

Scientific Article Review on Practice of Organizational Leadership (Participative Leadership, Delegation and Empowerment)

Paulos Manedo Hafebo¹, Muhammad Ridwan²

¹Department of Management College of Business and Economics, Bulehora University, Bulehora, Ethiopia
²Universitas Islam Negeri Sumatera Utara, Indonesia
 Email: pawilosma26@gmail.com, bukharyahmedal@gmail.com

Abstract: *This paper assesses organizational leadership practice (participative leadership, delegation and empowerment) and its implication on organizational or employees' performance. The study mainly focuses on theories of leadership that are directly attached to employees empowerment, employee participation and authority delegation in organizations. Besides this, in the scientific review writing on the topic a scholar reviewed methodologies employed, findings discovered and others issues in selected articles identified limitations. This identified limitations and gaps are recommended for further study on the topic. The study used a qualitative approach method and theory based as it discovered 16 published literature, books and researches review based on keywords from several theories of leadership, process of theory, and application of leadership theory. The study implicates the practice of organizational leadership theory; theories of empowerment and their practical implementation on organization need further research with respect to employees' participation, employees' empowerment and organizational efficiency.*

Keywords: Participative Leadership, Delegation, Empowerment

I. Introduction

Nowadays, contemporary structural leadership practice has a vigorous role, for the development of country, nation as well as organizations. Today's comprehensive managers realize that increased competition requires them to be open to change and to rethink their old culturally conditioned modes of governance (Helen Deresky, 2006, Goitom. A, 2015). Actual governance practice has noteworthy on persuading others, take intensions and persuade followers, shared determination, inspire workers toward the organizational mission, vision and perform essential task in a continuous basis (Stoner. James A, 2004).

The starring role of leadership in an organization is crucial in terms of creating a vision, mission, and fortitude launched of objectives, designing strategies, policies, and methods to achieve the organizational objectives effectively and efficiently along with directing and coordinating the efforts and organizational activities (Xu & Wang, 2008). The role of worthy leadership in a business is crucial in terms of creating a vision, mission, determination and establishment of objectives, designing strategies, policies, and methods to achieve the organizational purposes effectually and proficiently along with directing and coordinating the efforts and organizational activities (Xu & Wang, 2008). One of the foremost factors of persuading followers and effective goal achievement is the appropriate leadership styles practiced in organizations. In this regard, leadership practices can be considered as effective if there is achieving excellent group performance, outstanding

employees' satisfaction and greater reputation of large scale change in organizational structures (Nahavandi, 2011).

Organizational leadership practice (Participative Leadership, Delegation and Empowerment) and organizational productivity has direct relationship. Effective leadership practices motivate employees and motivated employees who work hard to achieve personal and effective organizational goal maximizes organizational performance. Thus effective leadership practices become a tool of competitive advantage for an organization.

The Traits theory, Normative Decision Theory, Path-Goal Theory, Cognitive Models and Gender Concerns, Transformational Leadership and Cultural Awareness, and The Contingency Model theory are some of the most well-known theories of leadership. In addition, Great man theory, Behaviourist Theory, Transactional Theory, as well as their applications in the workplace are discussed intensively. Finally the study is intended to assess the implementation of organizational leadership practice in organization.

II. Review of Literatures

2.1 Conceptual Background Review

a. Definition of Leadership

Leadership practices of the manager have a great relation with the performance and satisfaction of workers. Moreover, Barrow (1977) defined leadership as "the behavioural process of influencing individuals and groups towards set goals. In profit and non-profit based firms, manufacturing and service, government and business, health care, education and entertainment, work and community service. Leadership is an influence and to motivate relationship among leaders and followers who intend real changes that reflect their mutual purposes (Joseph Rost, 1993). Leadership is a multifaceted procedure that results from the collaboration among a forerunner, followers, and the situation. Leadership has as many definitions as there are persons who attempted to define the concept (Stogdill R.M, 1974). Leadership is a advancement of a clear and complete system of expectations in order to identify evoke and use the strengths of all resources in the organization the most important of which is people (J.D. Batten, 1989). The perception of leadership is defined, "as the process of persuading the undertakings of an individual or a group in efforts toward goal accomplishment" (Hersey and Blanchard, 1979). The definition of leadership from different authors perspectives including motivating, influencing, guiding of others to achieve common goal with employees participation and empowering them

