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**Leadership E Prestazione Del Gruppo Di Lavoro**

## **LEADERSHIP AND TEAMWORK PERFORMANCE**

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## ABSTRACT

Oggi, a causa di tutti i cambiamenti incontrati e dell'ambiente competitivo, le imprese o le organizzazioni stanno cercando di raggiungere i loro obiettivi. Questi obiettivi possono includere la soddisfazione del cliente, l'aumento del profitto e molti altri motivi. L'elemento umano è quindi molto importante per le organizzazioni per raggiungere obiettivi diversi perché la collaborazione di persone diverse con competenze e conoscenze diverse potrebbe portare a qualche innovazione nell'organizzazione.

Al vertice di qualsiasi componente o gruppo umano, abbiamo un leader la cui leadership potrebbe avere un impatto sulle prestazioni dei seguaci.

L'obiettivo di questo lavoro era di presentare l'impatto che i diversi stili di leadership possono avere sulla performance dei lavoratori. Abbiamo innanzitutto cercato di capire cosa si intende per leadership ed abbiamo scoperto che la leadership può essere vista su due forme cioè leadership come persona e leadership come funzione. Abbiamo poi evidenziato la differenza che c'è tra la leadership e il management prima di concludere la prima parte del lavoro con l'importanza della leadership. Nella seconda parte del lavoro, ci siamo concentrati su che cos'è il team work, abbiamo cercato di capire quale sono le diverse fasi dello sviluppo di un team work, abbiamo evidenziato le diverse strutture organizzative di un team work e abbiamo parlato dell'importanza del team work in un'organizzazione.

L'ultima parte del lavoro riguarda l'effetto che ogni tipo di leadership può avere sulla performance dei lavoratori. Abbiamo utilizzato diversi studi fatti da ricercatori in diversi paesi e in diversi tipi di organizzazioni. Dai risultati ottenuti via l'analisi di regressione per ogni caso studiato, la leadership studiata aveva un impatto positivo sulla performance dei lavoratori. Non si può affermare o confermare che c'è un tipo di leadership migliore di un altro perché dipende dalla cultura del posto, dal tipo di organizzazione di cui si tratta, dall'obiettivo fissato o ancora dalla situazione in cui l'impresa sta.

## CONTENT

INTRODUCTION .....	1
CHAPTER I OVERVIEW ON LEADERSHIP.....	2
1.Leadership theory.....	2
1.1 What is a leadership?.....	2
1.2Difference between leadership and management.....	5
1.3 The importance of leadership .....	8
1.3.1 Leadership and follower’s motivation .....	8
1.3.2 The credibility of the leader and the trust of the followers.....	9
1.3.3 The added value to the company.....	12
2. The duties of leadership.....	13
CHAPTER II OVERVIEW ON TEAMWORK.....	18
1. Team concept.....	18
2.Team training and development.....	19
3.Different team organizations.....	22
3.1 Functional team structure.....	23
3.2 Team lightweight.....	24
3.3 Team heavyweight.....	24
3.4 Autonomous team.....	25
4. The importance of a team.....	27
CHAPTER III LEADERSHIP STYLES AND EFFECT ON TEAMWORK PERFORMANCE.....	29
1.Servant leadership.....	29
2.Transformational leadership.....	33
3.Authentic leadership.....	36
4.Autocratic leadership.....	41
5.Democratic leadership.....	43
6.Transaction leadership.....	45

CONCLUSION.....	48
Appendix.....	49
References.....	54

## LIST OF FIGURES

Figure II.1: 5 stages of group development of Bruce Truckmen.....	20
Figure II.2: Effects of each development group phase on team performance and team effectiveness.....	22
Figure II.3: Schilling, M.A. R&D&I Teams (2010): Functional (a), lightweight (b), heavyweight (c) and autonomous (d) teams.....	26

## LIST OF TABLES

Table II.1: The concept on teamwork.....	18
Table II.2: Servant leadership level.....	31
Table III.2: Worker commitment level.....	31
Table III.3: Effect of servant leadership on worker commitment.....	33
Table III.4. Transformational leadership level.....	35
Table III.5: Worker performance level.....	35
Table III.6: Effect of transformational leadership on worker performance.....	36
Table III.7: Authentic leadership level.....	39
Table III.8: Job satisfaction level.....	40
Table III.9: Effect of authentic leadership on job satisfaction.....	40
Table III.10: Autocratic leadership level.....	42
Table III.11: Worker performance level.....	42
Table III.12: Effect of autocratic leadership on worker performance.....	43
Table III.13: Democratic leadership level.....	44
Table III.14: Worker performance level.....	44
Table III.15: Effect of democratic leadership on worker performance.....	44
Table III.16: Transactional leadership level.....	46
Table III.17: Worker performance level.....	46
Table III.18: Effect of transactional leadership on worker performance.....	46

## INTRODUCTION

Nowadays, because of all the changes and the today's competitive environment, enterprises or organizations are trying hard to achieve their identified goals which may include the satisfaction of the customer, the increase in profit and several other reasons. The human element is therefore very important for organizations to reach different goals. The collaboration of different people with different skills and different knowledge could bring some innovation in the organization.

At the top of any human components or group, we have a leader whose leadership could have an impact on the performance of the followers.

Leadership can be defined as a process or the ability of an individual to influence, motivate and guide other members toward the achievement of goals. Leadership is practice nowadays everywhere: in schools, in colleges, in farms, in hospitals, in business at all levels and in every walk of life. Leadership is one of the major studies in management because it plays a significant role in the company, it leads employees and helps them to achieve the company identified goals.

Employee's performance depends on the leadership style. Having a leader is crucial for any company because it increases employee's performance and allows the company to reach the goals. Employees will perform the tasks efficiently if leaders perform their job efficiently, so, leadership can lead either to success or failure of an organization.

The aim of our thesis is to describe leadership and teamwork in depth and to show what impact leadership styles can have on employee performance.

## CHAPTER I) OVERVIEW ON LEADERSHIP

### 1. Leadership theory

Leadership is undoubtedly one of the most fascinating and discussed issues in companies' organization that at the same time, finds high degree of attention even in different areas such as the world of sport, the scholastic-educational and political world (Bolden R. 2003).

This is strong focus on the concept of leadership, and consequently on the figure of the leader. It is also demonstrated by the wide debate that, however much it has been over the years varied and lively, leadership is a complex phenomenon and hard to define. There is not then a univocal definition of the concept but different interpretations of the term which then had a big influence in managerial practice. (Kempster S. 2009)

#### 1.1 What is a leadership?

Talking about leadership Can also means talking about leader. In this case, we can define the leadership as a person.

It is easy to realise that the term "leader" derived from the verb "to lead" that means be a route of access to a particular place or in a particular direction or be an initiative taker and an example for others to follow (Sabir A. 2017). But looking in more detail we can figure out multiple meaning of leader, it is necessary to take into account the classical definitions of "leader" shown up as follow: (Malik M. A. 2019)

- The first definition can be qualified as **descriptive-representative** That means that the leader is a person who at a given time and place controls, modifies or directs the attitudes and the actions of people who follow him by means of own actions.
- The second definition of leader can be described as **situationist definition**. That means that the leader is a person who occupies an office or a position that would give him the ability to lead, to command and to have a certain authority or a certain potential to control the behaviour of the followers.
- The third definition of leader can be described as **personological**. So, he is a person who has the personal characteristics necessary for leadership. these characteristics may vary from one situation to another and can be variously defined; however, much research seems to indicate that there are no specifics traits of leadership.
- The fourth definition of leadership can be qualified as **statistic-structural**. In the point of view of the society, the leader is the person who receives the greater number of sociometric choices.

Up to this point, we can talk about leader as a reference, as a natural person who has specific tasks, functions, capacities or responsibilities (Sabir A. 2017).

However, just as we can define leadership as a person, we can also define it as a function. In fact, it is something that is not necessarily or always referable or linked to a specific natural person.

Talking about leadership as a function, there are some definitions that we can consider classic. They are (Kessler E. H. 2010):

- Characteristic traits or abilities of leaders. This first meaning ignores the situation as a determining factor of a “who” leads, implying that the leader is marked only or mainly by its intrinsic qualities.
- The direction, the control or the initiation of the actions of one person or a group of persons, with the more or less voluntary acquiescence of the followers (Westerbeek H. Smith A. 2005); However, this meaning is not about the fact that there is a special category of people who are leader, or that to becoming a leader depends on your qualities or type of action. It is about a defining configuration that is free from theory.

It is useful to report some other defining frameworks that can be traced in the literature.

- a. Leadership is the activity aimed at influencing people who engage voluntarily on group objectives (Rus M. Sandu M. 2015)
- b. “The interpersonal influence exercised by a prince in a given situation and directed towards the achievement of one or more specific objectives” (N. Machiavelli, 1513)
- c. “The process of influencing the activities of an individual or group that commits to achieving goals in a given situation” (P. Hersey and K. Blanchard, 1984).
- d. “The complexity of psychological processes that characterize the exercise of functions of power and influence in groups” (G. Trentini, 1980) (Vitale I. 2013).
- e. A leadership can also be defined as a relation between an individual and a group of persons that have a common interest, and which induces a behave in a direct manner or in any case determined by the individual same (Derue D. 2011)
- f. The leader is a person who is elected by the others, he emerges from the group to coordinate, direct the action of the group members in order to reach the given goal. ((Williams M.& Timothy B. 2014).

- g. "A particular form of influence. It is the one in which a person (the leader) influences another or several other people (followers) willing to accept its aims and purposes, and to proceed all together in the direction indicated by him, affirming the own authority thanks to the strength of conviction" (E. Jacques, 1990)
- h. The process by which the activities of the members of a group are influenced by one or more people. It is a group phenomenon, index of development, in social sense, according to which an individual influences other more than he or she is himself influenced (Bavelas A. 2001).

Continuing with the discourse of the meaning of the notion of leadership, *Bernard Bass*<sup>10</sup> listed eleven categories of meanings attributed to leadership in the course of the last century, which can be considered a complete summary of all the different one's currents of thought (Gennari S. 2014):

- a. Leadership as a focus of group dynamics: the leader is seen by some authors as protagonist, point of polarization, focal point of the group. The tendency that we found in these study perspectives is to consider the concept leadership to that of structure and dynamics of group itself.
- b. Leadership as a personality and its effect: this definition is part of the theory of traits according to which we have to look for characteristics that make some people more capable than others in exercising leadership (Vitale I. 2013).
- c. Leadership as the art of inducing consensus: Leadership is defined as the ability to manipulate people so as to get the best out of them with the least contrasts and maximum cooperation through face-to-face contact between leaders and subordinates; it is therefore seen as one-way exercise of influence (Bolden R. 2003).
- d. The leadership as an exercise of influence: the use of the concept of influence marks a decisive step in the abstraction of the concept of leadership; most of the scholars who worked already in the 1950s used similar definitions. The concept of influence implies a reciprocal relationship between individuals, not necessarily characterized by domination, control or induction of consensus by the leader (Gennari S. 2014).
- e. Leadership as behavior: this definition is characteristic of the organizational behavior, which emerged in the same period as the previous one; the researchers tried to explain what were the acts and behaviors that are characteristic of the exercise of leadership, or acts and behavior of an individual oriented to group activities (Gennari S. 2014).
- f. Leadership as a form a Persuasion: it is a type of definition that seeks to remove any implication of coercion, focusing instead on the relationship whit followers, more recently

the persuasive strategy has been indicated as one of the main modes of leadership (Bolden R. 2003).

- g. Leadership as a relationship of power: to explain this type of affirmation, most of the scholars who have adopted it have used two subjects of reference, A and B, simulating power relations between them; if A induces B to act and behave in order to achieve a common goal, then it can be affirmed that A exercised leadership over B (Gabel S. 2012).
- h. Leadership as a tool to achieve the goal: this idea is common to many scholars who have included it in their definitions, but some of them more than others have centered their definitions on achieving the goal; these scholars consider leadership as the main force to stimulate, motivate and coordinate those who move to achieve a common goal (Vitale I. 2013).
- i. Leadership as an emerging factor of interaction: what differentiates it statement from the above in the causal link; in this we note that leadership is considered an effect of the group's action and no longer its forming element. Its importance is in the fact of having highlighted that the leadership emerges from the process of interaction between individuals, and it would not be right to exist without it (Schaffer B. 2008).
- j. Leadership as differentiating role: This definition is part of the theory of roles, according to which each individual interacting with other people or with a group plays a role, usually different from other individuals. Several authors use definitions that see leadership as an attribute that differentiates the members within a group.
- k. Leadership as the initiative of a structure: with this affirmation we understand that the leadership function is indispensable for starting a structure and for its maintenance and pursuit of objectives over time (Bolden R. 2003).

