

Leadership Styles in Management

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ABSTRACT

Leadership plays an increasingly critical role in organizational success, especially in today's rapidly evolving business landscape, where agility and adaptability are paramount. Various leadership styles have garnered considerable attention in management research, reflecting the quest to optimize organizational performance amidst dynamic challenges. Understanding these styles is not merely advantageous but urgent for leaders and management practitioners, as the choice of leadership approach significantly shapes organizational culture, influences employee performance, and ultimately determines the achievement of shared objectives. This study delves into the plethora of leadership styles through an exhaustive examination of management literature, aiming to unveil the multifaceted impact of these styles on organizational performance. The findings of this research endeavour are poised to offer invaluable insights, enriching comprehension of the pivotal role and relevance of leadership styles within management frameworks, while also laying the groundwork for future explorations in the realm of organizational leadership and management.

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1. INTRODUCTION

Leadership plays a central role in the success of an organization. Various leadership styles have been a major focus in management research over the past few decades [1], [2]. Different leadership styles influence organizational culture, employee performance, and the achievement of common goals [3]. Therefore, a deep understanding of various leadership styles is crucial for leaders and management practitioners.

Literature studies on leadership styles offer valuable insights in understanding the

concepts and practices related to leadership in organizational contexts [4]–[7]. Through this research, we aim to conduct a comprehensive review of management literature that examines various leadership styles, ranging from traditional to innovative.

The literature study review approach provides an opportunity to explore various theories, models, and empirical findings that have been put forward by researchers and academics in the leadership domain. We will identify the diversity of leadership styles that have been described, analyze the approaches used in studying leadership styles, and

evaluate their impact on various aspects of organizational performance.

Thus, it is hoped that this research can make a significant contribution in enriching our understanding of the role and relevance of leadership style in the management context. In addition, the results of this study can provide a strong foundation for further research in the field of leadership and organizational management.

The urgency of understanding and adopting appropriate leadership styles in management cannot be overstated, particularly in today's rapidly evolving business landscape [8]–[10]. Organizations face constant pressure to adapt to technological advancements, globalization, and shifting workforce dynamics, which demands a flexible and effective leadership approach. Failure to recognize and implement the right leadership styles can lead to suboptimal performance, low employee morale, and ultimately, organizational failure.

The primary problem addressed in this research is the lack of comprehensive understanding of the diverse leadership styles and their impacts on organizational performance. Many organizations continue to struggle with aligning their leadership approaches with their strategic objectives, resulting in mismanagement and inefficiencies. Furthermore, there is a notable gap in the literature regarding the empirical evidence supporting the efficacy of various leadership styles in different organizational contexts. This study aims to fill this gap by providing an exhaustive review of existing literature on leadership styles, analyzing their influence on organizational outcomes, and offering practical insights for leaders and management practitioners to enhance their leadership effectiveness.

2. RESEARCH METHODS

2.1 Research methods

a. Literature Identification

The process of identifying relevant literature began with a comprehensive search across electronic databases, including but not limited to Scopus, WOS and Google Scholars.

Keywords such as “leadership style”, “management literature”, “transformational leadership”, “transactional leadership”, and other relevant terms were used to obtain relevant studies. Additionally, a manual search of academic journals, books, conference proceedings, and gray literature was also conducted to ensure comprehensive coverage of the topic.

b. Inclusion and Exclusion Criteria

Studies were included in the review if they met the following criteria:

1. Relevance: Studies that focus on leadership styles in the management literature domain are considered.
2. Peer Review: Only peer-reviewed articles, books, and scientific publications are included to ensure reliability and credibility of sources.
3. Publication Date: Studies published within the last two decades were prioritized to capture recent developments and trends in leadership research.
4. Language: English language publications are included due to accessibility and comprehension considerations.

