The Quality of Leadership and Effects on

Organizational Growth

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Introduction

Organizational and industrial researchers and theorists claim that certain leadership qualities and attributes may be central to distinguish the overall growth of an organization. Leadership quality is imperative in the low and high performance of an organization. Similarly, Hambrick and Manson emphasize the strategic and organized management research focusing on the leaders of the organization that is top administration teams that have an impact on the growth of an organization (Carmeli, Schaubroeck, & Tishler, 2011). One of the most important attributes focused in management literature is the quality leadership, a variable worthy of investigation and research because of confusing and conflicting research findings related to effectiveness in the organizational growth (Alnorawi, & Jaffar, 2019).

In organizational management, leadership quality central, whether in public and private organizational growth. People-based on quality leadership have strong ethical values such as justice and trust. In addition to management in the inter-sector, quality administration or top management of government organizations is not an option, but important for organizational growth and development. It is considered a necessary condition. The reason is quality leadership and regulated behavior of employees, as well as the opponent's decision making, can lead to huge costs for the organization's growth because it might threaten organization survival in the economy (Olie, & Rao-Nicholson, 2018).

There has been much research in recent years on how leadership quality influences the subordinates and their roles in organizational growth. Leadership is a basic and considered a global human phenomenon because from the beginning; human beings have lived in society or a group, leaders have guided and regulated the society, have evolved over time, and lead to the

transformation of leadership styles (Zaccaro, Dubrow, & Kolze, 2018). The leader's behavior or attributes has an impact on his supporters, being the central person responsible for the success and failure of the organizational goals, and in achieving its objectives. Therefore, the leader has in his power the growth and advancement of the organizations, since people need someone to lead. The main purpose of this essay is to discuss the role of quality leadership in the growth of the organization to increase its efficiency and creating a productive environment for employees (Jenni, 2017).

Leadership Background

Leadership and quality management is considered a mythical concept, the oldest concern in the world, and discussed, elusive, and marginalized construct in recent years. For this reason, research on leadership is still rapidly increasing in various disciplines, particularly in organizational growth aspects. There are various theories concerning leadership quality that consider leadership as an exhibition of competence that can be learned and developed by practice, and It has been determined by various studies that leadership is acquired through a series of skills that can be learned from the society that ensure the organizational growth (Gachugu, Awino, Iraki, & Machuki, 2019).

Primarily, leadership research was focused on the individual perspective. However, over the years, the research on leadership and quality growth in organizations has been focused not only on leaders but also on subordinates, cultural, contextual, and environmental factors. Leadership is now defined not only as an individual trait, but also as the complex fundamental, global, and social aspect of the society or an organizational growth (Ropo, 2019).

Leadership Concept

Leadership is a capability that has a strong impact on a group to achieve the goals. Davis and Newstrom (1986) defined leadership as a phenomenon of influencing the members of the group with teamwork so that they work with a strong eagerness to achieve their goals. Players explained leadership as a form of behavior or action that the leader uses as a means that affect the behavior of individuals and the groups. This effect is developed by a vision supported by the standards that generate values in the individuals and incorporating them in their behavior that leads to organizational growth (Lacedón Montemayor, 2016).

The important code for quality management is that people follow those leaders who can guaranty them to achieve goals. Therefore, leader's role is to make the organization to build relations that allow the expected results to be obtained, since the leaders work hard to create new opportunities that permit learning, sharing information, skills and in turn growth and development of an organization (Dahri, Amin, & Waseem, 2019)

The efficiency of the leader is depicted by his capability to reach the organization's established goals, considering the influence on the team members. That is why leadership is developed with a vision made up to lead the group that is able to reach organizational excellence and quality growth. Leadership vision explains how a leader is involved in promoting personal or member growth and development in an organization. A leader is also able to promote creativity and skill development among members of the organization. For the accomplishment of these goals, a leader must be socially and cognitively capable of creating an efficient team to assure organizational growth (Jing, & Avery, 2016).

