the most important factors in determining how well they perform. A worker's happiness on the job may have a direct correlation to his output. Businesses strive to encourage employees' creative thinking by regularly increasing both their internal and external incentives for tasks that demand new skills (Jung et al., 2003). Of paramount importance is making sure that a worker's performance lasts, and one method to do this is via a good performance evaluation. The investigation has to centre on white-collar employees because of the innovative product activities in the manufacturing sector.

Finding the relationships between the dependent variables of leadership activity, information sharing behaviour (here used interchangeably), job performance, business strategies, and firm performance was the central objective. The idea of leadership incorporates numerous diverse theoretical frameworks and practical approaches. Excellent management is a combination of managing and directing, with the right amount of both applied depending on the circumstances and needs of the business. What makes a leader different from a manager, what qualities make a good leader, and how leaders function within organisational structures are all topics covered in this survey of leadership theory. It also delves at how gender, culture, and age play a role in shaping leadership styles and performance.

Leadership vs. Management:

The debate over whether individuals lead or simply manage has long been a topic of discussion in organizational studies. While management is often associated with administrative tasks and maintaining stability, leadership involves inspiring and guiding individuals towards a shared vision. However, the distinction between the two roles is not always clear-cut, as effective leaders must possess managerial skills to implement their vision. For instance, Mintzberg (1973) argues that managers perform interpersonal, informational, and decisional roles, whereas leaders focus on setting direction, aligning resources, and motivating others to achieve goals.

Attributes of a Good Leader:

Numerous studies have identified key attributes that contribute to effective leadership. According to Bass and Avolio (1994), transformational leaders inspire followers through vision, charisma, intellectual stimulation, and individualized consideration. Similarly, Kouzes and Posner (2012) highlight honesty, integrity, competence, and the ability to inspire trust as essential qualities of successful leaders. Furthermore, in today's complicated and fast evolving corporate world, emotional intelligence—which includes awareness of one's empathy, and social skills—is crucial for successful leadership, according to Goleman (2000).

Leadership Function in Senior Management:

In order to shape company culture, propel innovation, and cultivate employee engagement, senior managers—often confused with leaders—are crucial. Schein (2004) argues that an organization's culture is a reflection of its members' shared views, attitudes, and behaviors, which in turn shape how members interact and make decisions. Leaders shape company culture by setting an example of appropriate conduct, sharing core beliefs, and coordinating daily operations with long-term goals. In addition, leaders foster an encouraging atmosphere that enables workers to give their all and adjust to new conditions.

Cross-Cultural Leadership and Women in Leadership Roles:

Differences in leadership styles along with efficacy between cultures are substantial. Power distance, individualism/collectivism, masculinity/femininity, aversion to uncertainty, and long-term orientation are some of the cultural variables that Hofstede (1980) found to influence leadership styles and preferences. Especially when it comes to leadership, women leaders have something special to offer. According to Eagly and Carli (2007), women leaders are more likely to use transformational and participatory approaches, with an emphasis on teamwork, compassion, and rapport. Successful women in multinational companies use these techniques to different degrees depending on cultural conventions, corporate situations, and personal preferences.

Leadership encompasses a blend of leading and managing functions, requiring a diverse skill set and adaptability to different contexts. Effective leaders inspire trust, communicate vision, and foster collaboration to drive organizational success. Gender, cultural factors, and age influence leadership styles and approaches, with women leaders often employing more participative and relationship-oriented styles. However, successful leadership transcends gender, culture, and age, emphasizing the importance of authenticity, emotional intelligence, and adaptability in navigating today's complex business landscape.

Methodology:

Performance is defined by Pugh (1991) as the extent to which an action achieves its objective. It is a way of thinking about the organization's structure and how people work together to achieve their objectives. According to Chermerhorn et al. (1985), performance is the amount of output that is produced as a result of an activity. Employees execute their work to the best of their abilities within reasonable boundaries, according to what is considered appropriate for their qualities. At this point, the objective or work has been accomplished to a certain extent. One definition of business performance is the amount of work that employees put in for the sake of their pay (Rousseau & McLean, 1993). Another definition is the amount of work that employees put in as part of their job duties and responsibilities to meet their own needs (Barutçugil, 2002). According to Van Veldhoven et al. (2017), companies place a high value on performance management. Employees fall short of expectations when effective performance management is lacking. This is why good performance management seeks to educate

workers on the matter, use healthy and fair criteria to evaluate their work, and boost organizational efficiency by encouraging workers to become more productive and efficient in their work (Dehaghi & Rouhani, 2014).