Studies were excluded if they:

1. Has no relevance to the topic of leadership styles in management literature.
2. Not peer reviewed or does not meet scientific standards.
3. Published before 2000, unless they are important works or provide historical context relevant to the review.
4. Not available in English.

c. Data Extraction and Synthesis

Data extraction involves systematically reviewing and analyzing selected literature to identify key concepts, findings, and insights related to leadership styles. Information extracted from each study included authors, year of publication, research aims, theoretical framework, methodology, main findings, and practical implications. Thematic analysis was used to categorize and synthesize the extracted data, enabling

the identification of recurring themes, patterns and differences across studies.

d. Quality Assessment

To ensure the rigor and validity of the review process, quality assessment criteria were applied to evaluate the methodological rigor, theoretical soundness, and empirical evidence of the selected studies. Criteria for assessing study quality include research design, sample size, data collection methods, data analysis techniques, theoretical basis, and the extent to which findings are supported by empirical evidence. Studies deemed to have methodological limitations or lack rigor were critically evaluated, and their potential impact on the overall review findings was considered.

3. RESULTS AND DISCUSSION

Leadership Styles

According to [11], "Leadership style is the way a leader influences the behavior of subordinates, so that they want to work together and work productively to achieve organizational goals." He must be able to coach and motivate his subordinates to collaborate and work effectively in achieving company goals.

Leadership style is a set of characteristics that leaders use to influence their employees so that organizational goals are achieved or it could also be said to be the behavioral patterns and strategies implemented by a leader [12].

According to [13], leadership style is a pattern of behavior shown by leaders in influencing other people. According to [14] states that Leadership Style is the traits, habits, temperament, character and personality that distinguish a leader in interacting with other people.

Meanwhile, according to [15] states that "leadership style represents the philosophy, skills and attitudes of leaders in politics. Leadership style is a pattern of behavior designed to integrate organizational goals with individual goals to achieve certain goals. Leadership style is the way a leader carries out his leadership function or carries

out his management function in leading his subordinates. The leadership styles are as follows:

1. Democratic Leadership Style;

Democratic leadership style is the ability to influence other people so that they are willing to work together in achieving the goals that have been set in various ways or activities that can be carried out which are determined jointly by subordinates and leaders. This style is sometimes referred to as subordinate-centered leadership style, leadership with equality, participative or consultative leadership [16], [17]. A leader who consults with his subordinates in formulating a joint decision action.

The characteristics of this democratic leadership style are that the leader's authority is not absolute, the leader is willing to delegate some authority to subordinates, policies and decisions are made jointly between subordinates and the leader, communication can take place in two directions, where the leader is to the subordinate and vice versa. supervision of (attitudes, actions, behavior or activities) of subordinates is carried out fairly, the initiative can come from subordinates or leaders, subordinates have many opportunities to convey suggestions or opinions and the tasks given to subordinates are in the nature of requests regardless of the nature of instructions, and leaders will pay attention in acting and behaving to create mutual trust and respect.

The democratic leadership style has several advantages and disadvantages that need to be considered. The following is an explanation of the advantages and disadvantages of this leadership style:

Excess:

1. Encourages participation: Democratic leadership style encourages active participation of team members or subordinates in the decision-making process. This provides an opportunity for them to feel valued and have a

significant contribution to the organization's goals.

2. Increases creativity and innovation: By providing opportunities for subordinates to express their ideas and opinions, a democratic leadership style can produce an environment that supports creativity and innovation. This is because team members feel freer to share ideas and try new approaches to achieving goals.
3. Improve decision quality: By involving multiple perspectives and knowledge from various team members, decisions taken tend to be better informed and more comprehensive. This can reduce the risk of inappropriate decisions and increase decision acceptability among team members.

Lack:

1. Time consuming: The consultation and collaboration process in a democratic leadership style often requires a longer time for decision making. This can be inefficient especially in situations that require a quick response or in an emergency.
2. Increases the risk of conflict: Involvement of multiple parties in the decision-making process can increase the risk of conflict and tension among team members. Differences of opinion or interest may arise, and if not managed well, this can disrupt team collaboration and productivity.
3. Reduced effectiveness in emergency situations: In situations where decisions must be taken quickly and without much discussion, a democratic leadership style may be ineffective. Too many consultations can hinder timely responses and cause confusion among team members.

Even though it has advantages and disadvantages, it is important for a leader to choose a leadership style that best suits the situation and needs of the organization at that time.