## **1.2 Difference between leadership and management**

Because of the evolution the world is facing nowadays, Companies are constantly forced to change and adapt to market transformations, but, today, as in the past, not everyone has the capacity and ability to change, improve and significantly increment things in companies. Those who are able to do so can be defined with the expression of *leader* (Kastner C. 2021).

Every new idea arises from the thought of a man and that is why, in an era characterized by creativity, leadership assumes a role even more important than in the past; the leader must possess a vision of the world such that he will be able to see things ahead and differently from others and consequently to act ahead of the times (Mituț I.2011).

Every excellent enterprise aims at achieving a prominent role in the branches of activities in which it operates; leadership has the task of incubating, stimulating, supporting, conquer this goal (Kotterman J. 2006).

Often managers, especially those of large companies, give themselves the label leader. But leadership is different from management.

Leadership and management are two distinct and complementary business functions, and they are both necessary for the success of the enterprise (Bârgău A. M. 2015). To management, it is entrusted the management of complexity and to leadership, it is entrusted the changes in the company; today in full transition from the “old” to the “new” economy, most companies of all industrialized countries suffer from over-management and lack of leadership, consequently there are serious difficulties in managing changes (Kotterman J. 2006).

On the other hand, a work done at the MIT showed that out of 280 US companies of success taken into account, only three were able to hold a pre-eminence position in the market for more than 18 years; the cause of this decay was attributed to inability to changes shown by such companies.

To make an enterprise increase well, we must include management and leadership. They have various functions and they are complementary (Prelipean T. 2019). The differences between management and leadership can be summarized as follow:

Leadership (Horga M. G. & Horga V. & Ionescu A. 2010):

- Discover new opportunities and the tools to implement or have them implemented.
- Create new paradigms.
- Consider it is normal to work for breakthroughs.
- It is oriented towards creativity.
- Is able to radically change the business system.
- Is able to motivate collaborators in order to put them in a position to supply outstanding performance.
- Its authority derives from the sharing of the vision, the mission, the strategies and attitudes of collaborators.
- Has metabolized the attitude of serving.
- Think proactively.
- Escapes identification through self-observation: he sees his behavior from the outside and adapts it to the needs of the external events.

From the points listed above it is clear that the most significant task of the leadership is activating qualitative leaps in the company system, which can lead to real own organizational revolutions in the enterprise. To achieve these goals which could find obstacles precisely among collaborators, leadership should act by referring to the following behaviors (Thawala W. 2017):

- Create a sense of urgency
- Activate a fairly authoritative work group.
- Create an adequate and stimulating vision, capable of creating consensus.

- Communicate the vision clearly
- Empower collaborators with broad decision-making responsibilities.
- Look for positive results in the short term, so as to convince the skeptics.
- Work on the more delicate point of changes with momentum.
- Incorporate into the corporate culture the new behaviors adopted for the management of the change.

The management: (Horga M. G. & Horga V. & Ionescu A. 2010)

- Find solutions to problems.
- Work within defined and accepted paradigms.
- Work for incremental changes.
- Adopt methods and techniques to put things and people in the right place and the moment right.
- Use man as resource to achieve goals.
- Its authority derives from its hierarchical position and specialist competence.
- Has metabolized the attitude of doing.
- Think in terms of action.
- Is oriented towards identification.

From what has been said, the distinction between leadership and management is neither arbitrary nor semantics, but in the contrary is very strong (Prelipcean T. 2019).

Those companies that confuse leadership with management will be able to handle the small incremental improvements, but will not be able to introduce large changes (Kastner C. 2021), those breakthroughs which can allow to grasp the opportunity for a new business and avoid decline.

On the other hand, the new paradigms of business management require the manager the need for a culture more entrepreneurial even if its functions are different from the leadership function; If this does not happen, managers can become the weak link in businesses and physiologically be excluded from any corporate reorganization or any change in the business (Liphadzi M. 2017).

But often the change was entrusted to managers who lack the quality of leadership. And in this case, the reasons for the failure of an organizational change can be the following (Kotter, 1999):

- Not having created a strong enough sense of urgency
- Not having created a sufficiently motivated and authoritative group to manage the process
- The lack of a sufficiently far-sighted, effective and comprehensive vision
- Not having communicated the vision adequately
- Failing to remove the obstacles that stand in the way of the new vision
- Not having created conditions for short-term success
- Sung of victory too soon
- Failure to incorporate changes in corporate culture.

We have to noted that according to the conventional lexicon, there are two types of leadership that operate based on two different paradigms. According to the first paradigm, the leader is driven by enormous energy, he indicates a clear direction and his collaborators follow him like a hero to reach the indicated goal (Siro S. 2015).

The second paradigm sees the leader as a sage and the central element that create a relationship with collaborators based on trust, service-oriented, attitude, harmony, empathy (Siro S. 2015).

The two paradigms appear to be unable to coexist, but they could represent the two faces of leadership, to be presented on different occasions in the life of the company, the first when action is needed, second when strategy is needed.

Leadership must identify and establish relationships with all subjects who can contribute to the growth in value of the company or who, indirectly, have relations with the company, but particular attention must be paid to their own collaborators and with customers (Siro S. 2015).

The performance of the followers in an enterprise must be continuously improving, thanks to the fact that they are guided and directed by a figure who has undisputed human resource management skills. In fact, as *Jack Zender* (2000) said, the leader convinces his collaborators to do things they consider impossible and helps them to do them. He has vision, communication, and he is able to motivate and encourage followers. Furthermore, the leader must know how to build a system in which everyone knows what he must do and be convinced that he is taking the right actions.

### **1.3 The importance of leadership**

#### **1.3.1 Leadership and followers' motivation**

In an organization, the motivation assumes a very important value before the imperative of empowerment (Auvinen E. et al. 2020).

Motivation can be defined as that drive capable of influencing behavior in achieving certain results: as far as leadership is concerned, it is clear that motivation is a key and crucial element in the sense that to motivate the followers is the specific task of the leader (as a function of influence), stimulating them to achieve the expected organizational goals (Feldt T. 2020). The leader is therefore asked first of all to motivate himself and, at the same time, to motivate his collaborators and this ability is considered one of the keys to the success of the leader (Jensen D. J. 2018).

The action of motivating collaborators must empower them (Feldt T. 2020). The collaborators empowerment is a set of behaviors aimed at allowing others to have that necessary power to achieve personal and collective results. This power is that energy which organizations need. Since knowledge and information are today the main resources of organizational contexts, it is essential that they are nourished by nurturing motivation and sharing the power necessary to develop knowledge and manage information. In this discourse we can insert the exhortation of Charles

Handy to follow the path of empowerment as a "moral imperative" for organizations which means supporting a policy of activating a real flow of power (Nientied P. & Toska M. 2021).

Leadership is asked to be empowering (Bowen, Lawler, 1995) through some main behaviors:

- Ensure that collaborators receive timely and continuous information on the performance of the organization.
- Ensure that collaborators can learn the appropriate knowledge and skills to contribute to organizational objectives;
- Empower collaborators to make meaningful decisions;
- Recognize the contribution of collaborators according to the results of the organization.

The exercise of these actions would allow to move from a low degree of empowerment to a high degree of empowerment where the collaborators feel personally responsible for the processes and strategies: This step is possible when, on the one hand, the leader knows how to exercise the behaviors indicated above, on the other hand, the collaborators themselves possess the skills necessary for the assigned responsibilities. The main task of the leader is, therefore, identified in that of accompanying the collaborators in the process of learning and effective use of their own power (Maggioni F. 2014).

### **1.3.2 The credibility of the leader and the trust of the followers**

The credibility is a fundamental ethical element of the leadership profile to which another crucial element is closely linked "trust". These elements are very important for the relationship.

*"If leadership is a relationship of reciprocity, so credibility is the element capable of making the difference (Kouzes, Posner, 1993)"*: the credible leader is the one who knows how to understand, own and share a set of values to the whole organization, positively contributing to building a common ground within which both collaboration and comparison are possible. To do this, the leader is asked to engage in a three-step credibility-building process (Maggioni F. 2014):

#### **Clarity**

credibility arises when the leader first knows how to clarify needs, interests, values ambitions and aspirations of followers as well as other organizational interlocutors. This phase of the process requires the leader to know in depth his collaborators but also, and above all, himself (Huhtala M. 2020). When clarity is present everyone knows and recognizes the guiding principles and crucial skills that can contribute to individual and organizational success;

## Unity

To build a strong and stable organization it is necessary to be visible and actionable a unitary purpose, a common cause. In other words, unity of action is required in completing one's work, but also unity of purpose in sharing the reasons and principles for which one acts in a given way (Syred A. 2014). Unity exists, therefore, when the leader is capable to build a community of shared values, of support and stimulus towards realization of individual and collective ambitions. It is also important that there is respect for sharing the appropriate ways of translating values into practice;

## Intensity

If words are important, actions make them true and reliable. For this it is essential that the leader first takes the principles seriously so that people can understand how strongly he believes in them and can have operational indications about the way to realize the principles in everyday life (Xu H. 2017).

If this is the process of building credibility, it is also possible to identify six practices that can be defined the six disciplines of credibility (Kouzes, Posner, 1993):

- 1) Discover yourself;
- 2) Estimate the collaborators;
- 3) Affirm shared values;
- 4) Develop capacity;
- 5) Put yourself at the service of the goal;
- 6) Keep hope.

Credibility is, in essence, the element on which the ability of the leader to earn the trust of his collaborators, of his colleagues and bosses is based: in this sense it is possible to say that building and maintaining trust are fundamental tasks for leadership. There are many definitions of trust: someone defines it as the positive expectation that the other will not act opportunistically, with words, actions, decisions (Boon, Holmes, 1991; McAllister, 1995; Robbins, 2000). It is also defined as the willingness to become vulnerable to the actions of the other (Cooper J. D., Hamman J. R., Weber A. R. 2020).

The five key dimensions of trust summarized by Mayer and Davis are (Schoorman F. D. 2007):

- **Integrity**: refers to honesty and is crucial when people have to evaluate the reliability of the other. Without the perception of the presence of this "moral" dimension, the other dimensions lose their meaning;

- **Competence:** it is due to the person's abilities, both in terms of knowledge and technical skills, and in terms of personal and interpersonal skills. Competence is the basis indispensable on which respect is built;
- **Consistency:** it relates to the predictability of the other's behaviour in different situations but also, to its consistency in practicing what is declared or promised, rather than not in explaining the reasons for the changes in direction;
- **Loyalty:** is the willingness to act in a non-opportunistic way, considering and protecting interests of the other;
- **Openness:** it has to do with the tendency to communicate transparently, towards one greater and better understanding.

Trust is primarily connected to leadership, connected to its relational and reciprocal nature (Burke S. 2007). Trust is a crucial dimension of leadership at all organizational levels (McGill and Slocum, 1998). "*The trust and respect given to the leader is the result not only of what the leaders do, but also of how they do it*"; in order to build this relationship of trust, the leader can act on 4 fronts (McGill and Slocum, 1998):

- 1) know the job (competence);
- 2) do what he says (consistency);
- 3) always be available (listening);
- 4) build an "open pact" with followers (leadership is not a postulate but a co-construction, expression of the dynamic tension between the two objects of the relationship).

According to Sims D. et al. (2007), trust, or a relationship of mutual reliability that is played in honest communication, in a correspondence between expected and expressed skills and in substantial openness, plays an important role in dealing with the complexity of interpersonal dynamics. Healthy relationships are based, according to the authors, precisely on trust understood as a process based on reciprocity and generativity: trust generates trust (Reina and Reina, 1999).

Finally, it is Ciancutti and Steding (2001) who describe in detail the advantages of trust in an organization and, therefore, the importance of a leadership capable of becoming a promoter of trust. Specifically, the two authors list the following benefits that trust brings in an organization:

- **Long lasting competitive advantages:** an environment rich in trust is an engine for innovation;
- **Self-regulation:** people, at all levels, are encouraged to identify and resolve problems even in autonomy; a sort of "habit" of reliability develops through clear and transparent communication;
- **Efficiency:** trust reduces the waste of energy involved in unresolved issues, suspicions, unclear agreements, missed deadlines, misunderstandings, etc.
- **Inspired performance:** when trust is present, it is easier to promote innovative ideas and discuss them collectively, encouraging growth and improvement;

- **Meaning:** trust is underlying the organizational sensemaking processes and represents, in a certain sense, the guarantee of the truthfulness of the meanings.