b. Leadership Practice and Organizational Performance

The protagonist of leadership in an organization is crucial in terms of creating a vision, mission, determination and establishment of objectives, designing strategies, policies, and methods to achieve the organizational objectives effectively and proficiently along with directing and organizing the efforts and administrative activities (Xu. G. Y. & Wang, Z. S, 2008). Top eminence leadership is essential to achieve the mission and vision along with coping with the changes occurring in the external environment (Harris A. et al, 2007). Perceived organizational politics has also an important influence on outcomes because it often interferes with the normal processes of organizations like rewards, decision-making and promotions, which damage the performance and productivity at both organizational and individual level (Dhar R, 2009). Actual leaders who retain good leadership styles have the capability to adequate or curtail the organizational politics perceptions hence increasing job satisfaction. Effective and prepared organizational leadership influences the culture of the

organization which, in turn, influences the organizational performance. Leadership practice has direct impact on organizational performance.

c. Leadership Practice and employee satisfaction

Structural leadership practice has significant effect on the attitude of employees towards their jobs. The contribution of leaders in today's societies has changed and the success of any organization relies on the leadership styles practiced by the leaders. According to (Mintzberg H, 2010) accurate leaders engross others with their consideration and modesty because they involve themselves in what they are actually doing not for individual gains. Employee's job satisfaction is an attitude that people have about their jobs and the organizations in which they perform these jobs. Methodologically, we can define job satisfaction as an employee's affective reaction to a job, based on a comparison between actual outcomes and desired outcomes (Rad Ali Mohammad Mosadegh and Mohammad Hossein Yarmohammadian, 2006). Style of leadership managers adopt significantly affects employees' satisfaction at work (Lash brook 1997). Transformational leaders inspire their followers to take up more responsibilities (Emery C. R. & Barker K. J, 2007) and this instils in employees a high sense of achievement, satisfaction and commitment with their jobs.

d. Leadership and Employee Empowerment

Academic research on work engagement indicates that it is confidently correlated to desired outcomes such as job happiness, structural commitment, and residency behaviour. It is known that engaged employees are more productive and report higher levels of health and well-being (Laschinger et al., 2008; Bakker & Demerouti, 2008; Schaufeli & Bakker, 2004). The link between financial returns and positive outcomes as employee satisfaction, motivation or work engagement has also been set forth Xanthopoulou et al., 2009; Harter et al., 2002). Pierson (2007) after employed many years as a principal consultant in North America Defence Company assigned to NATO puts forward that employees need to feel and be empowered to be truly engaged. Similar to engagement; research on empowerment indicates that it is a powerful mechanism for increasing employee involvement in organizational activities that result in greater job satisfaction and increased organizational productivity (Laschinger et al., 2009a; Laschinger et al., 2009b). Some of the existing revisions in literature signal the culture-bound effect of leadership style for employees to respond positively on empowering practices (Avolio et al., 2004; Pellegrini & Scandura, 2006). Thus leadership style and employee empowerment has significant association.

e. The Effect of Participatory Leadership (Delegation) on Performance

Leadership can inspire or encourage followers to achieve common goals by creating a more authoritative, effective, targeted, and controlled work environment (Abadiyah et al., 2020). A leader's impact can also aid employees to achieve company goals. Thus, the influence activity of the leader is an ability that a leader must have in changing the way of thinking, attitudes, behaviour, views, and the willingness of employees to achieve the company's vision and mission.

Participatory leadership is defined as behaviour that refers to a leadership style in which supervisors encourage their subordinates to take certain responsibilities at work (Newman et al., 2016). Participatory leadership is known to be participatory when consulting with subordinates, when getting ideas and opinions and when integrating their suggestions into decisions about how the organization will work (Rana et al., 2019). Participatory leadership can also increase the intrinsic valence of work and thus satisfaction for subordinates with a high need for achievement and autonomy, because participatory leadership will be appropriate in circumstances where followers want to be involved and

because their level of competence is high (Butten chon, 2016). This approach is characterized by consulting at the direction of the leader and focusing on employees managing themselves, rather than being the locus of control (Eva et al., 2019). Under participatory leaders, responsibility is delegated to followers, who are actively involved in problem-solving (Lam et al., 2015).