Leadership Quality

Leadership quality depends on the degree to which the leader is oriented towards the task or the people. Task-oriented leaders have strong concerns about organizational goals, jobs, responsibilities, and overall growth. Task-oriented is inclined towards means of achieving group goals. They are similarly called goal achieving, work-facilitative, production emphasizing, and production-oriented leaders. Task-oriented leads have a high need for achievement and have a competitive nature, might be emotionally distant from their subordinates or employees. According to the self-determination theory, an individual has three basic needs; connectedness, competitiveness, and autonomy. The task-oriented individual has a more competitive need than having a sense of belongingness among their followers that might predict increased organizational growth (Zeb, Ahmad, & Saeed, 2018).

People-oriented leaders are strongly concerned and connected with their employees and subordinates. For people-oriented leaders, people come first, relationship with them, among group members, and express his concerns or tasks by creating a supportive or friendly environment. Such leaders are named as supportive, interaction oriented, facilitative, people-centered, and having an inclination towards group harmony. The dichotomy between people and task-oriented leadership quality has been focused on researches, stressing the importance of organizational growth on one over the other (Bose, & Ndegwa, 2019).

Most research has focused on effective and quality leadership in profit organizations. Little has been done on studies over the quality and effectiveness of the non-profit organization. Traditionally the studies are done in comparison to task-oriented and people-oriented leadership style and effectiveness, considering one superior over the other to ensure the organizational growth. In the earliest time of research on leadership, a misconception of exclusive nature and

effect of one orientation on the other was considered effective. For years, the style and effectiveness of leadership were only considered the quality that influences the outcome, growth, and productivity of the organization. But now contextual factors, environment, employees, and harmony among them is considered central in the effective leadership, and how the leader ensure the organizational growth (Hsieh, & Liou, 2018).

Leadership Theories

Leadership is an increasingly complex subject; understanding it is closely related to contemporary theoretical approaches. Thus, leadership should be studied from its history to better understand the influence on organizational growth and development. Therefore leadership is considered a cultural, social, and historical construct that allows the understanding of the organization and its growth (Para, Jiménez, & Martínez, 2018).

Different theories have been established to understand the leader and his relationship with the different contextual factors in society. From the theory of traits, it highlights that traits characterize successful leadership having honesty, integrity, and need to lead. Trait theory explains that leaders had certain traits that ensure organizational growth. Traits increase the chances of effective leadership but do not assure success; because it does not consider the extraneous effects such as situations and behaviors on organizational growth (Zaccaro, Dubrow, & Kolze, 2018).

After the theory of traits, behaviorism school of thought explained leadership in the context of behavior, where it is stated that authoritarian-exploitative, and consultative behaviors, could predict the success of leadership, its link with subordinates. The most important concept of this theory was to understand that the styles of the leadership or their behavior, apart from

influencing the performance of the subordinates, also influence their own behavior and organizational growth. Thus, leadership is classified as Democratic, Laissez-faire, and Autocratic leadership (Para, Jiménez, & Martínez, 2018).

The autocratic one favors the hostile and aggressive behaviors, while the democratic one favors better group behavior that leads to organizational growth. Laissez-Faire style is the opposite of autocratic, which favors the group decision making. Based on this study, many others were carried out where the behavior of leaders was related to their members of an organization or group. According to Robbins, these investigations expose that the leader's behaviors are aligned to organizational productivity, growth, and personal relationships, where the main quality is to provide support and trust to subordinates (Para, Jiménez, & Martínez, 2018).

Organizational Growth and Leadership

Quality leadership is considered imperative for organizational growth. Organizational growth definition has evolved over the years of research and study since it has an ingrained history in various disciplines such as psychology, sociology, organizational, and industrial behavior. Organizational growth was first conceptualized when it was considered a measurable construct. Organizational and industrial growth is defined as a function of an organization's size, age, the behavior of the employees, values, and conduct or quality leadership. In lateral terms, organizational growth is a change in size, such as membership or employment and age. Age is termed as why and how an organization develops and grows, its impact on organizational behavior, quality management, leadership, and behavior (Hsieh, & Liou, 2018).

Growth and development are important constructs in the research of organizational leadership in the possibility of determining characteristics that apply to various types of

organizations. Size and age are comparable aspects in firms, business, social organizations, movements, military units, hospitals, and as well as in government agencies (Madanchian, Hussein, Noordin, & Taherdoost, 2016).