2. Delegative Leadership Style;

The delegative leadership style has the characteristics that the leader will rarely provide direction, decision making is left to subordinates, and members of the organization are expected to be able to solve all problems themselves. This delegative leadership style is characterized by the leader's behavior in carrying out his duties as a leader. Thus, a leader's leadership style will be greatly influenced by his personal character. Delegative leadership is a leadership style carried out by leaders for subordinates who have the ability, so that they can carry out activities that the leader cannot temporarily carry out for various reasons. This delegative leadership style is very suitable if the staff you have has high motivation and ability. In this way, the leader will not give too many orders to his subordinates, in fact the leader will provide more support to his subordinates.

The delegative leadership style has several advantages and disadvantages that need to be considered. The following is an explanation of the advantages and disadvantages of this leadership style:

Excess:

1. Encourages autonomy and responsibility: By giving subordinates the freedom to make their own decisions, the delegative leadership style encourages them to take initiative and take responsibility for their actions. This can increase the sense of ownership and motivation among team members.
2. Improves skill development: Through giving greater responsibility to subordinates, a delegative leadership style can be an opportunity for them to develop leadership, decision-making, and problem-solving skills.
3. Strengthening working relationships: By providing support and trust to subordinates, leaders in a delegative leadership style can strengthen positive working relationships and

increase satisfaction levels among team members.

Lack:

1. Risk of lack of coordination: In a delegative leadership style, there is a risk of lack of coordination and consistency among team members. Ambiguity in direction and priorities can disrupt consistency in achieving organizational goals.
2. Increases the risk of errors: Subordinates who are given autonomy in decision making may make mistakes if they do not have sufficient understanding or if the situation becomes complex. This can result in reduced performance or inappropriate decisions.
3. Lack of direction and guidance: Leaders who rarely provide direction or support can make subordinates feel neglected or unsupported. This can reduce their self-confidence and motivation, especially in situations that require additional guidance or support.

Although it has advantages in encouraging autonomy and responsibility, as well as improving work relationships, the delegative leadership style also has weaknesses that leaders need to pay attention to and overcome to ensure success and effectiveness in achieving organizational goals.

3. Bureaucratic Leadership Style;

This bureaucratic leadership style is described by the statement "Leading based on rules". Leadership behavior is characterized by the strict implementation of a procedure that applies to the leader and his subordinates. Bureaucratic leaders, in general, will make all decisions based on existing rules and there is no longer any flexibility. All activities must be centered on the leader and given a little freedom to other people in creativity and action, and even then they must not escape from the provisions that are already in force. Some of the characteristics of a bureaucratic leadership style are that the leader will

determine all decisions relating to all work and will order all subordinates to carry them out; The leader will set all standards for how subordinates will perform tasks; There are very clear sanctions if a subordinate cannot carry out their duties in accordance with predetermined performance standards.

The bureaucratic leadership style has characteristics that are based on the strict implementation of established procedures and rules. The following are some of the advantages and disadvantages of the bureaucratic leadership style:

Excess:

1. Order and Predictability: By following established procedures and rules, the bureaucratic leadership style creates a structured and orderly work environment. This can increase efficiency and predictability in carrying out tasks.
2. Enforcing Discipline: Due to the existence of clear performance standards and consistently enforced sanctions, a bureaucratic leadership style can help in enforcing discipline in the workplace. This can reduce undesirable behavior and ensure consistency in goal achievement.
3. Fairness and Transparency: With decisions made based on existing rules and procedures, a bureaucratic leadership style can provide a sense of fairness and transparency to all members of the organization. Everyone has a clear understanding of what is expected and how they will be assessed.

Lack:

1. Lack of Flexibility: Attachment to rigid rules and procedures can hinder an organization's ability to adapt to changing environments or changing market needs. This can reduce organizational innovation and responsiveness to change.
2. Lack of Motivation and Creativity: When decisions and tasks are ordered directly by the leader without leaving

room for initiative or creativity, team members tend to lose motivation and interest in their work. This can reduce productivity and work quality.

3. **High Risk of Error:** Despite its certainty and orderliness, the bureaucratic leadership style is prone to weaknesses in decision making. Attachment to rules can result in an inability to respond appropriately to unique or unexpected situations.

Although a bureaucratic leadership style can provide order and consistency in the execution of tasks, leaders must be careful to ensure that flexibility and innovation are also permitted to ensure conformity to the changing environment.