2.2 Theoretical Review

a. Great Man Theory

The Great Man approach is a leadership perspective that sought to identify the inherited traits leaders possessed that distinguished them from people who were not leaders (Daft, 2018). This theory as postulated by a Scottish writer, Thomas Carlyle in 1847, who portrayed great leaders as heroic and mythic. He explained that such great men are destined to rise to leadership when needed through charisma, intelligence and wisdom (Carlyle T, 1888). Theory Great man theories assume that the capacity for leadership is inherent, that great leaders are born, not made. These theories often portray leaders as heroic, mythic and destined to rise to leadership when needed. The term great man was used because, at the time, leadership was thought of primarily as a male quality, especially military leadership (Ololube N. P, 2013). The great man theory of leadership states that excellent leaders are born, not developed. This type of leader often possesses the natural attributes of intelligence, courage, confidence, intuition and charm, among others.

b. Trait Theory

Trait theory assumes that people inherit certain qualities and traits that make them better suited to leadership. Traits are the distinguishing personal characteristics of a leader, such as intelligence, honesty, self-confidence, and appearance (Daft, 2018). The trait theory of leadership focuses on identifying different personality traits and characteristics that are linked to successful leadership across a variety of situations. Trait theories often identify particular personality or behavioural characteristics that are shared by leaders. Approaches that explain personality in terms of internal characteristics that are presumed to determine behaviour

c. Contingency or Situational Theory

Contingency theories of leadership focus on particular variables related to the environment that might determine which style of leadership is best suited for a particular work situation. According to this theory, no single leadership style is appropriate in all situations. Success depends upon a number of variables, including leadership style, qualities of followers and situational features (Charry K, 2014). A contingency factor is thus any condition in any relevant environment to be considered when designing an organization or one of its elements (Naylor J, Management. Harlow, England: Prentice Hall, 1999). Contingency theory states that effective leadership depends on the degree of fit between a leader's qualities and leadership style and that demanded by a specific situation (Lamb. R, 2013). Situational theory proposes that leaders choose the best course of action based upon situational conditions or circumstances.

d. Behavioural Theory

Behavioural theory of leadership is based on the belief that great leaders are made, not born. This leadership theory focuses on the actions of leaders not on intellectual qualities or internal states. According to the behavioural theory, people can learn to become leaders through training and observation. Describes leadership in terms of people- and task orientation,

suggesting that different combinations of these produce different styles of leadership (Lewin K.Lippitt R. & White. R, 1939).

e. Path Goal theory

Path Goal theory claims that the most successful leaders are those who keep their employees and subordinates motivated defining and making the path of work clear to them through their clear vision. The main characteristics of a leadership according to this theory are to motivate their teams to meet the organizations goals by keeping control on the outcome of their work and activities. Leaders also appreciate the employees and give rewards on their good work, and to raise and maintain the enthusiasm by giving them confidence about their ability as well as to work (House. R, 1971)

f. Emerging Leadership Theories

Researchers have made studies for half of a century to find appropriate leadership theory that is applicable for all leaders (Yukl.G, 2012). There are emerging theories constructed for this purpose. In emergent leadership, the leader is not appointed or elected to the leadership role but emerges as the leader as he is perceived by others over time as a result of the group's interaction. A person steps up as the leader over time by taking on tasks voluntarily, helping others complete their tasks better, and building consensus among groups

III. Results and Discussion

3.1 Impact of organizational Leadership Practice (Participative leadership, Delegation and Empowerment) on organizational performance)

a. Change Factor to be discussed in Leadership

In terms of leadership, it is defined as the ability to influence a group of employees' values, beliefs, attitudes and behaviour. (Ganta, and Manukonda, 2014). A leader with strong leadership skills can easily motivate and influence the employees of the organization and apply effective changes to the organization. According to Atkinson, if there is no effective leadership in an organization no changes will be made, because there are no leaders that motivate and lead the organization's employees as well as provide a clear direction for the organization (Atkinson, 2015).

