

Empirical Framework and Analytical Model towards developing Leadership Effectiveness for Organizational Sustainability

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Abstract

Leadership effectiveness has become increasingly complex issues, requiring a range of skills and competencies to achieve management goals globally. Leadership is essentially a behavioral process of creating followers, persuading individuals or groups of people toward set goals, and its success is contingent upon how these goals are achieved. The paper in hand aims at developing an empirical framework and determining efficacy of variables towards leadership effectiveness which is critical determinant of organizational sustainability. Further it seeks to enunciate the intrinsic value of leadership effectiveness and personnel ability to build around key competencies, across or vital functional areas in order to enhance competitive advantage worldwide through and judicious use of resources to optimize efficiencies and business outcomes. The methodology involves quantitative technique to analyze and compare four factors bound up with leadership effectiveness which are integrative approach, profound strength, visionary and ethical behaviors. Primary data was obtained through a sample of 300 participants in the survey interview. The responses were scaled to quantitative data and AMOS model was applied to determine the degree of correlation among the definitive variables. The results of the study presented several modalities found around leadership role essentially to envision and adopt new and relevant strategies, policies and guidelines to leverage organizational outcomes. It is concluded that a leader must use integrative approach in decision making, develop internal strength instead of fixing weakness, contemplate ahead of time and support ethical behavior and integrity in all decisions. It recommends a sound competencies development programme for leaders in an integrated approach and encompassing organizational sustainability.

Keywords: Organizational Sustainability; Leadership effectiveness; Strategic decision; ethical and profound strengths.

Introduction

Organizations are struggling hard to identify top talented leadership which is integral part of organizational sustainability (Nasomboon 2014). Leadership effectiveness has become progressively complex endeavors,

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requiring a growing range of skills and competencies to ascertain global goals. In response to the crisis, researcher and scholars urged that leaders must possess profound strengths, using integrative approach to solve complex problems, able to contemplate into future and demonstrate ethically (Copeland 2016). Leaders should be selected based on their leadership behavior and ability to demonstrate values and strength to the best interest of his followers and society in which he serves (Hopkins and Scott 2016). The present state of leadership effectiveness is based on leadership competencies and ability to plan and integrate new technology and systems ahead of time have been associated with greater effectiveness. Leadership must prove their cognitive powers to promote business while maintaining commitment to other stakeholders. In the absence of leadership effectiveness, organizations bear greater loss due to inadequate policies initiatives and lack of appropriate technological adaptation into the systems (Maheshwari and Yadav 2018). One thing is vital, to run an organization requires competent leadership with profound strength, visionary and adequate knowledge for the relevant industry (Sorge, Bennett et al. 2018). He must possess ability to handle stressful situation, show flexibility of behavior (integrative approach) and managing all his subordinate's expectation are the factors influences on leadership effectiveness.

A theoretical model was proposed to assess leadership effectiveness using four iterative variables to assess correlation with healthcare organizations. The leadership effectiveness is measured by integration of new system, ethical decisions, acquire profound strengths and can improve organizational development. In a difficult situation, to establish a healthcare institution for a long lasting sustainability and improve outcomes, leadership role to satisfy all stakeholders and meet goals and objectives.

History of Leadership reveals that leaders play important role in development of organizations and ultimately effects individual and societies (Elkins and Keller 2003). The role of sincere and ethical leaders to provide opportunity for change and enhance adaptability as per increasing needs of the society. The core attribute of a leader effectiveness is crucial and can able to make possible measurable outcomes, he should be authentic, astute and ethical strong showing consistencies of thought and action (Pierro, Nevigato et al. 2018). A leader must be visionary pulling important issues on the surface and therefore, planning ahead in future (Northouse 2018).

Literature Review

Leadership

There is great debate whether a leadership is a process or attribute and so many theories, logic reasoning and discussions were taken place to identify the quality of great leader (Northouse 2018). The leadership quality was assessed that how one leads diversified group of people and gets them assembled for a common cause (Warrick 2017). To examine of leadership quality as a cross culture perspective, by the way of acquiring competencies through an extensive training and development programme. Leadership should be developed through mentoring, training, coaching by the workshop and peer development exercise (Keating, Heslin et al. 2017). Leadership creates opportunity by developing new processes into the systems and enhances organizational performance. The core objective of these development process to understand the dynamics of the organization and what are relevant technological process, strategies needed and requirement to become an effective organization to achieve sustainability (Sanda 2017).