4. **Laissez Faire Leadership Style;**

This style will encourage members' ability to take initiative. There is a lack of interaction and control carried out by the leader, so that this style can only work if subordinates are able to demonstrate a fairly high level of competence and confidence in pursuing goals and objectives. In this leadership style, the leader uses very little power or completely allows his subordinates to do as they please.

The laissez-faire, or "let it go" leadership style is a style in which the leader gives team members complete freedom to make decisions and manage their own work. Here are some of the advantages and disadvantages of this leadership style:

Excess:

1. **Increases Creativity and Innovation:** By giving team members the freedom to take initiative and be responsible for their own work, a laissez-faire leadership style can encourage creativity and innovation. Team members feel valued and motivated to find new solutions.
2. **Increased Engagement and Satisfaction:** Team members feel more involved and have a greater sense of ownership of their work because they

have autonomy in decision making. This can increase the level of job satisfaction and loyalty towards the organization.

3. **Developing Leadership Skills:** The laissez-faire leadership style provides opportunities for team members to develop their own leadership skills. They learn to take responsibility, make decisions, and manage time and resources more effectively.

Lack:

1. **Lack of Supervision and Control:** Since the leader gives a great deal of freedom to the team members, there is a risk of lack of supervision and control over the work being done. This can lead to a decrease in the quality of work and uncertainty in achieving organizational goals.
2. **Risk of Ambiguity and Conflict:** Without sufficient direction and supervision, team members may not have a clear understanding of expected goals and expectations. This can cause confusion, uncertainty, and conflict among team members.
3. **Decreased Productivity:** While giving freedom to team members can increase motivation, too much freedom without enough direction can also lead to decreased productivity. Without clear guidance, team members may lose focus or do irrelevant work.

In the context of this leadership style, it is important for the leader to ensure that team members have a sufficient level of competence and that there is open and clear communication to avoid the risks associated with excess freedom.

5. **Authoritarian Leadership Style;**

It is a style of leader who has completely focused all the decisions and policies he wants to take on himself. All divisions of tasks and responsibilities will be handled by the leader with an authoritarian style, while the subordinates simply carry out the tasks that have been given. The authoritarian

type of leadership usually leads to tasks. This means that with a task that has been given by an institution or an organization, the policy of this institution must be projected in how it governs its subordinates so that this policy can be achieved well. Here the subordinate is just a machine that is only driven according to his own will, the initiative that comes from the subordinate is never even taken into account.

An authoritarian leadership style, or authoritarian, is a style where a leader makes decisions alone and has complete control over everything in the organization. Here are some of the advantages and disadvantages of this leadership style:

Excess:

1. **Firmness and Certainty:** With a leader who makes firm decisions and is in full control, an authoritarian leadership style can provide firmness and certainty in carrying out tasks. This can help in crisis situations or when quick decisions are needed.
2. **Efficiency in Carrying Out Tasks:** With a clear division of tasks and responsibilities, and a leader who directs every step, an authoritarian leadership style can increase efficiency in carrying out tasks. Subordinates know what is expected of them and how to carry it out.
3. **Uniformity in the Execution of Tasks:** Since all decisions and directions come from the leader, an authoritarian leadership style can result in uniformity in the execution of tasks throughout the organization. This can minimize errors and ensure consistency in achieving goals.

Lack:

1. **Lack of Creativity and Innovation:** Because subordinates are only seen as carrying out tasks without being given space to contribute with new thoughts or ideas, an authoritarian leadership style can stifle creativity and innovation in the organization.

2. **Dissatisfaction and Low Motivation:** Restrictions on subordinates' initiative and autonomy can lead to dissatisfaction and low motivation among team members. They may feel unappreciated or less motivated to do their job well.
3. **Resistance and Conflict:** An authoritarian leadership style tends to give rise to resistance and conflict among team members, especially if they feel that the decisions or directions given are unfair or do not meet their needs.

In the context of this leadership style, it is important for the leader to consider the needs and personalities of the team members, as well as the overall organizational situation, to ensure that the approach taken is appropriate to the goals and needs of the organization as well as the well-being of the team members.

6. Charismatic Leadership Style;

The advantage of this charismatic leadership style is that it is able to attract people. They will be fascinated by the way he speaks which will lift their spirits. Usually leaders who have this personality style will be visionaries. They really like change and challenges. Perhaps, the biggest weakness of this type of leadership model can be analogous to the proverb Empty Tongs that Make a Loud Sound. They are only able to attract people to come to them. After a while, the people who come will be disappointed because of the inconsistencies. What was said was not done. When asked for accountability, the leader will always provide reasons, apologies and promises.