Building and maintaining high levels of trust requires the ability to work on affections and feelings: in this sense leadership is has to be considered more as an emotional challenge than an intellectual one (Ciancutti, Steding, 2001). The real goal of leadership, in fact, would be to offer an emotional environment in which people feel valued, satisfied and safe. The exercise of a leadership based on trust therefore requires the expression of certain qualities with a strong emotional value: affinity, empathy, expressiveness and understanding (Ciancutti, Steding, 2001).

### 1.3.3 The added value to the company

A leader who manages and encourages well the followers, adds value to the firm (Chilee R. 2015).

At one time people were considered factors of production, managed little differently from machines, or from capital. Today that way of managing can no longer generate an increase in productivity; in fact, while machines are all the same, people are distinct individuals and must be managed as such (Maggioni F. 2014).

When a company discourages individuals, it undermines its own potential for renewal; in the contrary, when it encourages individuals, it is very unlikely that it will not be able to renew itself (Feldt T. 2020).

The only real source of renewal for a company is **people**. The massive investments in advanced technologies inevitably involve also investments in human resources (Feldt T. 2020). The structure of the workforce also changes in cutting-edge companies, increasingly made up of graduates and highly qualified and specialized technicians: we are assisting to a real downsizing of the company's hierarchical pyramid.

In it, much more than in a company that is technologically obsolete, or not very innovative, the development of human resources really represents one of the main critical success factors (Shang et al. 2015).

For a company that wants to grow and prosper, it is essential to ensure capable management to combine productivity with human relationships (Wang, Hackett, 2015).

The basic choice of companies, their absolute priority, should therefore be the full appreciation of human in the three roles assumed within the company-market system (Ballandi, 2006). The first role is that of the *customer*, who is interpreted as a human. The second is the *internal employee*, who is, in fact, interpreted as a human and is used taking into account, not only, "his hands and his eyes ", but also" his brain and his heart ". This is the strategy of involvement and participation at all levels, including workers. The third is the *supplier human*, which is experienced not as an external character, but as an entity to be integrated within of the company system. This interpretation of human, in his three roles, greatly reinforces the value chain (Porter, 1985).

If you want to guarantee lasting success, you have to start from the individual and imagine, within each of the three circles, the profile of each individual belonging to the company (Friedman D. 2009).

Each individual must produce more and more, must be aimed at improving internal relationships, this being the only way to guarantee excellent customer relations and quality, starting naturally from personal qualities, or rather from quality as a mental state (Friedman D. 2009).

## **2) The duties of leadership**

A capable leader will have to identify the distinctive abilities most suited to the needs of the own company and more suitable for creating value (Cismas S. C 2015). The leader's task is to have the most appropriate *vision*, which allows him to trace the route of the company and to make sense of the actions of each collaborator.

The vision must obviously be associated with concrete and demonstrable hypotheses, as well as the ability to be communicated in a transparent and intuitive way (Dona I. 2015). In this way the collaborators will accept and share the values that the vision requires, they will be able to identify and appreciate their role in the company, improve their skills, and they will be encouraged to take responsibility by participating in the creation of emotional intelligence corporate (Dona I. 2015).

It should be emphasized that the realization of particularly ambitious visions (Kotter, 1999) Create energy in collaborators, not only because it pushes them in the right direction, but also because it satisfies some primary human needs: fulfilment, belonging, recognition, self-esteem.

In summary, the vision represents the desired corporate image in the long term, and comes, normally, made explicit by the leadership through clear and concise sentences they define the essence towards all stakeholders (Cisma S. 2015).

The mission is the reason of the existence of a company and must be given from the top entrepreneurial in such a way that each individual, with different degrees of deepening, is able to give precise answers regarding its values, its own customers, its products and its strategic priorities (Andreiasu G. 2015). Leadership must ensure that the company mission ensures the following requirements (Kotter, 1999):

- Is stated clearly and visibly;
- Contains the fundamental rules of corporate life;
- Is respected by all;
- Takes into account the satisfaction of collaborators.

The mission has value if it does not stop at the present but is projected into the future (Simiyu A. 2015). Therefore, it must be flexible and rethought at least every year. Leadership will have to work with the ultimate goal that the company achieves excellence thanks to distinctive skills that allow it to be different from others (Simiyu A. 2015).

In order to enhance and exploit the distinctive skills of the company, the leadership must have certain concepts very clear:

- What is the main know how business?
- What is its greatest cognitive potential?
- What product put in highlights its distinctive potential?
- Which market segment can best appreciate these skills, and what other business opportunities can arise from the know-how possessed?

Leadership will also have to worry about developing in the company emotional skills that allow to transmit to the collaborators the heart, the enthusiasm, the sense of belonging, the spirit of sacrifice, and also allow to avoid the fall into routine, de-responsibility, bureaucratization and emotional disengagement (Jit R. et al. 2017).

The base of the tasks of an excellent leadership is the creation and formation of a team of responsible collaborators and with whom to create a climate of harmony and transparency (Kawatra M. 2015).

The so-called "lone rider syndrome", the "I do everything by myself" must tend to disappear, except when there is a risk of the disappearance of the companies, especially for generational problems connected with succession.

Creating a climate of collaboration means transmitting trust and security, the trust of having a leadership that knows where it is going, the certainty of having the advantage competitive by a leadership that knows how to look into the future better than its competitors and that will know how to give more and more value to the company (Meraku A. 2017).

Leadership will also have to "care" about customers, he will have to deepen their knowledge, study their manifest and latent needs, involve them in development, inform them about strategic orientations, try to establish a relationship with them similar to that which would have with his collaborators (Meraku A. 2017). In fact, from the perspective of the prosumer, the customer is by definition a collaborator and, in the "stakeholder house", the customer is one of the pillars. Insured the necessary attention to the hard core of loyal customers, who create a large part of the value for the company, leadership must constantly take action to increase the number of customers and, possibly, diversify the type of customers (Muna F. 2006).

Another important task of leadership is to analyse their own supply based on the ability to create value. The choice of key products, their strengthening, completion and related offensive, defensive or divestment strategies, are among the most important decisions that belong to leadership. However, the necessary strategy to support a supply depends also on the type of supply (Meraku A. 2017).

Another of the tasks of leadership is the identification of stakeholders. The entrepreneur once the network of subjects who can contribute in a more or less significant way to the growth of the value of the company has been created, he will also have to worry about its monitoring (Kolzow D. 2014). By constantly monitoring the stakeholder system, the entrepreneur will be able to understand what obstacles or problems the individual subjects are facing, or will have to meet, and will therefore be able to introduce a pro-active management method.

In particular, the leadership will have to try to identify (Firestone A. 2000):

- The main operational problems of the area managed by each person in the network;
- The causes of these problems;
- The main urgencies to be addressed;
- The organizational interventions necessary to overcome and avoid impending obstacles.

Communication within the company is one of the fundamental tools for business success.

The fluidity of the communication in a company often encounters obstacles in the different experiences of the personnel, in the different degrees of culture, preparation, training and mentality, in the different habits, in the underestimation of the importance of the function, in the desire not to spread information, in jealousy (Mann L. 2004).

To optimize the process of communication, leadership will have to invest a lot of energy in order to encourage people to read and listen, to create a climate for the free movement of information and ideas, to create tools for the circulation of information, to ensure that the company policy is clearly understood by everyone (Hirst G. 2004). Leadership is needed to favour communication approaches aimed at encouraging dialogue, listening and confidence. Only through the involvement of the "heart" (Whyte, 1997), as well as the mind of people, it is possible to obtain the sharing of the strategic dictates of the company and therefore "producing" the energy necessary for the company to overcome any kind of difficulty.

If the leadership has been able to build an adequate relational network, the company will have what Derek Abell (Fiocca, 1994) calls the "strategic window", that is the sensor able to predict the changes that may occur in the surrounding environment, and will be prepared to defend its competitive advantage.

Another key task of the leadership is the planning, that is the identification of all possible company objectives and the choice of the priorities (Gothard S. 2013).

Business planning must start from a multi-year plan, for which the following criteria might be useful:

- Definition of objectives, actions, means and monitoring tools through dialogue with collaborators;
- Grouping of objectives and actions by affinity;
- Hierarchical structuring of objectives; higher level ones must include those at a lower level;
- Positioning of objectives and actions on the time scale, through causal relationships;
- Feedback on forecasts, information and data collected;
- Identification of the tools necessary for the implementation of the plan.

The elaboration of the project must not be the historical extension of the past: that is, it is desirable that it is not based on trends. The plan will have to have such an impact on the company, to determine a significant improvement with respect to the trend results predictable.

It should also be emphasized that the image of the firm is like the firm itself, it wants to be seen and perceived by third parties (Richard W. 2006). This implies, on the part of the leadership, to be able to give precise answers to the following two questions: how the outside world sees us today, what we must do so that the outside world sees us as we would like it to see us (Hirst G. 2004).

The components that influence the image of the company are essentially three:

**-The behaviour of collaborators:** The activities of each employee, as the ones of sales, research, production, secretarial, or assistance, all affect the image of the company, in relation to the ability of each of them to interfacing with the outside. The empathy of those who sale, the efficiency of the receptionist, the kindness with which people are received, the care in packaging, the methods in carrying out credit recovery, there are many small pieces that contribute to the formation of the image of a company (Lopez C. 2009).

**-The design:** It is represented by the company logo, catalogues, brochures, the website, the product design style, the company headquarters and from the work environment (Lopez C. 2009).

**- Communication:** Corporate communication is the tool with which you transmit the image of the company to the outside world and is itself the image of the company. Not for nothing, the guru of corporate communication, Marshall McLuhan argues that the means by which we communicate is the message itself (Lopez C. 2009).

The corporate image must be clear to customers, but also to the entire system of stakeholders. It must, first of all, highlight that distinctive competency of the company are fundamental for the satisfaction of the target customer segment and that it is based on evidence that it has elicited testimonials from customers (Bodoh J. 2013).

leadership will have to take care of the fact that their employees enjoy also a good harmony between the inner and the outer world (Nguyen B. 2013). This goal is achievable by ensuring that collaborators find a convergence between their values personal and those of the company.

Leadership must therefore build a corporate culture designed on values; if we want to obtain that convergence, the path is long and difficult; but at the end of that path the company will have acquired "a soul" and achieved a common feeling among all the members of the organization (Enberg M. 2016) In the formulation of the company vision and mission, the excellent company will therefore have to work on the basis of values that can not only be shared by all collaborators, but also by all stakeholders( Enberg M. 2016).

The most recent surveys of "successful entrepreneurs" highlight that the fundamental task of the leader is to trigger positive feelings in his collaborators (Goleman, 2002). This happens when they know how to create a reservoir of positivity that allows to release what is best in each individual; in its essence therefore, the fundamental task of leadership is emotional.

Although this dimension of leadership is often invisible or ignored, success of the entrepreneur, of his company and the satisfaction of the collaborators depends precisely on it. Therefore, emotional intelligence (that is, the ability to be intelligent in the sphere of emotions), has enormous importance; fundamental task of the leader is to exercise their emotional intelligence (Goleman, 2002).

## CHAPTER II) OVERVIEW ON TEAMWORK

### 1. Team concept

In the last twenty years there has been a radical change in the management of work, we noticed a huge increase in teamwork (Ream E. 2008). Many researchers gave different opinions and definitions of the concept of teamwork as we can see as follow:

Authors	Year	Knowledge concept
Horrington- Mackin	1994	Team work is a way for a purpose for achieving some kind of a goal, this goal aiming at enhancing quality, increase productivity and elevate morality or to have better relation with clients.
Harris and Harris	1996	Has a common goal or purpose where team members can develop effective, mutual relationship to achieve team goals.
Gcotsch and Davis	1997	a group of workers is made to improve the process of conversion according to the main goals of the organizations, the team is muti-specialized in which it's made of different departments and specialization.
Krajewski & Ritz Mar Larry	1999	a small group of supervisors and workers unite To determine and analyze the problems of Productivity and quality, their philosophy lies in Being more able to understand ways of solving Problems
Certo	2000	a group of people and manily from the higher posts in the organizations having the ability in making an impact in its activities and goals.
Scarnati	2001 p.5	a cooperative process allowing ordinary people to have better productive results.
Schermerhorn	2002 p.416	a small group people with essential abilities working together to achieve mutual goals at same time sharing mutual responsibility.
Daft	2003 p.614	a unit between to people or more working together For making a purpose.
Tetlak	2010 p.290	a group of people practicing certain authorities within the frame of their abilities , coming together as a group in a certain time and place presenting them selves to others as a part of one component apart of being coherent or not.