Leadership Effectiveness

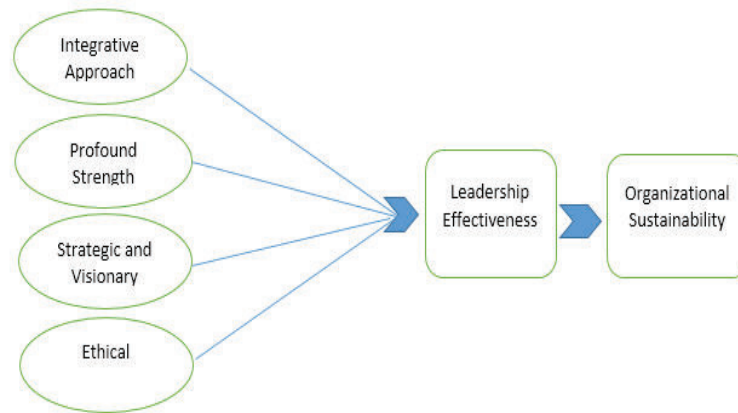
Leadership effectiveness can be reflected by certain leader's behaviors and characteristics, exhibits high level of both initiating structure and supportive attitude for his followers. Planning, organizing new strategies, and integrative latest technology into the systems have been associated with greater effectiveness. Leadership effectiveness has become a matter of discussion, deals mainly how to become a good and effective leader to increase employees performance (Fiedler 2006). Social cognitive theory, a new leadership effectiveness approach explains the cognitive variable regulating leadership integrative approach in dynamic pressing situation and produce results (McCormick 2001). Leadership skills is his personnel endeavor to be used in different situation to adopt technological changes and formulate strategies aligned with the vision of the organizations own characteristics, decision making power and ability to deal in situation differently are the basic traits of leadership effectiveness (Northouse 2018)

Organizational Sustainability

Every organization is recognized by its core values, customer satisfaction ratio, financial strengths, its internal and external process and performance. Organizational sustainability is equally important for both employees and stakeholders as employees commitment and passion to perform optimal increases organization credibility (Gul 2015). Organizational performance has received a significant worth and major factor determining organizational sustainability and effectiveness (Ricketts 2002), (Lashinger 2001). Meyer and Allen (1979) have

described Organizational development should be based on a continuous terms not just for a single period of time. After showing a constant and significant outcome one should gain credibility and receive sustainability. A skilled leadership approach is essential to augment the process towards effectiveness by motivating employees of the organization (Pradhan and Pradhan 2015). House and Aditya's review (1997) criticized that leadership initiative approach and its effectiveness on organizational development were not extensively studied and most researcher were focusing on leaders-follower perspective. The most important area of leadership acquiring competencies for the organizational development and also ignored several other leadership role which is required in decision making, policy development and integration of new technology plays pivotal role in organizational development. Leadership role is very important to allocate scarce resources within organization including inter or external resources in order to optimize results (Faro Albuquerque, Campos Cunha et al. 2014). Leadership role requires bringing all resources together to optimize result. All these process are interlinked together and depending on each other performance, and if any of them are less or negative performer may cause negative impact on overall performance (Yang, Huang et al. 2014).

Theoretical Framework



Regression Model

Model # 01.

(Integrative approach+ profound strength + Strategic and visionary + Ethical) = $\alpha + \beta$ (Leadership Effectiveness)

Model # 2

Leadership Effectiveness = $\alpha + \beta$ (Organizational Sustainability)

Methodology

Quantitative technique was used as methodology of the study to ascertain overall plan of the research, ways and means to be utilized and strategies taken to accomplish desired results. Selections of the variables are based on iterative used in the research papers to determine the leadership effectiveness and their strategies in organizational performance. The conceptual frame work of the thesis to determine relationship of both dependent and independent variable and to develop impact on organizational development. Pilot testing and data reliability are the core functionality taken care for this study and obtained a reliable result. To find the correlation among the definite variables AMOS method was used to analyzing primary data obtained from the structured interview. Quantitative technique is used to get accurate analyzing of the data with simplest statistical tools and get finest result to predict the hypothesis.

Study design

Leadership effectiveness being intangible data and to find relationship with organizational sustainability in order to change in process by adopting integrative approach and develop effective strategies aligned with the goals and objectives of the organization. Structured survey design was formed to collect data from the primary source of all relevant responded available in Karachi. The questionnaire was developed based on Multifactor Leadership Questionnaire, introduced by Bass (1985) in his research paper.