The charismatic leadership style has a strong appeal and is able to inspire others. Here are some of the advantages and disadvantages of this leadership style:

Excess:

1. **Able to Inspire:** Charismatic leaders have the ability to inspire and motivate others through the way they speak and their actions. They are able

to bring enthusiasm and enthusiasm to team members.

2. Visionary and Innovative: The charismatic leadership style is often associated with leaders who have a clear vision for the future and the ability to lead change. They like challenges and have the courage to try new things.
3. Personal Appeal: Charismatic leaders often have a strong personal appeal, which makes others captivated and want to follow them. They have the ability to build strong relationships with team members.

Lack:

1. Inconsistency: One of the main drawbacks of the charismatic leadership style is inconsistency. Leaders may focus too much on their personal appeal and not enough on consistent implementation of plans and decisions.
2. Risk of Excessive Idealism: Charismatic leaders tend to have a big vision and high idealism. However, too much idealism can lead to unrealism in achieving goals or dealing with problems.
3. Dependence on the Leader: The charismatic leadership style often creates excessive dependence on the leader. Team members may rely on the leader for all decisions and not develop their own leadership abilities.

In practice, charismatic leaders need to be aware of the challenges associated with their leadership style and strive to strengthen their strengths while overcoming weaknesses. Open communication and consistency in action can help reduce the risk of inconsistency and over-reliance on leaders.

7. Diplomatic Leadership Style;

The advantage of this diplomatic leadership style is in its perspective placement. Many people often always look at one side, namely at their own advantage. The rest look at the

advantages of their opponents. Only leaders who use this white personality can only see both sides clearly, what can benefit themselves and what can also benefit their opponents. Patience and passivity are the weaknesses of leaders who use this diplomatic style. Generally, they are very patient and able to accept pressure. They can accept such unpleasant treatment, but their followers do not accept it. And often this is what makes followers leave the leader.

The diplomatic leadership style has unique characteristics and is effective in certain situations. Here are some of the advantages and disadvantages of this leadership style:

Excess:

1. Taking a Broad Perspective: Leaders with a diplomatic style are able to see problems from various points of view. They consider not only their own personal interests, but also the interests of team members and other parties involved. This helps in making more balanced decisions and maintaining good relationships with various parties.
2. Communication Skills: A diplomatic leadership style is often based on good communication skills. Leaders can handle conflict tactfully, avoid unnecessary confrontations, and seek solutions that benefit all parties involved.
3. Effective Conflict Management: Leaders who use a diplomatic approach tend to be able to manage conflict in a peaceful and productive manner. They can create an environment where different ideas can be expressed without fear of negative consequences.

Weakness:

1. Excessive Patience: One of the main drawbacks of the diplomatic leadership style is excessive patience. Leaders may be too passive or slow to take action, especially in situations that require quick decisions and decisive action.

2. Risks of Lack of Strong Leadership: Excessive avoidance of confrontation and conflict can cause leaders to lose authority and clarity in decision making. This can lead to confusion among team members and reduce productivity.
3. Reliance on Common Agreements: Too much pursuit of mutually agreed upon agreements can stifle needed innovation and change. Leaders need to have a good balance between listening to all parties and making the right decisions to achieve organizational goals.

In practice, leaders with a diplomatic leadership style need to learn to manage their weaknesses by strengthening their strengths, such as communication skills and balanced decision making. Thus, they can become effective leaders in overcoming challenges and achieving organizational goals well.

8. Moralistic Leadership Style;

The advantage of this moralistic leadership style is that they are generally warm and polite to everyone. They have high empathy for all the problems of their subordinates, are also patient, generous. All forms of virtues exist in these leaders. People will come because of his warmth despite all his shortcomings. The weakness of this kind of leadership is its emotion. On average, people like this are very unstable, sometimes they can seem sad and very scary, sometimes they can be very pleasant and friendly.