*Table II. 1. The concept of teamwork (Atiya L. 2016)*

In order to be able to innovate in business, there must be a collaboration of different people, with different skills and knowledge. In this sense, the team is understood as a set of people who combine different interests, different skills, different points of view, different resources, different perspectives in order to reach a common goal or solve a problem (Xyrichis A., Ream E. 2018).

Innovation being a common and not an individual achievement, collaborators must put aside their personal interest in order to obtain good results in the collaboration. They must be able to jointly

seek and create efficient ways to solve complex problems and be able to collaborate to solve common problems (Ream E. 2008).

Each member must get used to working in a team and they must develop a team spirit in order to share knowledge, to develop good communication between them so as to reduce decision times and to make the structure much more reactive (Hans B. 2001). With such cohesion within the working environment, workers are more easily able to help each other, and to respond to the changes that occur in the company both because of the technological evolution and because of new knowledge at the inside of the company (Aleksandra R. 2017). This therefore makes the company very flexible.

As mentioned in chapter one, the team is considered as the added value of a company because the company takes its strength from the people who are part of it. Therefore, team being considered as a fundamental element to achieve good performances, within a company, all people and all activities must be oriented toward the enhancement of human resources both at the individual and collective level (Aleksandra R. 2017).

Characteristics of an efficient team in a company (Bajaj N. 2015):

- Group members share the same goal;
- They work together to achieve a common goal. It is the main characteristic behind the creation of a team;
- The workers among themselves are interdependent to achieve the goal. They share information, skills, resources and they complement each other;
- Workers are free to act and express themselves because each member is an integral part of the project.
- One of the team members can be chosen by the other members in order to coordinate and organize the work.
- Teams are clearly defined so everyone knows who is part of their team;
- Teams remain relatively stable over time;
- In the team, you know who does what. The roles are well defined for each one and the workers can get involved.
- An individual and common growth plan is draw up for both personal and common growth;
- An efficient communication between workers which creates a favourable working environment.
- The team must have good creative skills in solving problems;
- Workers respect roles, procedures and rules.

## **2. Team training and development**

This process is carried out by the project manager and it is a very delicate phase that must be carried out very carefully. The manager will have to start from people who probably have different

characters, different experiences, different skills, different behaviours and perhaps different languages and cultures to form a compatible team (Raymond A. 2013).

In 1965, Tuckman devised five stages in which a group can be built and managed in an enterprise. Tuckman's model explains the evolution of relationships in a group. According to him, the more a group grows in maturity and ability, the more the relationship between members changes in a more collaborative relationship (Frances, 2008).

The 5 phases can be classified as follows:



Figure II.1: 5 stages of group development of Bruce Tuckman

- **Forming:** In this phase, the so-called team is formed (Safi Khan A. 2009). In order to it, the manager considers the individual characteristics of the members (their competences, their abilities, their ability to make decisions, their aptitudes for problem solving, their communication with other individuals). It is also the phase of the first meeting of the project team. Member get to know each other, they start exchanging personal information, everyone makes a first impression on the others (Safi Khan A. 2009). The project manager in this phase must lay the foundations of the project, must be able to explain the project clearly, must be able to answer all the doubts and all question of the team members. He must structure the activities and assign each individual their roles and the activities they will have to carry out.(Miller, 2003)

- **Storming:** This phase is called the conflict phase. Members start working together on the project (Graffius S. 2021). Being a newly formed group, the members do not yet have a team spirit, but an individualistic spirit. Because of their differences in experience, training, attitude, they have different points of view and everyone wants to affirm their ideas and make their motivations prevail. And there the conflict arises.(Miller, 2003)  
These differences in points of view between members within the team are the main cause of conflicts in the team. If it is not solved, it could divide members and destroy the team. To be able to carry out the project in the favourable environment, the team leader must intervene promptly and fix the situation (Hennen M. 2014).  
In this phase, the team leader must be present, must guide and teach them how to resolve conflicts, he must establish a collaborative environment, must restore the balance between the different opinions of the group members and strengthen interpersonal relationships.(Tuckman et al., 1977)
  
- **Norming:** This phase is still called the cohesion phase. Here, members get used to working together, they get to know each other better, they understand that their differences in skills, knowledge, experiences could be a strength for the project and that it could have a positive impact on the team performance (Hennen M. 2014). They are no longer focused on their personal goal, but they are focused on the collective goal. They become aware of the fact that each one is important for the project and they manage to overcome the initial conflicts (Safi Khan A. 2009). They pool their knowledge and begin to work effectively and cohesively.  
In this phase, rules are established, the project is planned and the different roles are identified. It is decided how the conflicts will be resolved, how the information will be shared, we decide which processes will be followed and which tools will be used to complete the project. (Miller, 2003)
  
- **Performing:** This phase is still called phase of performance. It is the practical phase of the project in which the work is planned and structured and the consensus and cooperation have been well-established within the team (Vaida S. 2021). Once the group has established all the group norms, resolved most interpersonal issues and team spirit is acquired, team members who already know each other, aim to achieve the result as a group (Burke L. et al. 2009). The best performance of the members is recorded at this stage. Workers become more autonomous in decision making and conflict resolution and they no longer need a constant manager supervision.  
In this phase, the manager's role is no longer so much in controlling and managing the team but rather in supervision, in helping the team to develop positively, in supporting and encouraging the workers, in observing and satisfying the needs of the workers and in bringing new information (Miller, 2003).
  
- **Adjourning:** This phase is still called the suspension phase (Quillen M. 2009). It is the final stage of the group. The group separates because the project is completed and it involves the termination of task behaviours and disengagement from relationship. The project

manager has to restart new projects by restarting from the forming phase (Burke L. et al. 2009).

It is also a phase in which members create an uncertainty and insecurity about the future that can undermine their trust. In this sense, the project manager will have to listen more to the members who were part of the team and help them in some way to reintegrate into the company context.(Miller, 2003)

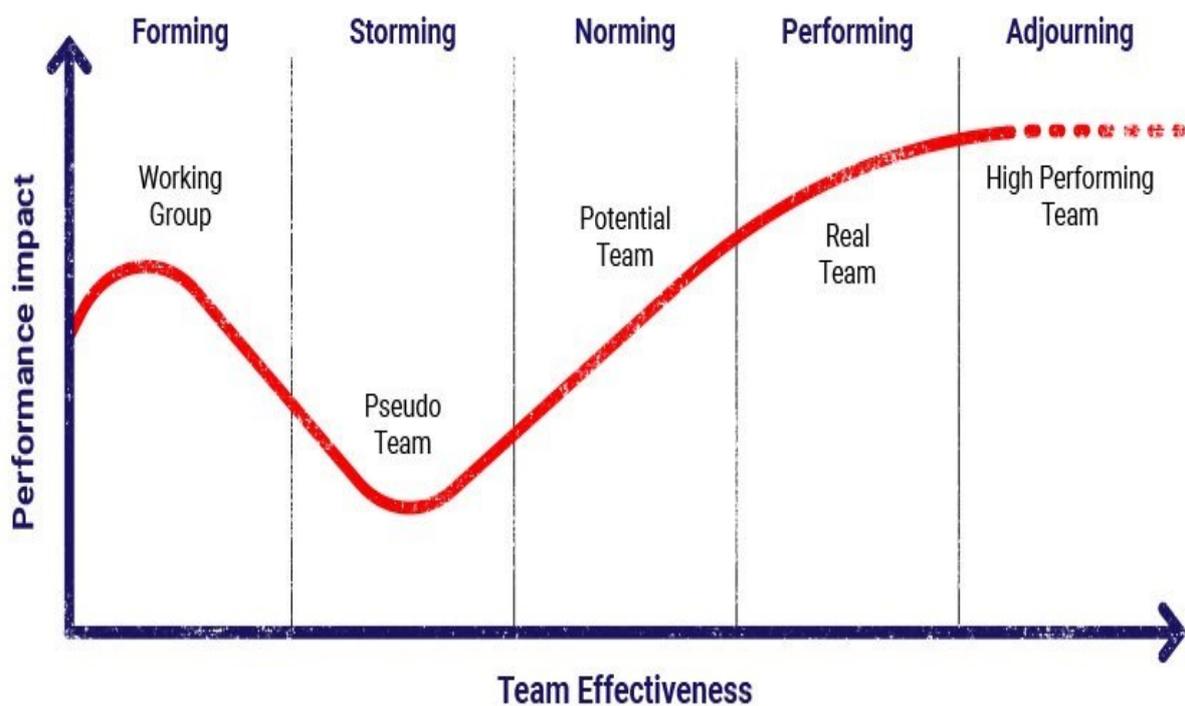


Figure II.2: Effects of each development group phase on team performance and team effectiveness (Kojic M. 2021)

As the above diagram shows, the effectiveness and the performance of the team fluctuate over time. In the storming stage, effectiveness and performance are low and they start to increase in the norming stage still the end (Kojic M. 2021).

### 3. Different team organizations

Organization in a company refers to how the company decides to operate. It is about the relations on jobs, the system and the process use to achieve the goals. Talking about teams, we can identify

four types of team organizational structures in a company, and each of them meet different needs (Bresman H. 2013).

These different structures are as follows (Schilling, 2005):

- Functional team structure
- Team lightweight
- Team heavyweight
- Autonomous team

### **3.1 Functional team structure**

The functional structure is the most widespread structure of team. It is a very simple and effective structure where the work and workers are divided by functions. The different functions or strategic areas in this structure are for example: the department of finance, human resources, sales, marketing, administration, operations (Awa I. 2016). There is no stable figure of *project manager* but each of these functional areas is managed by a functional manager who can delegate various sub-managers under him who will directly report to him (Awa I. 2016).

For example, in the finance department, we have a department head or manager under which we will find other sub-managers who report to him.

Each area is autonomous and isolated, the collaboration with the other members of the other areas of the team is very limited and the risk is to lose sight of the common goal. For this reason, in this type of structure, there must be a constant exchange of information between departments (Eriksson P. 2016).

This type of structure works well for small projects that require a great deal of technical expertise. It is used more for small and medium-sized enterprises that produce only one product for a limited number of customers. (Clark, K. B., & Wheelwright, S. C. 1993)

#### **Advantages of the functional structure (Bresman H. 2013)**

- Each area is specialized in the function assigned to it, which allows to reduce timing and errors.
- The resources used in each area are specialized resources that allow an increase in specialization of members and work.
- The communication in each department is optimal.

#### **Disadvantages of the functional structure (Bresman H. 2013)**

- The lack of cooperation between the different departments of the team makes the organization less flexible which could be an obstacle in dealing with changes.

- The autonomy of the different areas can create a kind of selfishness. It may happen that a manager cares more about his area rather than the achievement of the common goal of the organization.
- Autonomy and lack of cooperation between the different areas could slow down the decision-making process.
- This style of structure is difficult for large companies to manage.

### **3.2 Team lightweight**

The lightweight structure is comparable to the functional structure in the sense that it is a very light and simple structure and employees are also divided within functional departments.

The difference between these two types of structures is that in the functional structure, there is no real project manager figure while in the lightweight structure, we have the presence of a project manager who coordinates the different departments and also facilitates the exchange of information between the different members of the group, and between the members of the organization itself (Zanelli A. 2012). However, it does not have the ability to influence the members of the group, rather it has a coordinating and bridging position between the members. In general, the project manager here is a junior-level person who usually has little status in the company. He confirms schedules, updates time lines and expedites across group. Members of this group dedicate only 25% of their total working hours to the project, and continue to perform their daily tasks (Brancart S. 2014).

This team structure, being very similar to the functional structure, therefore has the same weaknesses and strengths, but the presence of the project manager brings some improvements. He makes sure that the different departments are working on schedule, that the tasks are done well, that everyone is informed of what is being done in the different areas. In sum, communication and coordination have improved in this structure. (Clark, K. B., & Wheelwright, S. C. 1993)

### **3.3 Team heavyweight**

In this type of structure, unlike the lightweight one, the members are completely separated from their daily activities in order to be able to fully devote themselves to the development of the project (Clark K. 1992). The project manager in this case differently to the previous cases, has a central role, he manages every situation within the team and also coordinates the various members. He has a higher authority than the managers of the different departments. The project manager here is a senior manager; he has an expertise and an experience and he also has an influence on all those who work within the project. He manages to review the work through the managers present in each department (Clark K. 1992).