A pilot test was conducted on the sample before questionnaire distribution. Around 300 questionnaires have been distributed among key informant and conducted one on one interview with each leaders of senior hierarchical position in the organization. After reviewing these entire questionnaires found that only 237 were completely filled and satisfy the needs of survey so we only included these 237 filled questionnaires for analysis. The response rate was around 79% which is considerable high and good. Before starting the interview informed consent was obtained and categorically informed the purpose of the survey. Reliability of the questionnaire were conducted using Cronbach's Alpha and found rating is around 7% which is acceptable.

Information collected in terms of 5 likert scales which easily transfer into quantitative scale. This quantitative design enabled to explore the opportunity to obtain the purpose of research, allowing open and exploratory discussion of the issues associated around the topic of leadership effectiveness in adopting integrative approach with unique strategies. In addition, use of structured questionnaire enabled to explore rich information about the different aspects of leadership effectiveness and in healthcare industry.

Hypothesis

H1- Leadership effectiveness could be achieved by applying integrative approach, thus there is significant relationship with both the variables.

H2- Performance are achieved on the basis of strengths, so leadership effectiveness has strong relation with profound strength.

H3- A strong ethical leader has positive relation in leadership effectiveness

H4- A visionary leader who takes initiative in pursuing realistic strategies has direct impact on optimizing leadership effectiveness.

H5- There is positive correlation between leadership effectiveness and organizational sustainability.

Analysis

Demographic Analysis

Demographic Analysis describes the attributes of the participants, gender, working experience, qualification, and hierarchical position in the institution, educational background, and association with the organization. Male are dominated by 76% proves that at the top level in the healthcare mostly male are running the business, female 23 % are also supportive of taking decision in the business. Responded age between 40-50 are secured higher percentage around 49% than youngster, at this age people get much experience and simple training may enrich their cognitive skills. Reverse mentorship concept support to bring youngster at the top level. Our result shows that Assistant professor and director are at the higher side and very close to each other proves the pattern of leadership position at the top level. Data were collected by mostly fulltime employees around 97 % to have rich information regarding their experiences and accuracy of data. Total number of respondent data are 237 were taken into account for running the statistics without any exclusion. 100% of data were used to find out reliability of the questionnaire asked.

Reliability of the data

Table 1. Summary of reliability for all the questionnaire asked in a structured survey.

Theoretical Framework	Construct	Cronbach's Alpha	Number of attributes
Leadership Effectiveness	Integrative Approach	0.73	3
	Profound Strengths	0.73	3
	Analytical Skills	0.75	3
	Ethical	0.72	3
	Organizational Sustainability	0.72	16

Since reliability is the spearhead of any thesis as it establishes authenticity of variable when it is used a fixed scale to measure. Normally researchers are used 5 likert Scale to assess interrelated items construct to measure reliability. Variables are predicted reliable when they receive stable and higher response from the respondent. In this research a multi-point 5 likert scale were used to predict variable in the model. The most common reliability test is used Cronbach's alph to determine the internal correlation of items in a survey used to assess its reliability.

Adequacy of Sample Size

For structural equation modeling or path analysis as a general rule of thumb 200 base size is considered to be adequate. We have 237 cases in our data, therefore, we are not violating the assumption of minimum sample size requirement for the analysis.

Multicollinearity

Tolerance and Variance Inflation Factor (VIF) are two collinearity factors which investigate and identify multicollinearity in statistical by SPSS. A small tolerance value indicates that variable under analysis is almost perfect and has smooth amalgamation of the independent variables. Tolerance and Variance Inflation Factors were calculated for all the 12 measures. If value of VIF exceeds 10 are considered to be multicollinearity. In the analysis none of the Tolerance value is less than 0.01 and none of the VIF has the value more than 10. Therefore, it is fair to conclude that there is no multicollinearity in our data.

Table 3. Tolerance and Variance Inflation Factor (VIF)

Measures	Tolerance	VIF	Variance
IA_Q1 (Integrative approach)	0.472	2.117	1.410
IA_Q2	0.474	2.108	1.511
IA_Q3	0.598	1.672	1.689
PS_Q1 (profound strength)	0.478	2.093	1.708
PS_Q2	0.595	1.682	1.994
PS_Q3	0.461	2.171	2.039
Ethics_Q1	0.485	2.062	1.106
Ethics_Q2	0.587	1.704	1.123
Ethics_Q3	0.540	1.853	1.294
VSP_Q1 (visionary and Strategic planner)	0.537	1.863	1.140
VSP_Q2	0.515	1.942	1.257
VSP_Q3	0.581	1.721	1.700