The moralistic leadership style is often known for its high characteristics of warmth, empathy and patience. Here are some of the advantages and disadvantages of this leadership style:

Excess:

1. Warmth and Caring: Leaders with a moralistic leadership style tend to be warm and concerned about the well-being and needs of team members. They create a fun and comfortable work environment for everyone.
2. High Empathy: Leaders who practice a moralistic leadership style are able

to understand and relate to the feelings and perspectives of their subordinates. This helps them in building strong relationships and maintaining the trust of team members.

3. Consistency with Moral Values: A moralistic leadership style tends to promote moral values, such as integrity, honesty, and justice. Leaders who are consistent with these values can build a strong reputation and earn the respect of team members.

Weakness:

1. Emotional Instability: One of the main disadvantages of the moralistic leadership style is emotional instability. Leaders who are too influenced by their own emotions can find it difficult to maintain calm and objectivity in making decisions.
2. Uncertainty in Decision Making: Because moralistic leaders tend to overly consider the feelings of others, they may have difficulty making difficult or controversial decisions that may be necessary to achieve organizational goals.
3. Dependence on Personal Loyalty: Leaders with a moralistic leadership style often rely heavily on the personal loyalty of their team members. This can result in an inability to resolve conflict or poor performance from team members they care about.

Despite their advantages in building strong relationships and encouraging morality in the workplace, leaders with a moralistic leadership style need to be careful in managing their own emotions and ensuring that they remain focused on effective goals and strategies to achieve overall organizational success.

9. Administrative Leadership Style;

This type of leadership style will seem less innovative and too rigid in viewing the rules. Their attitude is very conservative and they seem very afraid to take risks and they tend to look for safety.

The administrative leadership style is often characterized by a less innovative attitude, a rigid view of rules, and a tendency to seek security. Here are some of the advantages and disadvantages of this leadership style:

Excess:

1. **Stability and Consistency:** Leaders with an administrative leadership style tend to establish clear and consistent rules and procedures. This can create a stable and orderly work environment.
2. **Tight Control:** Administrative leadership often includes tight control over organizational operations and decisions. This can help in minimizing errors and increasing efficiency.
3. **Reducing Risk:** Administrative leaders tend to look for ways to reduce risk and secure organizational sustainability. They will prioritize security and stability in decision making.

Weakness:

1. **Lack of Innovation:** Administrative leadership tends to lack innovation due to its focus on adhering to existing rules and procedures. This can hinder an organization's ability to adapt to environmental changes and compete in the marketplace.
2. **Inability to Cope with Change:** The conservative attitude of administrative leaders can make it difficult for an organization to respond to rapid market or technological changes. They may be reluctant to take the risks necessary to develop and grow.
3. **Lack of Creativity:** Administrative leadership tends to emphasize compliance with existing rules, which can stifle creativity and initiative from team members. This can reduce employee motivation and engagement.

Although an administrative leadership style can bring necessary stability and control in some situations, it

is important for leaders to be aware of the limitations of this approach. They need to be flexible in the face of change and open to new ideas to ensure the long-term success of the organization.

10. Analytical leadership style (Analytical);

In this type of leadership style, decision making is usually based on an analysis process, especially logical analysis of any information obtained. This style will be results-oriented and will place more emphasis on detailed plans and long-term dimensions. This leadership model prioritizes logic by using several reasonable and quantitative approaches.

The analytical leadership style emphasizes deep understanding through the analysis process, especially logical analysis, for decision making. Following are some of the advantages and disadvantages of the analytical leadership style:

Excess:

1. **Fact-Based Decisions:** Leaders who adopt an analytical style make decisions based on available evidence and facts, not just on intuition or assumptions alone. This can produce more rational and accountable decisions.
2. **Careful Planning:** Analytical leadership styles tend to emphasize careful and detailed planning. By paying attention to different aspects and being long-term oriented, leaders can develop effective strategies to achieve organizational goals.
3. **Quantitative Approach:** Analytical leadership uses a quantitative approach in analyzing data and information. This allows leaders to measure performance, evaluate projects, and make decisions based on objective data.

Weakness:

1. **Delay in Decision Making:** In-depth analysis processes often require longer time for decision making. In situations that require quick action,

this leadership style may not be effective.

2. **Lack of Flexibility:** Analytical leadership tends to lack flexibility in dealing with changes or unexpected situations. They may get caught up in continuous analysis and have difficulty adjusting their plans.
3. **Limitations in Understanding Non-Quantitative Aspects:** Despite focusing on quantitative analysis, analytical leaders may ignore non-quantitative aspects, such as emotional or social factors. This can reduce their ability to understand team members' needs and motivations.