So, when thinking about how to improve staff performance, it's necessary to consider leader effectiveness and knowledge sharing behavior. A company's success is directly proportional to the efficiency and effectiveness of its workforce (Çöl, 2008). Consequently, performance is crucial for companies. The purpose of conducting performance evaluations is to get insight into both the past and future achievements and growth opportunities of an organization's employees (Uyargil, 2013). Employing professional personnel practices and putting performance evaluation tools to good use can help businesses achieve their objectives (Palmer & Winters, 1993). Offering a reward based on performance might motivate the individual to focus more on their work and find new ways to tackle challenges, ultimately leading to improved performance and a more impressive display of expertise. There will be a marked improvement in employees' dedication to the organization's performance goals.

This research will examine the connections between leadership effectiveness and information sharing, as well as their individual impacts on company performance. The following theories have been formulated under the aforementioned theoretical framework:

First Hypothesis (H1): Employees that are willing to share what they know tend to do better in their jobs.

Second Hypothesis (H2): Employees' productivity rises when their leaders are effective.

Third Hypothesis (H3): Knowledge sharing acts as a mediator between a leader's efficacy and their employees' performance on the job.

Data Collection and Analysis:

Quantitative Data Collection:

Quantitative data will be collected through an online survey administered to mid-to-senior-level managers and executives across industries and geographical regions. Participants' leadership styles, views on company culture, and demographic data will all be measured using the survey tool. Avolio and Bass (2004) developed the Multifactor Leadership Questionnaire (MLQ) to measure transactional, laissez-faire, and transformational leadership styles; this survey will incorporate validated measures to measure these types. To further capture participants' cultural orientations, Hofstede Insights (n.d.) will use Hofstede's Cultural Dimensions Scale. In order to make sure the survey is legitimate and reliable, we will test it with a small group of people to see if there are any questions that are unclear or biased. The finalized survey will then be distributed electronically to the target participants, with reminders sent to non-respondents to maximize response rates.

Quantitative Data Analysis:

To investigate gender, cultural, and age-related leadership effectiveness patterns, associations, and predictors, quantitative data analysis will employ correlation modeling, regression analysis, and descriptive statistics. To summarize the demographic characteristics et leadership styles of the participants, descriptive statistics such as medians, standard deviations, etc frequencies will be produced. This study will use correlation analysis to look for connections between leadership styles, company culture, and demographic factors. Regression modeling will be employed to identify predictors of leadership effectiveness, with gender, cultural dimensions, and age serving as independent variables and leadership outcomes (e.g., employee engagement, organizational performance) as dependent variables. Hierarchical regression analysis will allow for the examination of the unique contributions of each predictor while controlling for potential confounding variables.

Qualitative Data Collection:

A portion of the survey takers will be interviewed using semi-structured questions to glean data that was qualitative. Interviews will provide us a chance to delve into the participants' perspectives, realities, and difficulties in relation to leadership in terms of age, culture, and gender. The theoretical framework and research questions will inform the development of the interview guide, which will include issues including cultural impacts, organisational dynamics, and leadership styles. In order to obtain in-depth information from the people who participated, we will ask them probing questions. The way of life and practicality of those taking part will dictate whether the telephone conversations will be conducted in person or online. With the participants' permission, we will audio record all interviews and then transcribe them word for word so we can analyse them.

Qualitative Data Analysis:

The framework of theory and research questions will direct the thematic deductive analysis of qualitative findings. Following the identification of important subjects and ideas in the literature study, the interview transcripts will be classified and categorised. Two researchers will code separately to increase validity and dependability. To settle disagreements and make sure everyone is using the same codes, we will have consensus meetings. In order to back up the conclusions, we will pick illustrative quotations and look for themes and patterns.

Integration of Quantitative and Qualitative Findings:

As demonstrated by Creswell as well as Plano Clark (2018), a mixed techniques framework system will be used to combine the results of the numeric as well as emotional examinations. Revelations may be free, conflicting, or necessary considering the assessment and separation of the two sorts of data. A more comprehensive comprehension of drive approaches to acting through direction, culture, and develop can be achieved through the use of triangulation of revelations, which will grow its reliability

and authenticity. To answer the investigation questions, advance speculation, and arrive at practical derivations, the joined results will be taken apart and interpreted.

Ethical Considerations:

Consent from a sureness, and deliberate commitment are standards of human subjects research ethics, which this endeavor will keep up with. All individuals will get direct information with respect to the audit's targets, their opportunities, and any advantages or deterrents to sharing. Any information will be saved securely and utilized exclusively for investigation, and security of the individuals' reactions will be kept up with.

To totally investigate drive models across personality, monetary and age, the proposed methodology utilizes a mixed strategies approach. A more nuanced data on the parts impacting drive feasibility and various leveled results can be achieved by mixing quantitative examinations and emotional gatherings. This study chooses to do precisely that. The audit revelations will add to creation of hypotheses and rational encounters generally through the field of regulatory investigation, due to the careful data party and assessment systems gave in this methodology.