Adequacy.		
Bartlett's Test of Sphericity	Approx . Chi- Square Sig.	595.6 9 0.00

Table 4 KMO and Bartlett's Test

Kaiser-Meyer-Olkin (KMO) Test measures the relationship and suitability of our data for factor analysis. As per the statistics, the partial correlation of the variables are comparatively small if variables has some common factor and shares each other and KMO should be closer to 1.0. When the correlation matrix stands equal to partial correlation matrix the result of KMO should be 0.5. The KMO is used to verify sampling reliability if the the result is more than 0.6 so we may assume that the data is suitable for factor analysis and Bartlett's Test of Sphericity indicates the p-value <0.001 considered significant, therefore, factor analysis can be performed.

Model Fit Indices

Some general guideline is available for measurement model to followed for validity of structural models. The new S E M is used to confirm a statistical result with comparison of best available determined equation, rather than to verify a technique.

Table 5. Recommended Cutoff Values of Model Fit Indices and actual value

Fit statistics	Cutoff Value	Actual value of Leadership Effectiveness
χ^2	<0.05	40.296
Degree of freedom	> 0.90	47
Goodness of Fit Index (GFI)	> 0.90	0.973
Adjusted Goodness of fit index (AGFI)	> 0.90	0.995
Normed fit index (NFI)	> 0.90	0.959
Relative Fit Index (RFI)	> 0.90	0.943
Comparative Fit Index (CFI)	> 0.90	1.000
Incremental Fit Index (IFI)	> 0.90	1.000

Trucker Lewis Index (TLI)	> 0.90	1.000
Root Means Square Error of Approximation (RMSEA)	<0.06	≤ 0.001
Root Mean Square Residual (RMR)	<0.05	0.05

Chi square test normally gives insignificant results in case of large sample size. This fit index is appropriate when sample size is small. If the population size satisfies the sample data goodness of fit test of chi-square is considered. Conventional Structural Equation Model will be less than the GOF of structural model determines the Chi-square. Column two presents selected fit indices of the leadership effectiveness structural model.

All the indices which provide rationality of the model fit and give a cut off value for acceptance of the model fitness of the data. After analyzing all the cut off and actual obtained data it reveals that all obtained data is greater than cut off data so it satisfy model fitness and proves that leadership effectiveness model is fit in structural model.

Table 06. Leadership Effectiveness on Organizational Sustainability

Fit statistics	Value
χ^2	358.111
Df	328
Goodness of fit index(GFI)	0.904
Adjusted Goodness of Fit Index ((AGFI)	0.882
Normed Fit Index (NFI)	0.859
Relative Fit Index (RFI)	0.838
Comparative Fit Index (CFI)	0.986
Incremental Fit Index (IFI)	0.986
Tucker Lewis Index (TLI)	0.984
Root mean Square Error of Approximation (RMSEA)	0.02
Root Mean Square Residual (RMR)	0.06

model

The relationship between leadership effectiveness and organizational sustainability shows a greater correlation between both variables and

data after analyzing provides a significant model fit in structural model. After reviewing the cut off value of all the indices and the data obtained is higher than the required data satisfied that model is fit the data reasonably.

Leadership effectiveness SEM model

Structural equation modeling was performed to measure the leadership effectiveness using a total of twelve (12) attributes rating schema covering four underlying constructs variables namely Integrative Approach, Profound Strengths, Ethics, and Visionary & Strategic Planner. Leadership effectiveness model is given below.

Figure 01. Leadership Effectiveness

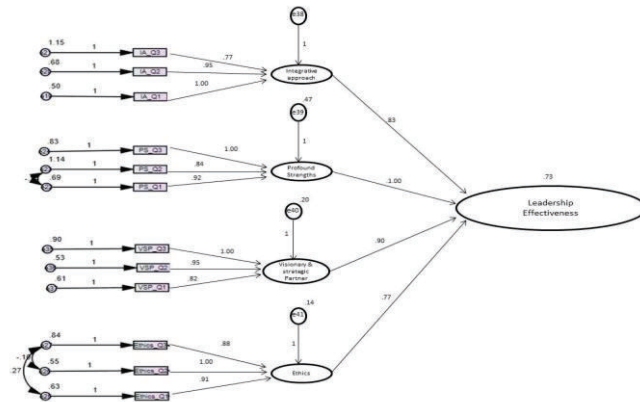


Table 7. Structure equation model for leadership effectiveness

Construct	Attribute	Regression Weights		p-value
		Unstandardize d	Standardize d	
Leadership Effectiveness	Integrative Approach	0.83	0.75	<0.001
	Profound Strengths	1.00	0.78	<0.001
	Visionary & Strategic Planner	0.90	0.87	<0.001
	Ethics	0.77	0.87	<0.001

Four underlying constructs and leadership effectiveness was computed using AMOS model imputation method which will take weighted average of attributes taking unstandardized regression coefficients as weights.