In this type of structure, thanks to the fact that the members are completely dedicated to the project, both internal communication and coordination are very high. The heavyweight team structure is not a structure that lasts over time, but it is temporary team. (Clark, K. B., & Wheelwright, S. C. 1993)

### **3.4 Autonomous team**

This type of structure is very different from other types. Here, the team members are *independent* and are completely separated from the departments in which they usually perform their duties for the project (Lynn G. 2012). The members work full-time, and are totally involved in the project. Contrary to the heavyweight structure, the team here is permanent. All the team members are directed by the project manager and report directly to him. The project manager gives a full control over the resources presents in the functional groups (Brancart S. 2014).

The project manager is a senior manager with experience, he is considered as the most important figure within the structure and exercises his authority not only on the control of resources, but also on evaluation and administrative procedures.

The members in this structure are often very innovative and do not comply with the operating procedures adopted in the rest of the organization and have the ability to establish their own rules of conduct. The members are fully responsible for the success of the project and, in many aspects, acts as an independent division (Lynn G. 2012).

The autonomous structure is the type of organization to which you can entrust an innovative project or new product development because with its high level of autonomy the team has much more freedom to innovate. (Clark, K. B., & Wheelwright, S. C. 1993)

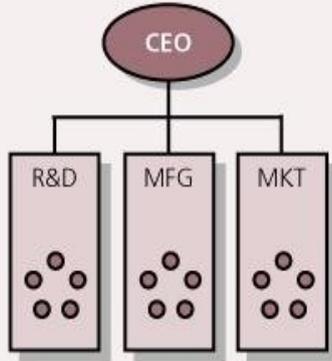
#### **Advantages of the autonomous team (Chen J. 2012)**

- It is a very flexible team and it is able to deal with changes.
- The autonomous team can react quickly because it is not retarded by traditional formalities in a company.

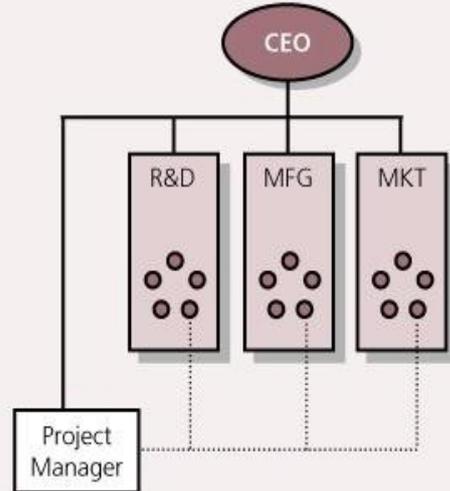
#### **Disadvantages of the autonomous team (Chen J. 2012)**

- Implementing an autonomous team can be costly
- Probably, they will not be able to make good use of the resources assigned by the organization.
- It may be difficult to match the objectives of the team and that of the company because sometime the team expands the project's scope beyond what was initially envisioned.
- As the team is permanent, it may be difficult to reallocate members within the company.

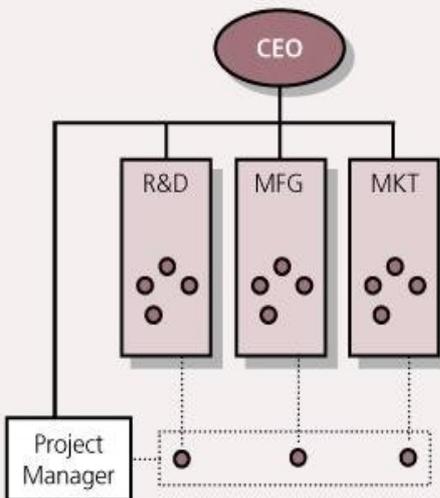
- (a) **Functional Team Structure**  
No cross-functional integration; employees remain within functional departments.



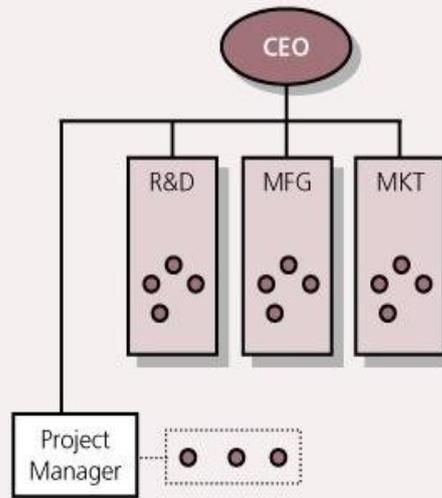
- (b) **Lightweight Team Structure**  
Employees remain within functional departments but project manager provides cross-functional integration.



- (c) **Heavyweight Team Structure**  
Project manager provides cross-functional integration; team members are collocated but still report to functional managers also.



- (d) **Autonomous Team Structure**  
Project manager provides cross-functional integration; team members are collocated and report only to project manager.



*Figure 11.3.* Schilling, M.A. R&D&I Teams (2010): Functional (a), lightweight (b), heavyweight (c) and autonomous (d) teams. (J. W. Zartha, D. H. Franco 2013)

#### 4. The importance of a team

In our life, at school, at university as at work, we have already worked many times as a team, simply because the fact of joining forces allows us to reach our goal more quickly and effectively. We can say that working in a team is a real indispensable skill today in every area for achieving a result (Marquis A. 2019). clearly, it is not always easy to work in a group in the sense that there must be good cooperation between the members, they must know how to listen to each other and at the same time they must put their ideas to bear.

when teamwork is done right, it is a guarantee of success. In order to develop teamwork skills and successfully achieve goals, members must remember to: (Fransen et al., 2011)

- Not to work alone, but to know how to work together, organize and delegate everyone's tasks based on their knowledge and experience;
- Also take into account the points of view of others and not limit yourself to your own ideas. Remember that you can learn a lot from others;
- Always communicate with others to know what they are doing, at what point they have reached in their tasks, update themselves and help each other if needed.
- Knowing how to motivate each other so as not to be discouraged when you encounter difficulties at work.
- Form a heterogeneous group, because the real strength of a group comes from the differences that may exist between the members.
- Knowing how to have fun working together, which might inspire members to work better.

In order to achieve success easily, many companies adopt the strategy of teamwork, which optimizes the commitment of each worker. Group work would therefore be preferred to individual work for various reasons (Nurmi, R. 2000):

- Teamwork allows the balanced distribution of tasks to be performed. Each member has a specific job to do what has been assigned to them by the team manager on the basis of their skills and knowledge. Thanks to this division of tasks, workers are able to work more easily and finish work on time. this division of tasks also allows workers to carry out their tasks more peacefully.
- In a team work, everyone has their own talent, their own knowledge and skills that they put at the service of others. This means that each member can acquire new techniques, new knowledge that if he were not in a group, he would not have acquired. Teamwork can be considered as a real wealth that allows workers to grow both professionally and humanly.
- Working in team allows a better Problem-solving time, reducing problem solving time and problem-solving skills become easier.

- Teamwork is a real instrument of innovation. Working with people from different backgrounds and who think differently can shift the way an individual may think and can bring new innovative ideas that no one knew before teamworking.
- In a teamwork where members respect each other, encourage each other, we can notice an increase of the members happiness and a higher emotional well-being. When an employee feels good, he tends to be more productive than an unhappy employee.
- When you are working alone, you could be more stressed and make mistakes, but when you are working in team, the stress is minimized and the mistakes are few.

### **A few sentences about the importance of teamworking**

*"Alone we can do very little, in a group we can do a lot. "* (Helen Keller) (Halldorsson, V. 2017)

*"Talent allows you to win a race, but it is teamwork and intelligence that win the championship."* (Michael Jordan)

*"Success is best when it's shared."* (Howard Schultz) (Milton, Z. 2001)

*"It is literally true that you can succeed best and quickest by helping others to succeed."*  
(Napoleon Hill. 2020)

*"If everyone is moving forward together, then success takes care of itself."* Henry Ford (Kenneth, H. 1999)

*"Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results."* (Andrew Carnegie)

*"Coming together is a beginning, staying together is progress, and working together is success."* (Henry Ford) (Gummer, B. 1996)

*"Find a group of people who challenge and inspire you, spend a lot of time with them, and it will change your life."* (Amy Poehler) (Mishra, P., & Henriksen, D. 2018)

### CHAPTER III) LEADERSHIP STYLES AND EFFECT ON TEAMWORK PERFORMANCE

Worker performance can be defined as how the members fulfil the duties of their role, how they complete the required tasks and how they behave in the workplace. It can also include the quality, the efficiency and the quantity of work. Worker performance is the force that drives a company forward. The performance of the workers influences the failure or the success of a company. The leadership style adopted by the company can then have an influence on the performance of the workers (Asar M. 2016).

#### 1) Servant Leadership

At first glance it may seem like a contradiction for a person to be at the same time leader and servant. Yet, in 1970, Robert Greenleaf united and made these two concepts coexist: “to lead” and “to serve” (Gandolfi F., Stone S., Deno F. 2017). It was the beginning of a new leadership paradigm, an innovative managerial style in which a harmony is achieved between being a guide and being at the service: *servant leadership*.

In this leadership model there is absolutely nothing servile: the servant leader offers his availability to his collaborators, puts himself at their service, trying to encourage them to give their best, supporting them in achieving their goals and improving their performance (Liu H. 2017).

*Lead and Serve*: The servant leader must integrate these two skills into an innovative process of lead through service (Liu H. 2017). Leading by serving represents a realistic prospect for becoming better leaders, serving your employees to help them grow; and their growth, consequently, will positively influence the improvement and development of the environment in which they operate.

The traditional leadership paradigm is centred almost exclusively on a logic of power, with an emphasis on control. Servant leadership, on the other hand, is based on a logic of service, with an emphasis on offering and giving rather than controlling.

A servant leader is more focus on meeting the needs of workers than satisfying his own needs he serves the workers first. This management approach provides value and promotes sustainability for workers (Lemoine 2020). The priority of the servant leader is the human resources or the workers, he is not a source of stress for workers, he interacts with them and he takes of their wellbeing, their needs, and he has the ability to influence workers effectively (Sarwar G. et al. 2005). The servant leader has a lot of empathy, a lot of compassion and is very altruistic, he is an emotional healer, he inculcates a sense of collaboration, cohesion and sustainable relationship between the followers and between him and the followers. This leads to mentally and emotionally healthy workers, which improves the organizational performance. (Ravinder J., Sharma C. S., Kawatra M. 2017).

The challenge, for a servant leader, is undoubtedly complex. He has to develop a strong confidence in himself and in its work, in order to then be able to shift the focus from himself and from its personal interests to others (Tariq Z. 2013).

A servant leader looks to the future: he sets medium and long-term goals; he communicates his organizational vision and he tries to involve the team in sharing this vision. The results in this leadership model, cannot ignore the attention to relationships with collaborators: success derives from a mix of focus on results and care for relationships; these are two closely related aspects (Sendjaya S. 2010).

The servant leader patiently listens to workers and discuss with them, this mean that he leads the talk and is patient with the worker, giving him time to express his feelings, creating a cordial atmosphere while listening to worker's problem and try to find a solution (Ravinder J., Sharma C. S., Kawatra M. 2017), he cares for his employees' suffering and try to calm and comfort them creating then a feeling of well-being in them. He doesn't just calm and comfort them, but he also provides guidance and counseling to help them so that they can handle their problem in a mature manner, he feels responsible of his employees, he considers that he has to take care of his employees' problems as if they were the same family. This responsibility could be materialized by an emotional, social, financial and administrative support depending on the requirement of the worker and the available resources. (Ravinder J., Sharma C. S., Kawatra M. 2017).

Now let's look at the collaborators: how do they act in front of a servant leader? Kenneth Blanchard argues that servant leadership makes employees feel highly empowered: because they perceive attention to their professional development, willingness to dialogue and involvement in decision-making processes by their leader (Canavesi A., Minelli E. 2021). They will then see their levels of motivation increase.

All this can have positive effects in terms of work efficiency: greater commitment and dedication at work, less stress, greater productivity, improvement of the climate in the workplace.