b. Organizational leadership and Trust

Trust is an essential issue in leadership for leaders, as gaining the trust of group members or employees could help to improve the overall performance and commitment of the group members or employees (Lee et al., 2010). If the employees or the group members trust in their leaders, it reflects that they are good, effective leaders. Only when the employees trust in their leader will change be brought about, because people will only follow a person that they trust to lead them to the correct path; not a leader that only talks but without action to back up their words (Stacey, Paul and Alice, 2011). If the employees trust their leader, this relationship will bind them together and improve the overall performance and commitment of the employees; if it happens conversely, the performance and commitment of the employees will go downhill and could cause a high employee turnover rate in the organization

c. Organizational leadership and Organizational culture

Leadership can shape a good culture. A culture is shaped within the trust between the employees and the leaders of an organization, or it can defined as cultures need trust to be able to form. Employees and leaders in the organization need to trust each other in order to

shape a positive organizational culture. Leaders with strong leadership skills are able to shape a positive culture in the organization (Ionescu, 2014), due to them being able to inspire trust from their employees. A positive organizational culture not only improves performance, but also influences the behaviour and attitude of the employees in the organization for the better. In addition, it motivates employees and gives them a sense of belonging to the organization, which inspires loyalty and commitment to the company (Schein, 2010). A good organizational culture not only improves the performance and reduces the turnover rate of the organization, it also facilitates the solution of internal issues in the organization. When a good organizational culture is established, that does not discriminate based on races, and religious it provides a pleasant environment to work in, thereby reducing internal conflict and encouraging discussion and cooperation in order to work through any inter-employee issues that crop up. In addition, good organizational culture encourages a sense of healthy competition, motivating employees in the organization to be more innovative. Therefore, a strong organizational culture can change the overall performance of the organization.

d. Organizational leadership practice and learning

An effective leader can encourage employees in the organization to learn through certain types of motivators, such as rewards or position (Azzam, 2014). Continuously learning is one of the ways to improve the overall performance of the organization. It is not only the employees that need to improve but even all segments of the leadership levels of an organization, if only to set a good example to the bottom line to motivate them to learn. Leaders should join leadership training programs in order to strengthen their skills and knowledge, making them more effective in their strategies and execution (Freifeld, 2013). The same goes for employees, as sending employees for further training will improve their ability to do their job as well as help to facilitate the effective implementation of the desired changes. This helps the organization to increase the productivity and performance of the employees (Abou-Moghli, 2015). Since learning does not have an end, leaders need continuous improvement of their leadership skills and knowledge to be competitive in the business market nowadays (Park, et al., 2014). If an organization or leader stops improving and as a result find that their skills and knowledge are insufficient, their company will surely find itself deteriorating.

3.2 Implication

The study encourages the need for further research into the link between effective organizational leadership practice and employee empowerment and organizational performance. Effective leadership practice especially participative and delegated leadership has positive implication on employees as well as on organizational performance. Organizations should emphasize on developing the capacity of leaders to encourage mass participation of employees in the organization to get leaderful working environment. A focus on the value of true democratic participation in leadership would have us incorporate, as noted earlier, the contribution of a leaderful practice (Raelin, 2003). As practice organizations should facilitate to be accessible with emerging leaders in the organizations. It is thus concerned with how leadership emerges and unfolds through coping in day-to-day experience (Heidegger, 1927, 1962).

Researches, articles and books in organizational leadership practice regarding with participation of employees, delegation of authority, empowerment of human capital as individual, team and organizational community facilitate the efficiency of organizational performance because efficiency is the prime concern of management and leadership.

3.3 Limitation of the study area for further research

The limitations observed in the articles, researches and books in organizational leadership practice has the gap of research methodology. This gap refers to most of the article I reviewed in the topic employed qualitative research approach only rather than quantitative and mixed approach. Beside to this in the researches and articles in my topic (organizational leadership practice) I observed 15 articles and one book from these articles and book large number not utilizing the recent sources for citation purpose. By relying on an existing data set, the researcher was unable to account for all of the variables that influence the application of leadership theories and leadership practice to workers and the benefits that result. Future research may use qualitative and quantitative approaches to investigate the application of leadership theories to organizations performance and employee engagement as well as employees empowerment. Leadership by its nature is attractive and more dealt issue by scholars and different authors. This is not sufficient to conclude leadership as the concept because it is an engine part of the organization that facilitates the success of an organization if the leadership practice is effective unless it can factor for organizational fragmentations. By using methodological, literature gap, statistical gap and other unforeseen gaps as input in the topic of organizational leadership practice (participative leadership, delegation and empowerment) different scholars, authors and researchers should conduct intensive researches.