Integrative Approach

“Sets high standards of goals for self and others, and willing to work hard to achieve success” has the highest contribution towards the Integrative Approach, while “Initiates tough decision in bringing change management and absorb resistance” has relatively lower weightage.

Profound Strengths

Has the ability to collect and analyses the data and based on the information gathered, s/he takes decision to solve existing problems” has the highest contribution towards the Profound Strengths, while “Makes/transforms the organization into one that welcomes the novel and unusual ideas” has relatively lower weightage.

Ethics

“Leadership acts with integrity when dealing with problem of employees and sets example of work ethic” has the highest contribution towards the Ethics, while “Leadership ought to be ethical in order to be effective and successful over the long term” has relatively lower weightage.

Visionary & Strategic Planner

“Uses farsightedness to stay current with emerging trends” has the highest contribution towards the Visionary & Strategic Planner, while “Translates vision into realistic business strategies” has relatively lower weightage.

Leadership Effectiveness

“Profound Strengths” has the highest contribution towards the Leadership Effectiveness followed by “Visionary & Strategic Planner”, “Integrative Approach” and “Ethics” with least contribution.

Figure 2. Organizational Sustainability

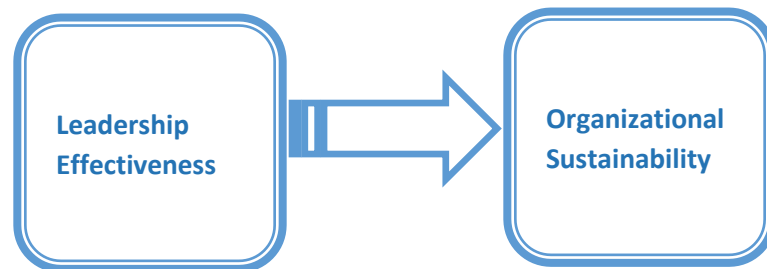


Table 08, Structural equation model for organizational sustainability

	Regression Coefficients		P-value	R ²
	Unstandardized	Standardized		
Leadership effectiveness with organizational sustainability				
(Constant)	1.064	-	<0.001	0.786
Leadership Effectiveness	0.724	0.786	<0.001	
dependent variable organizational sustainability				

The regression model with “Organizational sustainability” as dependent variable and “Leadership effectiveness” as independent variable. Overall leadership effectiveness has strong impact on overall organizational sustainability, R² was found to be 0.786 and regression coefficient was significant with p-value <0.001.

Table 9. Correlation structure of the computed latent constructs of the path analysis model

	Organizational Sustainability	Leadership Effectiveness	Integrative Approach	Profound Strengths	Ethics	Visionary & Strategic Planner
Organizational Sustainability	1	0.779	0.647	0.668	0.555	0.582
Leadership Effectiveness	0.779	1	0.76	0.834	0.758	0.806
Integrative Approach	0.647	0.76	1	0.464	0.487	0.504
Profound Strengths	0.668	0.834	0.464	1	0.512	0.534
Ethics	0.555	0.758	0.487	0.512	1	0.52
Visionary & Strategic Planner	0.582	0.806	0.504	0.534	0.52	1

Leadership effectiveness has strong to moderate correlation with all four constructs variables as profound strengths shows 0.834 higher correlation as compare the all other variables. Leadership attribute to envision in future to meet the current market trend has second highest 0.806 correlation. Other two variables integrative approach and ethics have moderate correlation 0.76 and 0.758 respectively.

Leadership effectiveness and organizational sustainability are strongly correlated with Pearson correlation coefficient of 0.779 %.

Organizational sustainability has strong to moderate correlation with all four constructs of leadership effectiveness “Integrative Approach”, “Profound Strengths”, “Ethics” and “Visionary & Strategic Planner” respectively.

Testing Structural Relationships

All the hypothesis are tested based on data explain the correlation between two variables, and hypothesis are significant if the p value <0.001 and beta coefficient value is considerable higher to justification then we support the hypothesis to be accepted.