The secret of highly performing companies, based on the servant leadership model, does not depend only on the ability, on the commitment or predisposition of some individual leaders in following and putting into practice the indications of this model. The challenge, in fact, lies in building a leadership culture oriented towards serving, taking care, paying attention to others. From this point of view, therefore, servant leadership becomes the value glue of an organizational culture oriented towards "putting oneself at the service" of the other, whether it is a colleague, a collaborator, or a customer (Canavesi A., Minelli E. 2021).

The different dimensions of servant leadership are as follow (Focht A. 2015):

- Service: The leader provides for workers, he provides resources to workers, He is there to provide help and to support workers in achieving the tasks and the organizational goals.
- Empowerment: the servant leader considers the workers as an integral part of the organization delegating power to them. Workers can make own decisions and handle situations because the leader gives them the autonomy to do so.
- Trust: The honesty and the sincerity of the servant leader develops an environment of trust between him and workers, this trust remove all ambiguity, boost the confidence and make workers more responsible and involved in the work, which increase the organizational performance.

- Altruism: The servant leader cares for workers, he is more concentrated on the interests of the workers than on his personal interests.
- Love: It is the most important dimension of servant leadership. All what the servant leader does for workers is based on love. Love is crucial for the development and for the growth of workers.

In order to understand the effect of the servant leadership on worker's performance through worker commitment, researchers (Chan T. et al. 2014) have done a study on employees of two universities located in the southwestern region of the United States.

The hypotheses are as follow (Chan T. et al 2014):

**H0:** Worker's commitment is positively related with servant leadership.

**H1:** Worker's commitment is not positively related with servant leadership.

### Descriptive analysis

The study has been done on 149 employees on two universities located in the southwestern region of the United States. To collect data, they used a questionnaire (See appendix A) In order to measure the level of servant leadership and worker's commitment in these universities. Worker's commitment can be defined as the level of the involvement and the engagement of workers on organization (Sunaryo et al. 2020). They valued the worker's commitment because if the worker's commitment is positive, the worker performance will be positive.

#### *Servant leadership level*

Dimensions	Average	Standard deviation
Servant leadership	4.07	1.33

*Table III. 1: Servant leadership level (Chan T. et al 2014)*

1= Strongly disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly agree

#### *Worker commitment level*

Dimensions	Average	Standard deviation
Worker commitment	4.07	1.95

*Table III. 2: Worker commitment level (Chan T. et al. 2014)*

1= Strongly disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly agree

## Regression analysis

To calculate the different values, they used the linear regression analysis. The linear regression analysis can be defined as the estimation of relationships between a dependent variable and one or more independent variables. It allows to predict the value of a dependent variable based on one or more independent variables (Rosenthal S. 2017).

Linear regression analysis can be simple or multiple. We talk about simple linear regression analysis when it involves one independent variable and one dependent variable.

Simple linear regression analysis function (Rosenthal S. 2017):  $Y = b_0 + b_1X + \epsilon$

Where:

Y = Dependent variable

X = Independent (explanatory) variable

$b_0$  = Intercept

$b_1$  = coefficient (slope- how much we expect y to change as x increases.)

$\epsilon$  =Residual (error)

We talk about multiple linear regression analysis when we have several independent variables but only one dependent variable (Rosenthal S. 2017).

Simple linear regression analysis function:  $Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3...b_nX_n + \epsilon$

Where:

Y = Dependent variable

$X_1, X_2, X_3, X_n$  = independent variables

$b_0$  = Intercept

$b_1, b_2, b_3, b_n$  = coefficients (slopes- how much we expect y to change as x increases.)

$\epsilon$  =Residual (error)

In this study, they used a simple linear regression analysis because there is one dependent variable that is the Worker commitment, and there is one independent variable that is servant leadership.

The values obtained and used for the decision are the Beta coefficient and the P-value.

The Beta coefficient measures the estimated change in the average value of "Y" as a result of a unit change in "X" (Gardner C. J. 2002).

The P-value is a statistical measurement used to validate a hypothesis against observed data. If P-value is less than the significant level, the hypothesis is accepted and if it is greater than the significant level, the hypothesis is rejected (Beers B. et al. 2022).

In this study, they considered a significant level:  $\alpha = 0.05$

X (Independent variable)	Y (dependent variable)	b coefficient	P-Value
Servant leadership	Worker commitment	0.65	0.001

Table III. 3: effect of servant leadership on worker commitment (Chan T. et al. 2014)

The table above shows that the servant leadership is positively related to worker commitment because the P-value is less than the significant level 0.05 and the Beta coefficient is positive So, if the servant leadership level increases, workers will be more engaged in the work and they will be ready to perform and meet the expectations of the leader. So H0 is accepted (Chan T. et al. 2014).

## 2) Transformational leadership

Transformational leadership first appearing in 1973, used by Downton.

*“Transformational leaders are those who stimulate and inspire followers to achieve extraordinary results and, in the process, develop their own ability to leadership. Transformational leaders help followers grow and develop responding to the needs of individual followers, empowering them and aligning them goals of the group with those of the individual, the leader and the organization”*  
Bass and Riggio in the transformational leadership.

It is a very innovative concept in which the leader inspires and transforms the group. The leader delegates responsibilities so that other members of the group have the courage to take risks in order to improve the company (Stamevski V., Stamevska E. 2016).

Today more than ever we need transformational leadership because it fosters a business culture in which workers are increasingly responsible, autonomous and motivated to overcome difficulties and achieve success given the crises, and the changes that we experience every day.

Among all, the transformational leader is the best example to follow because he tries to have a good impact on others, he knows how to inspire, he is dynamic and aims to convey these same qualities to the rest of the group. He guides and educates them (TĂNASE M. 2020).

The transformational leadership creates vision and environment which motivates employees to excel. It is an effective way to influence workers results of the organization. this type of leadership stimulates the workers to offer their best effort, it inspires them in achieving organizational goals. Transformational leadership can integrate energy, creativity, intuition and perseverance to workers (Rafia R. et al. 2020). Transformational leadership is one of the more effective leadership styles in encouraging a positive behaviour to workers and boost them to have extra results. This leadership style creates changes in the strategy, in the mission of the organization in order to promote job innovation (Fatin Fadhilah Hasib et al. 2020).

As Burns said in 1978, in the transformational leadership, both *“leader and follower raise one another to higher level of morality and motivation”* this leadership style literally changes personnel and organizational life. The leader transforms and motivates followers, through an intellectual stimulation, and an individual consideration. He encourages workers to innovate in order to be able to deal with changes and to facilitate success (Sun W., Xu A., Shang Y. 2012).

Because of the continuous external changes, organizations need innovations and transformational leadership involves factors, characteristics and task that enable leaders to deal with current and future challenges and manage the organizational changes effectively.

The transformational leader takes care of every one of his employees. he is a person full of compassion and who wants to create an authentic connection between him and his employees. He is a person full of values and for whom human capital is very important. He makes sacrifices for the well-being of the group (Stamevski V., Stamevska E. 2016).

Transformational leadership focuses on the emotionality and charisma of the leader. The leader here does not regard followers as mere workers, but considers them primarily as human beings. He Pays more attention to the motivations, values and evolution of followers. He helps them to grow and develop their skills. He inspires them with trust and loyalty which creates positive changes from followers because they feel encouraged, considered, they involved in making a contribution to the group's goals and supported (Ghasabeh M. S., Soosay S., Reaiche C. 2015).

based on a study published in the *Journal of Occupational and Environmental Medicine* where researchers asked to a sample of workers questions about their employer's leadership style, we can understand that the transformational leadership style not only conveys a sense of trust to followers, but also has a positive effect on employee well-being.

The researchers found that workers who were under transformational leadership also had a high level of well-being in terms of stress and education because they were stimulated and encouraged.

The leader, being charismatic, he boosts the team performance considerably because he advises, he rewards and he encourages workers to be confident and to work hard. Followers are then able to withstand and to adapt to environmental uncertainty (Pratiwi A. et al. 2020). The idealized influence of the transformational leader means that he is like a model for high ethical behavior, which allows him to gain respect and trust (Ghuzayyil Saad A. 2021).

The inspirational motivation: The transformational leader has also a positive impact on the team performance. The leader can motivate the followers with inspiring talks, which enhance the psychological empowerment of the followers. The transformational leader communicates with workers and makes the vision understandable which inspire the workers. The leader is optimist about future goals and he communicates this optimism to workers, he motivates workers to act and workers are willing to make more effort in their tasks. The transformational leader makes workers believing in their abilities because of the encouragement and the optimism of the leader about the future (Griffin M. et al. 2004)

The intellectual stimulation: The intellectual stimulation increases workers' interest in the awareness of problems, which develop their ability and propensity to think about problems in new ways. The intellectual stimulation of the transformational leader makes the followers more able to analyze and to solve different problems that can emerge. It enhances self-awareness, creativity, it stimulates the followers' ideas and vision (Sun W., Xu A., Shang Y. 2012), I increase the abilities of workers to comprehend, conceptualize, and analyze problems and it improves the quality of solutions that they generate (Rafferty A. et al 2004).

Individual consideration: The leader has a consideration for each worker. He listens and feels concern to the needs of workers. He supports and communicatee with workers, he respects them and celebrates each worker contribution to the team. He is like a mentor or a coach to workers (Sun W., Xu A., Shang Y. 2012).

While this leadership style appears to be the most effective, there are cases where it is not the absolute best. For example, in situations where the group requires closer control and greater direction, or when group members are unskilled and require more supervision, transformational leadership is not the best choice.

In order to understand the influence of the transformational leadership on workers performance, researchers (Manzoor F. et al.2019) have done a study on 130 workers in 5 enterprises in Pakistan.

**Descriptive analysis**

The survey has been done on 130 workers in 5 enterprises in Pakistan. These enterprises were textile, food, pharmaceutical, minerals and construction. They used a questionnaire (see Appendix B) with the aim of understanding the level of transformational leadership and worker performance and figure out the effect of the transformational leadership style on worker performance (Manzoor F. et al.2019)

The hypotheses are as follow:

**H0** Transformational leadership has a positive impact on worker performance

**H1** Transformational leadership doesn't have a positive impact on worker performance

*Transformational leadership level*

Dimensions	Average	Standard deviation
Transformational leadership	3.322	1.805

*Table III. 4: Transformational leadership level (Manzoor F. et al.2019)*

1= Strongly disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly agree

*Worker performance level*

Dimensions	Average	Standard deviation
Worker performance	3.657	1.585

*Table III.5: Worker performance level (Manzoor F. et al.2019)*

1= Strongly disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly agree

## Regression analysis

For this study, they used a linear regression analysis. In this case, we will talk about “simple linear regression analysis” ( $Y = b_0 + b_1X + \epsilon$ ) because we have one independent variable and one dependent variable.

The values obtained and used for the decision are the Beta coefficient, the P-value and the T-statistic.

The Beta coefficient measures the estimated change in the average value of “Y” as a result of a unit change in “X” (Gardner C. J. 2002).

The P-value is a statistical measurement used to validate a hypothesis against observed data. If P-value is less than the significant level, the hypothesis is accepted and if it is greater than the significant level, the hypothesis is rejected (Beers B. et al. 2022).

The t statistic is a calculation performed to determine if you should reject your null hypothesis (Kyun Kim T. 2015).

In this study, they considered a significant level  $\alpha = 0.05$  and a t-table = 1.96. The t-table represent the critical value of “t” (Turney S. 2022) such as if the t-statistic is greater than the t-table, we accept the hypothesis and if it is less than the t-table, we reject the hypothesis.

X (dependent variable)	Y (dependent variables)	b coefficient	t-statistic	P-value
Transformational leadership	Worker performance	0.207	12.710	0.002

Table III. 6: Effect of transformational leadership on workers performance (Manzoor F. et al.2019).

The results of the data analysis shows that the t-statistic is greater than 1.96 and the P-value is less than the significant level  $\alpha = 0.05$ . This means that transformational leadership has a positive influence on worker performance so H0 is accepted.

The positive values of the coefficient mean that if a better transformational leadership is applied, the worker performance will increase (Manzoor F. et al.2019).

### 3) Authentic leadership

In the management style of the authentic leadership, leaders are genuine, self-aware and transparent. This mean that the leader is able to inspire loyalty and trust in his employees by constantly showing who he really is as a person and also showing how he really feels about the performance of his employees. Genuine leadership is the single strongest predictor of an employee's job satisfaction (MarquesJ., Dhiman S., Biberman J. 2011).