Organizational Background

Temporal aspects of an organization are increasingly significant in the studies of organizational growth and leadership. Researchers have stressed the need to conduct research on dynamic aspects and evolutionary processes within an organization, along with the influence of quality leadership (Gachugu, Awino, Iraki, & Machuki, 2019). This trend is evident in extensive usage of the organizational life cycle analogy, with its focus on natural and metaphoric processes such as birth, then maturation of an organization, decline, and the termination of the organization. Psychologists and economists have drawn organization on the analogy of biological processes of natural selection and survival of the fitness. The biological analogy shows that quality leadership ensures the survival of the fitness leading to organizational growth (Madanchian, Hussein, Noordin, & Taherdoost, 2016).

Dimensions of the organizational Growth

Organizational growth is assessed through different dimensions that show important aspects, facilitating growth and development. Stringer (2002), after years of research in the organization, concluded that growth and development are determined by important factors that influence the overall growth and production of the organization. These factors, as determined by Stringer, are 1. Leadership and quality management are established by the top management and keen supervision of the subordinates by maintaining harmony and achieving the goals of the organization. 2. Organizational agreements are the formal systems established to keep the flow

of information and tasks. Also creating opportunities for advancement affecting the growth and production of the organization. 3. Lastly, strategies that influence employees towards their achievements opportunities, satisfaction in tasks, obstacles in goal, and the rewards.

Quality Leadership and Organizational Growth

In publications on principles of leadership and organizational growth, literature has depicted indisputable agreement on the relevance of quality leadership and top management's high commitment to the success of the organizational growth (Jing, & Avery, 2016). Quality leadership is associated with the growth and development of the organization, which has a positive and long-lasting impact on the members of the group. Leaders are responsible for achieving quality orientation, creating objectives, establishing values, and systems that could satisfy the services to customers, their expectations, and improving the growth of the organization. Although, leadership commitment towards creating systems to increase productivity and harmony in an organization is considered imperative in transforming an organization's growth and development (Para, Jiménez, & Martínez, 2018).

Organizational growth and development are affected by a variety of variables. However, previous studies emphasize the leader's role in increasing the growth and productivity of the organization. Similarly, literature endorses the quality managerial leadership influences the perception of organizations' environment and the performance of the employees, enhancing the growth of an organization. Leadership intervenes in the wellbeing and influence organizational growth and environment (Alrowwad, Obeidat, & Aqqad, 2017). A study shows that quality management and leadership are fundamental to employee satisfaction in work and, in turn, are associated with the wellbeing or growth of the organization (Omar, Kalulu, & Alijani, 2011).

The research has shown that leadership is necessary for establishing a productive work environment that allows the workers to develop and grow. Leaders have the capability to motivate and encourage the employee to create situations that motivate the work environment. Literature has shown a correlation among motivation projected by quality leadership and the satisfactory outcome. It has depicted that leaders are capable of encouraging and improving quality performance, contributing to a positive work environment, and enhanced growth and organizational development (Omar, Kalulu, & Alijani, 2011).

Conclusion

Leadership is social, ethical, cultural, and, most importantly, a historical concept that has allowed us to understand various organizational growth and their contextual factors. From a historical perspective, leadership has a strong impact on organizational growth and development. Leadership is considered vital in maintaining the environment along with the systems that allow reaching the organizational objectives. Thus it can be concluded that quality leadership is the key generator to increase growth and development. Leaders are capable of motivating and training the workers with the perception that allows organizational growth

The leader is the one who tracks down that organization has achieved the expected outcomes by creating various opportunities. Leadership is responsible for creating opportunities for members in the organization or by liaison with other organizations to achieve collaborative goals. The discussion above has shown that quality leadership generates motivation, which enhances the performance in search of organizational growth. Quality and effective leadership are transformative, progressive, and supportive of a leader's behavior or values inclined towards a common good for people and organizational growth. Lastly, a successful leader is one who

attains the balance between meeting organizational objectives and taking care of employee needs as it is the only way to attain sustainable organizational growth.

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