Although the analytical leadership style has advantages in fact-based decision making and thoughtful planning, it is important for leaders to be aware of limitations and adapt their approach according to situational needs and team characteristics.

11. Entrepreneurial leadership style;

This leadership style is very concerned with power and final results and places less emphasis on the need for cooperation. This leadership style will usually always look for competitors and will target high standards [18]–[20].

The entrepreneurial leadership style emphasizes end result orientation and focuses on achieving high targets. The following are some of the advantages and disadvantages of the entrepreneurial leadership style:

Excess:

1. **Innovative and Proactive:** Leaders with an entrepreneurial leadership style tend to be innovative and proactive in seeking new opportunities and overcoming challenges. They have the ability to see opportunities amidst change and create creative solutions.
2. **Commitment to Quality and Performance:** This leadership style emphasizes high quality standards and optimal performance. Entrepreneurial leaders typically set

ambitious targets and encourage their teams to achieve them.

3. **Flexibility and Adaptability:** Entrepreneurial leaders have the ability to adapt quickly to environmental and market changes. They are ready to change strategy or approach if necessary to achieve organizational goals.

Weakness:

1. **Lack of Involvement and Need for Collaboration:** Entrepreneurial leadership tends to pay less attention to aspects of cooperation and collaboration within teams. They can focus excessively on individual accomplishments or personal targets, which can neglect the needs and contributions of other team members.
2. **High Risk:** Leaders with this style tend to take high risks in an effort to achieve desired results. While these can bring great opportunities, they can also lead to failure or uncertainty.
3. **Instability and Uncertainty:** The entrepreneurial leadership style is often driven by the desire to achieve ambitious goals, which can create instability and uncertainty among team members. This can impact the team's motivation and mental wellbeing.

Although an entrepreneurial leadership style can be effective in spurring innovation and achieving high targets, it is important for leaders to pay attention to the need for collaboration and take into account risks and their impact on the team and organization as a whole.

12. Visionary Leadership Style;

Visionary leadership is a leadership pattern that is intended to give meaning to work and business that needs to be carried out jointly by company members by providing direction and meaning to work and business that is carried out based on a clear vision.

The visionary leadership style has several advantages and disadvantages as follows:

Excess:

1. Inspirational: Visionary leaders are able to inspire and motivate teams with a clear and compelling vision. They are able to convey a compelling picture of the desired future for the organization.
2. Directing Focus: With a clear vision, visionary leaders can help teams to direct their focus on long-term goals that are critical to the success of the organization. This helps clarify direction and priorities.
3. Innovative: This leadership style encourages innovation and creativity in achieving the set vision. Visionary leaders often encourage team members to think outside the box and look for new and effective solutions.

Weakness:

1. Impractical: Sometimes the vision put forward by a visionary leader can be too idealistic or impractical to be implemented in a real context. This can lead to unreality and frustration among team members.
2. Difficulty in Execution: Despite having a clear vision, visionary leaders may be less effective in designing concrete plans to achieve those goals. They can have difficulty taking concrete actions to realize their vision.
3. Dependence on the Leader: Because the vision often comes from the visionary leader, team members can become overly dependent on him for direction and motivation. This can hinder leadership development within the team.

While visionary leaders can bring important inspiration and direction to an organization, it is important for them to pay attention to practical aspects and develop the execution capabilities necessary to effectively realize their vision.

13. Situational Leadership Style;

The essence of situational leadership theory is that a leader's leadership style can vary depending on

the level of readiness of his followers. The fundamental understanding of situational leadership theory is that there is no best leadership style. Situational leadership theory will rely on two fundamental concepts, namely the level of readiness/maturity of the individual or group as followers and leadership style.

The situational leadership style has a number of advantages and disadvantages as follows:

Excess:

1. Flexibility: The situational leadership style emphasizes flexibility in the leadership approach. Leaders can adjust their leadership style according to the level of readiness and maturity of the individuals or groups they lead.
2. Responsive to Conditions: Leaders who apply a situational leadership style can respond appropriately to various conditions and challenges faced by a team or organization.
3. Performance Improvement: By recognizing followers' readiness levels, leaders can provide appropriate support and direction to help followers achieve their goals. This can increase team motivation and performance.