*“Authenticity requires touchstones to remind yourself and the people around you that you are human”* Meghan Keaney Anderson

when we talk about authentic leadership, we talk about an authentic leader who is deeply aware of his knowledge, of his strength, of his moral perspective, aware of the context in which he operates (Zafira Y. et al. 2020). The authentic leader is true with himself and with others, he respects the perspectives, value and inner beliefs of others. Because of his authenticity, the authentic leader creates a harmonious environment and boost workers to be authentic and to behave in harmony with themselves. The support and the understanding that workers receive from the leader give them the opportunity to behave in an authentic way and the opportunity to achieve perfection (Ayça B. 2019).

Walumbwa, Avolio, Gardner, Wernsing, and Peterson, (2008) define authentic leadership as

*“a pattern of leader behavior that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development.”* (Schaffner A. 2022)

An authentic leader, is a true, real, right, original, frank and sincere leader. He is true in one's self and with the workers in emotions, beliefs, thoughts, values, needs or preferences. Authentic leaders have a high level of transparency, a high level of moral standard and integrity. Then he indirectly encourages the followers to trust him, he sprays positive emotions and optimism between the followers and between him and the followers. (Tabak A., Polat M., Çoşar S., Türköz T. 2012)

The authentic leader promotes a transparent relationship between him and workers, for this reason, he is seen as a model and he gains credibility toward workers (Lusianingrum F. P. 2022). The authentic leader is trusted by workers for different reasons: In the work environment, he is able to internalize moral perspective and consider instead fundamental values and beliefs; he always involves workers in decisions making; he has a good knowledge about himself that means that he knows his strengths and his weaknesses and he develops an honest relationship with workers (Santoso C. B. 2022). For all these reasons, workers are confident toward the leader.

The different dimensions of the authentic leadership are (Marinakou E. et al. 2016):

### **3.1. Self-awareness**

As a leader, it is imperative that you have a strong sense of yourself, including your strengths, weaknesses, and values. It's impossible to prove authenticity as a leader if you're not sure of who you are or what you stand for in the first place.

Also, by showing both your strengths and weaknesses to your team, you are able to show that you have nothing to hide and that you are not playing. This way, you are better equipped to build trust in your team, and when your employee makes a mistake, they will feel more comfortable admitting their mistake to you (Naqvi R. Alam A. 2018).

Self-awareness is also important to growing you as a leader and strengthening other components of authentic leadership. For example, you may have noticed that you don't do a great job of showing transparency to your team. By recognizing this weakness, you can take steps to rectify it.

In Bruce J. Avolio and Tara S. Wernsing's essay *Practicing Authentic Leadership*, they describe three ways that authentic leaders should practice self-awareness (Naqvi R. Alam A. 2018):

- Seek feedback from the environment
- Use self-reflection to better understand your behaviour
- Practice regular self-observation to always be aware of your feelings

Self-awareness is vital to acting appropriately as a leader and empathizing with how your employees might perceive your feedback. For example, maybe you feel that the conversation you had with your team was demoralizing - you just got some disappointing news about your team's performance, and you talked about frustration. It is imperative that you seek feedback from your environment by asking your team what you can do to help them improve progress (Giolito V. 2015).

Also, perhaps it is possible to avoid these issues in the future by practicing self-observation regularly, so that you can notice, at the moment, "I'm very frustrated right now, so I'll wait until I have the calm to have this conversation with my team. "

### ***3.2. Relational transparency***

To truly promote authenticity, it is imperative that you remain authentic, straightforward and honest with your team. Let them know where they are - if they mess up, tell them. It works in your favour in the long run, because your employees trust that you are not "hiding" your true feelings about their performance (Naqvi R. Alam A. 2018).

The point is that, authentic leadership needs to start with you showing behaviours that you hope to see in your employees as well. If you are not transparent and honest, how can you expect your employees to present problems when they arise?

### ***3.3. Balanced processing***

A leader must make decisions and remain true to his decision in the face of opposition - but he must also be able to receive and consider alternative points of view before choosing an action plan (Basit A. 2019).

When making important decisions, it is important to ask for alternative opinions and to remain open to discussion. While it is important to stick to your values, it is equally important to research opposing viewpoints, which can help you see flaws in your initial course of action, or allow you to reinforce your argument by understanding all points of view (Darvish H., Rezaei F. 2011).

Also, if you want to be an authentic leader, it's vital to create an environment where employees feel safe and encouraged to share their opinions. This ties into self-awareness - you have to be self-aware enough to accept that your opinion, by itself, is likely biased. By gathering external feedback, you can see more potential weaknesses in your decision (Darvish H., Rezaei F. 2011).

### 3.4. Internalized Moral Perspective ("Do the Right Thing")

A genuine leader needs to know when to put the needs of the company and its customers ahead of him and his team. Ultimately, a leader should focus on doing the right thing for the long-term success of the business (Basit A., Siddiqui D. A. 2020).

Furthermore, ethical and integrity values are strong core values that a leader must possess and exercise even in the face of tempting shortcuts.

For example, if we consider that in your company you need to increase your income, and one of your employees comes to propose you something to make money fast. Let's say that his idea is to make it difficult for customers to know how to cancel their subscription, this means that they will be forced to keep paying until they know how to cancel the subscription; maybe unless they call the customer service to cancel it (Basit A., Siddiqui D. A. 2020).

In this kind of situation, the internalized moral perspective would like the leader to recognize that this type of decision is not good. Indeed, it might temporarily help to boost the income of the company, but it's not a decision made out of integrity or fairness for your client, and it will not lead to lasting loyalty.

*"Being an authentic leader means setting a good example, demonstrating through your actions that you practice the same values and behaviours you expect from your team."* Emmy Jonassen

In order to understand the effect of the authentic leadership on worker's performance, researchers (Ayça B. 2019) have done a study on the employees of 13 accommodation establishments in the tourism sector in Istanbul.

The hypotheses are as follow:

**H<sub>0</sub>:** Authentic leadership affect positively job satisfaction

**H<sub>1</sub>:** Authentic leadership doesn't affect positively job satisfaction

#### **Descriptive analysis**

To collect the data, they used questionnaires (see appendix C) in order to measure the level of the authentic leadership and the level of the job satisfaction. The questionnaire forms were applied to 276 employees of 13 accommodation establishments in the tourism sector in Istanbul. The Job satisfaction can be defined as the pleasant or unpleasant emotional state of the worker at work (Sunaryo et al. 2020). According to researchers in this study, job satisfaction is important because a job dissatisfaction affects the physical and mental health of the employees which result in a decrease in worker performance. It will be a loss on work discipline, a low productivity and a job slowdown (Ayça B. 2019).

#### *Authentic leadership level*

Dimensions	Average	Standard deviation
Authentic leadership	3.714	1.992

*Table III.7: Authentic leadership level (Ayça B. 2019)*

1 = means not at all; 2 = means once in a while; 3 = sometimes; 4 = fairly often; 5 = frequently, if not always

*Job satisfaction level*

Dimension	Average	Standard deviation
Job satisfaction	3.808	2.724

*Table III.8: Job satisfaction level (Ayça B. 2019)*

1 = very dissatisfied; 2 = dissatisfied; 3 = neutral-neither satisfied or dissatisfied; 4 =satisfied; 5 = very satisfied.

**Regression analysis**

For this study, they used a linear regression analysis. In this case, we will talk about “simple linear regression analysis” ( $Y = b_0 + b_1X + \epsilon$ ) because we have one independent variable and one dependent variable.

The values obtained and used for the decision are the Beta coefficient, the P-value and the T-statistic.

The Beta coefficient measures the estimated change in the average value of “Y” as a result of a unit change in “X” (Gardner C. J. 2002).

The P-value is a statistical measurement used to validate a hypothesis against observed data. If P-value is less than the significant level, the hypothesis is accepted and if it is greater than the significant level, the hypothesis is rejected (Beers B. et al. 2022).

The t-statistic is a calculation performed to determine if you should reject your null hypothesis (Kyun Kim T. 2015).

In this study, they considered a significant level  $\alpha= 0.05$  and a t-table = 1.96. The t-table represent the critical value of “t” (Turney S. 2022) such as if the t-statistic is greater than the t-table, we accept the hypothesis and if it is less than the t-table, we reject the hypothesis.

X (independent variable)	Y (dependent variable)	b coefficient	t-statistic	P-value
Authentic leadership	Job satisfaction	0,757	18,108	0,000

*Table III.9: Effect of authentic leadership on job satisfaction (Ayça B. 2019).*

The table above shows that t-statistic is greater than 1.96, and the P-value is less than the significant level  $\alpha = 0.05$ , this means that authentic leadership has a positive impact on job satisfaction so we accept the null hypothesis  $H_0$  (Ayça B. 2019).

The positive value of the coefficient means that if a better authentic leadership is applied, the job satisfaction will increase (Ayça B. 2019).

#### **4) Autocratic leadership**

The autocratic leadership is also known as authoritarian leadership. The power here is completely centralized as well as the authority and the decision-making process. There is an individual control over the group (Caillier J. G. 2020).

The autocratic leader controls all the actions of the workers. He almost never considers the advices of the other group members and he makes choice only based on his judgments and beliefs. Workers are then in an absolute and authoritarian control and they function as the leader commands (Toriquil J. 2019).

The authoritarian leader doesn't accept others' participation in making decision, he does it himself and delegates the tasks. He is a type of leader who will sanction and punish workers if the results are disappointing and don't match his expectations or when workers have undesirable behaviour. The autocratic leader is more interested on the result and tasks than on the workers who make the results possible. He gives no responsibility to workers and stay focus on his individualist goals (Wang H. 2018). The autocratic leadership style could then result dominant and unpleasant for the workers.

The autocratic leadership causes a lack of creativity to the workers because the leader doesn't allow them to give their spin on the tasks in order to develop or discover their creativity ability. This is a loss for both Workers and company because creativity brings innovation in an organization and increase the productivity. (Dolly K. 2018).

This leadership style also makes workers feel demotivated because of the lack of creativity and the fear of sanctions (Dolly K. 2018). As they carry out only the orders that they receive from the leader without any contradiction, they will never do more than the necessary. Because of the frustration and the fear that the autocratic leadership creates to workers, Workers become angry and uneasy this can result in an aggressive behaviour toward weaker people within the group (Alam J. 2019).

while autocratic leaders might be seen as dictators, this leadership style like all other styles has advantages. It can be useful in certain situations.

When used in the right way, at the right time, and in the right setting, however, there can be advantages to autocratic leadership style. This depends on the situation, the type of task the group is working on and the characteristics of the group members (Gaille B. 2018).

There can be some situations where autocratic leadership may be useful, for example in situations of emergency, when the company is dealing with an urgent problem that requires a quick response without necessarily consulting a large group of people (Caillier J. G. 2020).

In order to understand the influence of the autocratic leadership on workers performance, researchers (Guan B. 2018) have done a study on 211 workers from 10 different technology companies located in China.

### Descriptive analysis

The survey has been done on 211 workers from 10 different technology companies located in China. They used a questionnaire (see Appendix D) with the aim of understanding the level of the autocratic leadership and worker performance and figure out the effect of the autocratic leadership style on worker performance (Guan B. 2018).

The hypotheses are as follow:

**H0** Autocratic leadership has a positive impact on worker performance

**H1** Autocratic leadership doesn't have a positive impact on worker performance

#### *Autocratic leadership level*

Dimensions	Average	Standard deviation
Autocratic leadership	3.08	1.68

*Table III.10: Autocratic leadership level (Guan B. 2018).*

1= Strongly disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly agree

#### *Worker performance level*

Dimensions	Average	Standard deviation
Worker performance	4.18	1.73

*Table III.11: Worker performance level (Guan B. 2018).*

1= Strongly disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly agree

### Regression analysis

For this study, they used a linear regression analysis. In this case, we will talk about "simple linear regression analysis" ( $Y = b_0 + b_1X + \epsilon$ ) because we have one independent variable and one dependent variable.

The values obtained and used for the decision are the Beta coefficient, the P-value and the T-statistic.

In this study, they considered a significant level  $\alpha = 0.05$  and a t-table = 1.96. The t-table represent the critical value of “t” (Turney S. 2022) such as if the t-statistic is greater than the t-table, we accept the hypothesis and if it is less than the t-table, we reject the hypothesis.

<b>X (independent variable)</b>	<b>Y (dependent variable)</b>	<b>b coefficient</b>	<b>t-statistic</b>	<b>P-value</b>
Autocratic leadership	Worker performance	0,59	2.52	0,001

*Table III.12: Effect of autocratic leadership on Worker performance (Guan B. 2018).*

The results in the table above shows that t-statistic is greater than 1.96, and the P-value is less than the significant level  $\alpha = 0.05$ , this means that autocratic leadership has a positive impact on worker performance so we accept the null hypothesis  $H_0$  (Guan B. 2018).