IV. Conclusion

Effective Leadership practice has significant on influencing others, take intensions and convince followers, shared purpose, motivate employees toward the organizational mission, vision and perform essential task in a continuous basis (Stoner. James A, 2004). According to Kotter. J, 1996 good leadership practice is required in order to move in to the future. Organizations' todays' survival and tomorrows competitive advantage is affected by effective organizational leadership practice which can encourage human capital participation, empowerment and delegation of authority within the organization.

Reviewer Suggestions

Structural Leadership practice is one of the most important determinant factor of organizations failures or success. For this and other reasons the researcher recommended the following recommendations.

- a. Government should accentuate on leadership capacity building
- b. Investigation conducted on leadership should be implemented in public and private institutions.
- c. Universities should facilitate leadership conferences to get leaderful communities
- d. The research gaps a scholar identified in the limitations part of this study should be an input for further study in the topic.
- e. Followers should be part of leadership and joint decision making practice to be encouraged.
- f. Psychological empowerment should be vital part of leadership practice in the organizations.

References

1. Al Khajeh, E. H. (2018). Impact of leadership styles on organizational performance. *Journal of Human Resources Management Research*, 2018, 1-10.
2. Çağlar, E. S. (2012). Work engagement, empowerment and leadership styles: Analyses from cultural perspectives in hotel management. *Journal of Global Strategic Management*, 6(1), 17-31.
3. Chemers, M. M. (2000). Leadership research and theory: A functional integration. *Group Dynamics: Theory, research, and practice*, 4(1), 27.
4. Chhotray, S., Sivertsson, O., & Tell, J. (2018). The roles of leadership, vision, and empowerment in born global companies. *Journal of international entrepreneurship*, 16(1), 38-57.
5. Choi, Y., & Woo, H. (2021). Understanding diverse types of performance information use: evidence from an institutional isomorphism perspective. *Public Management Review*, 1-20.
6. Hao, M. J., & Yazdanifard, R. (2015). How effective leadership can facilitate change in organizations through improvement and innovation. *Global journal of management and business research*.
7. Klein, K. J., Ziegert, J. C., Knight, A. P., & Xiao, Y. (2006). Dynamic delegation: Shared, hierarchical, and deindividualized leadership in extreme action teams. *Administrative science quarterly*, 51(4), 590-621.
8. Kolzow, D. R. (2014). Leading from within: Building organizational leadership capacity.
9. Leroy, H., Segers, J., Van Dierendonck, D., & Den Hartog, D. (2018). Managing people in organizations: Integrating the study of HRM and leadership. *Human Resource Management Review*, 28(3), 249-257.
10. Mengistu, S. (2021). An Assessment of The Practices of Organizational Leadership: The Case Of Lucy Insurance Share Company (Doctoral Dissertation, St. Mary's University).
11. Omira, O. D. B. (2015). The effect of leadership styles and organizational culture on organizational performance of the public sector in Saudi Arabia (Doctoral dissertation, Universiti Utara Malaysia).
12. Raelin, J. (2011). From leadership-as-practice to leaderful practice. *Leadership*, 7(2), 195-211.
13. Safrizal, H. B. A., Eliyana, A., Firdaus, M., & Rachmawati, P. D. (2020). The Effect of Participatory Leadership on Performance through Psychological Empowerment and Trust-in-Supervisors. *Systematic Reviews in Pharmacy*, 11(11), 1234-1246.
14. Sagnak, M. (2016). Participative leadership and change-oriented organizational citizenship: The mediating effect of intrinsic motivation. *Eurasian Journal of Educational Research*, 16(62).
15. Sinani, F. (2016). The effects of participative leadership practices on job satisfaction for highly skilled virtual teams (Doctoral dissertation, Walden University).
16. Tamiru, T. (2018). An Assessment of Leadership Practice And Challenges: The Case of Federal Documents Authentication and Registration Agency (Doctoral dissertation, St. Mary's University).