Weakness:

1. Risk of Misjudgment: There is a risk that leaders may misjudge the level of readiness of the individuals or groups they lead. If leaders incorrectly adjust their leadership style, this can result in a mismatch between the leadership style and the needs of followers.
2. Complexity in Implementation: Implementing a situational leadership style requires a deep understanding of the conditions and characteristics of the individual or group being led. This can complicate the leadership process and require greater time and effort to manage.
3. Limitations in Measurement: The level of readiness or maturity of an individual or group is often difficult to measure objectively. This can make

it difficult for leaders to determine the right approach in a given situation.

Despite certain disadvantages, the situational leadership style remains a valuable approach in leading a team or organization, especially when the situation and needs of followers change dynamically. With a good understanding of the principles, leaders can increase their leadership effectiveness in a variety of complex situations.

14. Militaristic Leadership;

This type of leader is very similar to the authoritarian type of leader, which is the type of leader who always acts as a dictator towards the members of his group [21], [22]. The characteristics of the militaristic type of leadership are that they use more orders or command systems, are harsh and very authoritarian, rigid and often lack wisdom; requires absolute obedience from subordinates; very fond of formality, ritual ceremonies and excessive signs of regalia; demands strict and rigid discipline from his subordinates; does not want suggestions, suggestions, suggestions and criticism from his subordinates; and communication can only take place in one direction.

The militaristic leadership style has several advantages and disadvantages to consider:

Excess:

1. Assertiveness: Militaristic leaders tend to have high assertiveness in leading. They are able to make quick and decisive decisions, which can be useful in critical or emergency situations.
2. Strong Discipline: This leadership style encourages the creation of strong discipline among group members. This can help maintain order and efficient performance in assigned tasks.
3. Unity and Harmony: Militaristic leadership often produces unity and harmony among group members.

They tend to focus on shared goals and motivate members to work toward achieving those goals.

Weakness:

1. Lack of Flexibility: Militaristic leaders tend to lack flexibility in their approach to situations and individuals. They may be less responsive to change and find it difficult to adapt to changing needs.
2. Lack of Member Involvement: This leadership style can hinder the involvement and participation of group members. Because communication tends to be one-way and suggestions from subordinates are often ignored, group members may feel underappreciated and unmotivated.
3. Potential for Creating a Tense Environment: Militaristic leadership can create a tense and stressful work environment. Excessive assertiveness and lack of room for individual appreciation can cause stress and tension among group members.

Although a militaristic leadership style may be effective in certain situations, such as in emergencies or in environments that require strict discipline, it is important to consider the inherent weaknesses of this style. Adaptations and adjustments may be necessary for this leadership style to be effective in various organizational contexts.

4. CONCLUSIONS

From the literature review conducted, it can be concluded that various leadership styles have a significant impact on organizational culture, employee performance, and achievement of common goals. Traditional leadership styles such as authoritarian, democratic, and laissez-faire have become the main focus of research in management, while innovative leadership styles such as transformational, transactional, and servant leadership have also received increasing attention. The importance of a deep understanding of various leadership styles is not only for leaders, but also for management

practitioners in creating a productive and competitive work environment.

For management practitioners, it is important to adopt a holistic approach in understanding and implementing leadership styles that suit organizational needs and context. This involves a careful assessment of employee characteristics, team dynamics, and market demands. In addition, investment in leadership development and training for leaders and aspiring leaders is essential to increase their ability to implement various leadership styles effectively. For researchers, there is an opportunity to conduct further in-depth research on the specific impacts of various leadership styles on organizational performance, both quantitatively and qualitatively, so as to provide deeper insight

for practitioners and academics in understanding leadership phenomena.

Despite the comprehensive nature of this review, several limitations must be acknowledged. These include the potential for bias in the selection and interpretation of literature, as well as the evolving nature of leadership research. Future research directions could explore the interplay of leadership style with other organizational factors, such as culture, diversity, and technology, to provide deeper insight into their combined effects on organizational outcomes. Additionally, longitudinal studies and cross-cultural comparisons can provide valuable insights into the stability and generalizability of leadership findings across contexts.

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