Table 10. Standardized Regression Estimates of the Hypotheses Tested

Hypotheses	Evidence	Decision
H1 Leadership effectiveness could be achieved by applying integrative approach, thus there are significant relationship with both the variables.	Table 9. Correlation = 0.760 (p-value <0.05) Table 7 : Standardized Beta coefficient = 0.685 (p-value <0.001)	Acceptable
H2 Performance are achieved on the basis of strengths, so leadership effectiveness has strong relation with profound strength.	Table 9. Correlation = 0.834 (p-value <0.05) Table 7 : Standardized Beta coefficient = 0.78 (p-value <0.001)	Acceptable
H3 A strong ethical leader has positive relation in leadership effectiveness.	Table 9 : Correlation = 0.758 (p-value <0.05) Table 7: Standardized Beta coefficient = 0.87 (p-value <0.001)	Acceptable
H4 A visionary leader who takes initiative in pursuing realistic strategies has direct impact on optimizing leadership effectiveness.	Table 9 : Correlation = 0.806 (p-value <0.05) Table 7 : Standardized Beta coefficient = 0.87 (p-value <0.001)	Acceptable
H5 There is positive correlation between leadership effectiveness and organizational sustainability/outcomes.	Table 9 : Correlation = 0.779 (p-value <0.05) Table 8 : Beta coefficient = 0.724 (p-value <0.001)	Acceptable

Summary of Analysis

In this study, measuring the relationship between leadership effectiveness and organization sustainability two models have been selected. First model deals finding, evaluated different variables, used iterative variable mostly appearing in the relevant research, and have significant relation with leadership effectiveness. The selected variables are integrated approach, profound strength, visionary, and ethics are the most effective to be used to assess leadership effectiveness. Using AMOS to find the model fit and found that all the indices the variables are fit to the model and it is supported that the proposed research model for leadership effectiveness fits the data reasonably. “Profound

Strengths” has the highest contribution towards the Leadership Effectiveness followed by “Visionary & Strategic Planner”, “Integrative Approach” and “Ethics” with least contribution.

Second model deals with the relationship between leadership effectiveness and organizational sustainability. All the data available in table 8 & 9 shows higher rate of correlation between the independent and dependent variable so it is proved that conceptual model fit the data rationally.

Developing five hypothesis to verify our assumptions, out of five hypothesis all of them have significant value and strongly supportive as their correlation values are more than 0.75, Beta Coefficient is greater than 0.70 and P value is at significance level.

Finally, we conclude that There is positive correlation between leadership effectiveness and organizational sustainability being value of Correlation = 0.779 (p-value <0.05) Beta coefficient = 0.724 (p-value <0.001). All hypothesis are acceptable being significant correlation between independent and dependent variables.

Discussion and Conclusion

Collecting evidence from all relevant research parameters, analyzing test results and reviewing relevant literatures along with discussion with the respondents, it gives the impression that it is role of great leaders across the healthcare industry, develop an effective approach and deploy all their skills and competencies to identify the long term organizational developments. A leader's approaches changes as per pressing needs and situation, make decision and developed policy to adapt changes (Castelli 2016). A leadership should be effective if he eliminate all his weakness to optimize group performance (Fiedler 2006). To find a different measurable outcome requires changes in the system and process (Bartunek and Jones 2017). Applying leadership integrative approach as the focus of leadership should be dynamic and visionary in a broader perspective and accepts new and innovative ideas if anyone brings with greater expertise (Day, Harrison et al. 2009). Organizational development are recognized on producing measurable outcome so new strategies should be frame to assess performance (Bolman and Deal 2017, Northouse 2018).

All the above researchers are of the view to enhance leadership effectiveness to improve organizational performance and considered to be increasingly complex endeavor to attain organizational sustainability. The finding of the paper is adopting ways and means to capture the true productivity of the process and bring up to the surface some of the measureable outcome in order to achieve organizational sustainability.

Leadership effectiveness may be evaluated by their performance by integrating new system into process.

It is concluded and true assessment of the analysis proves that leadership effectiveness has significant correlation with organizational sustainability and a leader must use integrative approach in complex decision in the absence of structure policies, develop profound strength instead of fixing weakness which yields exemplary results, contemplate ahead of time to change process as market demands and support ethical behavior and integrity in all decisions to achieve organizational sustainability.

It recommends a sound competencies development programme for leaders in an integrated approach and encompassing organizational sustainability.

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