A company's leadership is primarily concerned with carrying out its responsibilities and accomplishing its goals as efficiently as possible. The level of performance comprehension among leaders determines the most effective approach. The help the staff members contribute to the corporation's objectives is the simplest way to put it, according to Kılıç (2000). According to Nursoy and Şimşek (2001), performance can be defined as the outcome of an intentional and planned activity, and it can be measured statistically or qualitatively. Evaluation of activity outcomes is necessary for performance determination (Altin et al., 2018). Put another way, a company's performance can be defined as the output for a specific period of time. Concurrently, in such a cutthroat market, it is critical for the group to positively affect the company's strategy for competing with rivals. The effectiveness of leadership plays a crucial role in determining the success of organisations' plans (Loan, 2014). The results demonstrate that the company's strategy benefits from good leadership and information sharing. This outcome might be seen as the extent to which the firm's objective or mission has been achieved. In this context, effectiveness can also be seen of as an assessment of the firm's overall endeavours to accomplish its goals (Gurkan, 1995). The term "knowledge sharing" refers to the practice of passing on information from one entity to another, whether that entity is an individual, a group, or an organisation. It is crucial for individuals in possession of knowledge to carefully consider when together with whom they divulge information, as this asset is highly valuable in a setting of competition. Due to the growing importance of information return speed in enterprise rivalry, it is important to actively disseminate information to individuals who utilise it within the organisation. In corporate cultures where trust is valued more than fear, conversation and understanding exchange technologies are effective. It is not necessarily the case that trust levels correlate directly with people's openness to working together. More trust, more open lines of communication, more organisational learning, and more information sharing are all benefits of a

trust-based business environment fostered by information organisations' communication and knowledge-sharing technology. Doing all that is required to maximise trust among all levels and in as well as out the organisation, should be the primary principle for information organisations to succeed. As the most sophisticated kind of human motivation, trust is crucial to the survival of any organisation (Jyoti & Bhau, 2015). Once people trust one other, they are able to work together more efficiently. Research shows that when leaders are effective and their employees share what they know, it boosts everyone's productivity. If the upper ranks of organisations effectively and meaningfully applies their leadership qualities, they are highly likely to receive good feedback.

Schedule (Gantt Chart):

			Phase 1 (Proposal)				Phase 2 (Dissertation)								
			w1	w2	w3	w4	w5		w6	w8	w9	w10	w11	w12	
No	Task	Duration													
1	Topic selection	1	✓												
2	Aim	1		✓											
3	Objective and RQ	2		✓	✓										
4	Method	2			✓	✓									
5	LR	2			✓	✓									
6	Data Collection	1													
7	Analysis	2													
8	Findings	2													

9	Con&Rec	2											
10	Write Up	2											
11	Proof	1											
12	Submission	1											

Ethical thoughts:

To guarantee the dependability, balance, and prosperity of everyone associated with, moral concerns are essential while finishing the organized focus on direction, social, and age-related drive ascribes. There are different moral examinations that ought to be considered, whether or not the concentrate for the most part contains separating important data and isn't involved direct contact with human individuals. The assurance and security of people that their information is being executed ought to be guaranteed in particular. Insightful genuineness and the affirmation of authorized development opportunities require right reference and attribution of all data sources. Also, while overseeing delicate subjects like direction, social, and age inclinations in organization, it is principal to totally break down the expected understandings and results of the investigation results. Moreover, depictions and depictions of various masses in investigation could prompt moral thoughts. It is fundamental to avoid making assumptions considering summing up and to propel inclusivity while breaking down and unraveling data. There may in like manner be moral circumstances starting from the assessment's greater social implications, especially as they interface with discarding essential tangles to organization progression and developing more comparable permission to possible results. Commitment in assessment into power change is essential, like the progression of moral procedures for organization that advance value and thought in the work space.

Reflective Statement:

As I have managed this study suggestion, I have taken in an exceptional course of action about affiliation components and the complexities of investigation strategies. Focusing on power across friendly establishment, direction, and age and its consequences for various leveled viability is a tangled point, and I gathered lots of helpful information about it as I was making my assessment suggestion. Among the primary things I learned was the means by which to have an ongoing predominant handle of the subject by joining techniques for emotional and quantitative investigation. I came to see the worth in the significance and combination that emotional pieces of information could provide for getting a handle on the subtleties of power approaches to acting and observations, after at first focusing in on quantitative data collection. Besides, I found that there are a lot of moral requests that surface while doing investigate, especially while considering how to sensibly address different social events and how to assess the possible effect of study results on famous evaluation and system. I was more aware of the

meaning of social wisdom, compassion, and see as I managed the ethical considerations of the audit's suggestion. Regardless, I'm careful that there are limits that could affect how I do future assessments. The usage of helper data sources is one limit that could confine the audit's broadness and significance.

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