The value of the coefficient is positive that means that if a better autocratic leadership is applied, the worker performance will increase (Guan B. 2018).

## **5) Democratic leadership**

Hearing the name of this leadership style, we can understand that it has to do with democracy. Democratic leadership is one of the most ethical and correct leadership styles and it can be described as the style of leading through democracy in making all decisions, although we have to recognize that its dynamic is operationally slower than that of other leadership styles (Mishyn A. A 2014).

In the democratic leadership style, the leader distributes responsibility, involves the followers in the decision-making process and empowers them. It is a participatory or collective leadership where followers are free to express themselves. The decision making here is not centralized. (Caillier J. G. 2020). This leadership style is also known as participatory or collective leadership where members are very active in the decision-making process (Mohammad J. 2019).

Everyone in the group is free to give a seat at the table, and the discussion between members is free and open. This leadership style is a very open style of running a team (Ray S. 2012). This type of leadership increase group morale, it can lead to higher productivity and better contribution from team members. It is a good leadership style in rapidly and dynamic changing environments (Ishita R. 2012) because as the members are free to share their thoughts, better ideas and more creative solutions can emerge. Group member all care about the end results of the projects because they feel involved and committed to them, this can lead to a higher productivity among them, to and to an increase in satisfaction (Ishita R. 2012).

In order to understand the influence of the democratic leadership on workers performance, researchers (Oussible N. 2022) have done a study on 207 workers in Turkey.

## Descriptive analysis

The survey has been done on 207 workers in various office living in Turkey. They used a questionnaire (see Appendix E) with the aim of understanding the level of the level of democratic leadership and worker performance, and try to figure out the effect of the democratic leadership on worker performance (Oussible N. 2022).

The hypotheses are as follow:

**H0** Democratic leadership has a positive impact on worker performance

**H1** Democratic leadership doesn't have a positive impact on worker performance

### *Democratic leadership level*

Dimensions	Average	Standard deviation
Democratic leadership	2.6	1.8

*Table III.13: Democratic leadership level (Oussible N. 2022).*

1= Strongly disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly agree

### *Worker performance level*

Dimensions	Average	Standard deviation
Worker performance	2.5	1.2

*Table III.14: Worker performance level (Oussible N. 2022).*

1= Strongly disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly agree

## Regression analysis

They used a simple linear regression analysis ( $Y = b_0 + b_1X + \epsilon$ ) because we have one independent variable and one dependent variable.

The values obtained and used for the decision are the Beta coefficient, the P-value and the T-statistic.

The researchers in this study considered a significant level  $\alpha = 0.05$  and a t-table = 1.96.

X (independent variable)	Y (dependent variable)	b coefficient	t-statistic	P-value
Democratic leadership	Worker performance	0,662	12.558	0.000

*Table III.15: Effect of democratic leadership on Worker performance (Oussible N. 2022).*

The results in the table above shows that t-statistic is greater than 1.96, and the P-value is less than the significant level  $\alpha = 0.05$ , this means that democratic leadership has a positive impact on worker performance so we accept the null hypothesis  $H_0$  (Oussible N. 2022).

Looking at the b coefficient, we can see that the value is positive that means that if a better democratic leadership is applied, the worker performance will increase.

## 6) Transactional leadership

The transactional leadership style was developed in 1947 by Max Weber, one of the founders of modern sociology. The main motivation for this theory was the personal interest of the worker. This style positively influences the behaviour of the workers and allows them to raise their wages when they meet all their job requirements (Bousbia A. 2018)

Transactional leadership is based on the applying of incentives and sanctions mechanism to stimulate good member performance in the organization. For example, if activities are done incorrectly, members could receive punishment. Conversely, if the activities are carried out correctly and on time, members could receive a reward (Jens R. 2014).

In the transactional leadership style, Job roles and responsibilities are clearly defined by the leader. He creates an organizational structure where he communicates the rules, he sets hours, he defines job requirements, he establishes rewards like bonuses or payment and the disciplinary actions for the non-conformance to the rules (Duggan T. 2019). The worker is completely responsible of the execution of the, his performance is evaluated by the leader and his actions are supervised by him.

When performance need to be improved, the transactional leader corrects and trains subordinates to improve their performance (Bousbia A. 2018)

A study has been done by researchers (Bula H. et al. 2020) in four banks in Kenya in order to understand the effect of the transactional leadership on worker performance.

The hypotheses are as follow:

**H0** Transactional leadership has a positive impact on worker performance

**H1** Transactional leadership doesn't have a positive impact on worker performance

### Descriptive analysis

The survey has been done on 151 workers in selected commercial banks in Nairobi city in Kenya. The tree banks are. Kenya Commercial Banks, Cooperative Bank, Equity Bank and Family Bank. The data was collected using questionnaires (see appendix F) that allowed to measure the level of the

transactional leadership, of worker performance and to figure out the impact of transactional leadership on worker performance (Bula H. et al. 2020).

*Transactional leadership level*

Dimensions	Average	Standard deviation
Transactional leadership	4.16	2.81

*Table III.16: Transactional leadership level (Bousbia A.)*

1= Strongly disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly agree

*Worker performance level*

Dimensions	Average	Standard deviation
Worker performance	3.8	1.2

*Table III.17: Worker performance level (Bousbia A.)*

1= Strongly disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly agree

**Regression analysis**

They used a simple linear regression analysis ( $Y = b_0 + b_1X + \epsilon$ ) because we have one independent variable and one dependent variable.

The values obtained and used for the decision are the Beta coefficient, the P-value and the T-statistic.

The researchers in this study considered a significant level  $\alpha = 0.05$  and a t-table = 1.96.

X (independent variable)	Y (dependent variable)	b coefficient	t-statistic	P-value
Transactional leadership	Worker performance	0,769	4.345	0.000

*Table III.18: Effect of transactional leadership on Worker performance (Bousbia A.)*

The results in the table above shows that t-statistic is greater than 1.96, and the P-value is less than the significant level  $\alpha = 0.05$ , this means that transactional leadership has a positive impact on worker performance so we accept the null hypothesis  $H_0$  (Bousbia A.).

Looking at the b coefficient, we can see that the value is positive so the transactional leadership is positively related to the worker performance. That means that if a better democratic leadership is applied, the worker performance will increase.

## **CONCLUSION**

The objective of this research was to study the different types of leadership and find the impact they could have on the performance of workers. The cases used were those studied by different researchers in different countries and in different organizations. The results of all the different studies that had been done for each leadership style tell us that each leadership style had a positive effect on worker performance in the sector where it had been applied. However, it could happen that this same leadership style, in other context and in other situation, negatively influences the performance of the worker. We cannot either say that there is a type of leadership that is better than the others because it depends on several criteria such as the situation in which the organization finds itself or the culture of the place where the leadership style is applied.

## **Appendix A. (Questionnaires)**

### **Servant leadership**

- I would seek help from the leader if I had a personal problem
- My leader cares about my well-being
- My leader takes time to talk to me on a personal level
- My leader can recognize when I am feeling down without asking me
- My leader emphasizes the importance of giving back to the community
- My leader is always interested in helping people in the community
- My leader is involved in community activities
- My leader encourages me to volunteer in the community
- My leader can tell if something related to work is going wrong
- My leader can think through a complex problem
- My leader has a thorough understanding of the organization and its goals
- My leader can solve problems with new or creative ideas
- My leader gives me the responsibility to make important decisions about my job
- My leader encourages me to handle important work decisions on my own
- My leader gives me the freedom to handle difficult situations in the way I feel is the best

### **Worker commitment**

- I recommend this organization to my family and friends
- I feel no loyalty towards the organization
- I value the organization's value
- I understand how I contribute to the organization's goals
- I am glad I chose to work for this organization
- This organization has high work morale
- I am encouraged to be creative at work
- I know my career path in this organization
- I would strongly recommend my profession as a career
- I don't think I want to work anywhere except here
- I enjoy my work

I am encouraged to do interesting and challenging things at work

I am satisfied with the work I do

I am appreciated when I do well at work

## **Appendix B. (Questionnaires)**

### **Transformational leadership**

My manager motivates employees to be team players.

My manager behaves in a manner thoughtful of my personal needs.

My manager leads by example (providing an appropriate role model).

My manager challenges me to set high goals for myself (high performance expectations).

My manager inspires others with his future plans.

My manager challenges me to think about old problems in new ways

### **Worker performance**

I (employee) consistently complete the duties specified in my job description.

I (employee) consistently meet the performance requirements of the job.

I (employee) fulfil all responsibilities required by my job.

I (employee) consistently fulfil my obligations to perform for my job.

I (employee) often fail to perform essential duties.

## **Appendix C. (Questionnaires)**

### **Authentic leadership**

The leader recognizes his weaknesses;

The leader does what he says;

The leader seeks other's opinion before making his own mind;

The leader shares his feelings with others;

The leader listens to the ideas of those who disagree with him;

The leader let you know who he truly is as a person;

The leader's actions reflect the values he promotes

The leader seeks for your feedback;

The leader does not emphasize his point of view at the expense of others;

The dealer doesn't present a false front to others;

The leader listens carefully to the ideas of others before making decisions;

The leader admits his mistakes to others

### **Job satisfaction**

Is it clear to you what your role demands in meeting the company objectives?

Will you be working for the same organization in the next 2 years?

Are you satisfied with your job?

Is your team an inspiration for you to do your best at the job?

Do you struggle to get information to make better decisions at work?

Do you feel that your opinions are heard and valued by your superior?

Do you think you are valued by your manager?

Do you think your manager understands a healthy balance between work life and personal life?

Do you think you have had enough training to solve customer issues?

Do you think you go beyond your limits to fulfil a task?

Does the management involve you while taking leadership related decisions?

Does your manager praise you when you have done a good job?

Does your job cause an unreasonable amount of stress for you?

Do you think your manager treats all the team members equally?

## **Appendix D. (Questionnaires)**

### **Autocratic leadership**

My supervisor determines all decisions in the organization whether they are important or not

My supervisor emphasizes that our group must have the best performance of all the units in the organization.

My supervisor does not readily accept new idea

My supervisor does not explain his actions

My supervisor is often over bearing in his regular inspection of my work

My supervisor doesn't accommodate any kind of domestic excuse interfering with my duties.

### **Worker performance**

This employee is very competent

This employee gets his or her work done very effectively

This employee has performed his/her job well

This Worker is determined to carry out task to the end

This worker is definitely ineffective and is not up to the duties

This worker anticipates problems before they arise

This worker sees beyond the surface of the problem

This worker is tactless and cannot deal with the public

This worker is accurate in the use and interpretation of figures

## **Appendix E. (Questionnaires)**

### **Democratic leadership**

My supervisor gets involved in making and taking decisions

My supervisor carries out joint activities for the achievement of an organizational goal.

My supervisor appreciates every potential subordinate

My supervisor gives awards to subordinates who excel.

My supervisor hears criticism from subordinates

My supervisor hears suggestions from subordinates

My supervisor hears opinions from subordinates

My supervisor is able to work with subordinates in achieving organizational goals

My supervisor goes directly to the field to carry out their duties and control subordinates.

### **Worker performance**

In carrying out my assignments, I am oriented to do the best.

I prioritize thoroughness and precision in my work;

The results of the work that I have done are in accordance with the predetermined plan;

The results of the work that I have done are in accordance with the programmed development;  
I am always fast in carrying out work according to a predetermined schedule;  
I maximize the time available for other activities

## **Appendix F. (Questionnaires)**

### **Transactional leadership**

The supervisor motivates employees in becoming productive and efficient in the team.

Through transactional leadership style, the supervisor ensures that its visions for the bank is understood.

The supervisor ensures a clear and concise structure that enables employees informed beforehand of what the bank expects from them.

The supervisor promises rewards if the task is well done.

The supervisor address basic needs of an individual thus enabling them to implement a standardized model for motivating people and managing their performances.

### **Worker performance**

This worker manages to plan his work so that it is done on time.

This worker is able to separate main issues from side issues at work.

This worker knows how to set the right priorities;

This worker performs his work with minimal effort;

This worker takes extra responsibility;

This worker comes with creative solutions to new problems;

This worker does more than what is expected from him;

This worker always participates in work meeting

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