

Revisiting Classical and Contemporary Leadership Theories: An Analytical Perspective on Gender and Organizational Dynamics

Rosemary Romakala Mwanza Banda^{1*}, Austin Mwangi, PhD²

¹PhD Candidate, The University of Zambia, Graduate School of Business, Lusaka, Zambia

²Lecturer/Researcher, The University of Zambia, Graduate School of Business, Lusaka, Zambia

* Corresponding Author

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Abstract

When the individuals are acquiring leadership positions in various types of organizations, they need to be well-equipped in terms of the theories of leadership. These theories mainly put emphasis upon the methods, approaches and leadership styles that need to be put into practice to achieve the desired goals and objectives. The main objective of leadership theories is to make provision of knowledge in terms of qualities of leaders. The first theory is the trait theory. The second theory is the behavior theory, which puts emphasis upon the behavior and conduct of the leaders. The third theory is the contingency model. The fourth theory is, transaction theory of leadership. The fifth theory is, transformational theory. All the five types of leadership theories make provision of information to the leaders in terms of measures and approaches to carry out their job duties in an effectual manner and in leading to effective growth and development of the individuals and organization as a whole. In this research paper, another aspect that has been taken into account is, context of gender in leadership. This aspect puts emphasis upon the fact that in the present existence, the women too are focusing upon up-gradation of their skills and abilities in such a manner that they are acquiring leadership positions. Therefore, it can be stated, acquiring an efficient understanding in terms of leadership theories is regarded as meaningful and advantageous to the human resources and the organization as a whole.

Keywords: Concepts, Functions, Leadership Theories, Objectives, Organization, Positions, Skills

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1. Introduction

Leadership is referred to many things. In other words, the individuals acquire an efficient understanding of this concept from different perspectives. This is due to the changing environment of the leaders in different roles in different functions in different settings. The essentials of leadership are normally regarded to be the same in terms of all leaders in all positions. In all types of organizations, there are leaders. These are the directors, heads, principals, instructors and supervisors. All these individuals are vested with the authority and power to exercise leadership skills in terms of other individuals. Within the course of time, there are occurrence of changes. Hence, the leaders need to ensure, these changes are beneficial and worthwhile to the other individuals as well as the organization as a whole. When there are occurrence of changes and transformations, the leaders need to work diligently and conscientiously towards modifying their measures and approaches. Due to variation in skills required, roles played and tasks performed, the leaders need to make use of their leadership skills in an effective manner (Chapter – I. Leadership Concept and Theories, n.d.).

Understanding, depicting and managing the behavior of the leaders is still an enigma. The question in terms of which still the individuals are perplexed are, what constitutes leadership. Within the sphere of leadership, what are the important factors that need to be taken into account? Leadership in general is enough to accommodate number of meanings, which are specific to serve as an operationalization of the variable. However, there are certain factors, which reinforces the unity among the various conceptualizations made in this area (Chapter - I. Leadership Concept and Theories, n.d.). Within organizations, communication takes place among individuals in a formal as well as in an informal manner. In both these forms of communication, the leaders need to make sure that they influence the behavior of their subordinates. When the leaders are kind-hearted and possess an approachable nature and an amiable attitude, they ensure, they create pleasant and amiable terms and relationships with the subordinates. When the subordinates will form the viewpoint that leaders treat them like family, they will develop motivation towards the implementation of tasks and activities.

Leadership has been discussed, analyzed and understood from different dimensions. The varied experiences of the individuals, belonging to various categories and backgrounds in terms of this area have enabled the individuals to acquire an efficient understanding in terms of this concept. Consequently, the theoreticians and practitioners have approached the subject from their own perspectives resulting in number of theories of leadership. As a consequence, the individuals will acquire an understanding of leadership from different perspectives. Leadership puts emphasis upon formation of terms and relationships between individuals (Chapter - I. Leadership Concept and Theories, n.d.). The leaders need to depict honesty, truthfulness and righteousness to their subordinates. In some cases, the leaders may feel disappointed with the job performance and conduct of the individuals, particularly when they are unable to meet their expectations. In such cases, the leaders are vested with the authority of either terminating the employees or giving them another chance. Therefore, the actions of the leaders are mainly focused upon achieving organizational goals and in leading to effective growth and development of the organizations.

2. Literature Review

2.1. Context of Gender in Leadership

In the past period, it is comprehensively understood that women within the country have experienced discriminatory treatment primarily in rural communities. The individuals, belonging to rural communities, gave preference to males and discriminated against the females. They formed the viewpoint that females are liabilities. They will make demands and will not yield any returns on investments. On the other hand, males are regarded as assets and will render a significant contribution in promoting well-being of their families and communities. Due to this reason, the males are provided with the opportunities to acquire education and get engaged in employment opportunities. On the other hand, females were discouraged from acquisition of education and were trained from the stage of early childhood in terms of implementation of household responsibilities and in taking care of the needs and requirements of the family members. Therefore, these factors were regarded as barriers within the course of up-gradation of status of women.

With advancements taking place and with the advent of modernization and globalization, there are progressions taking place in the status of women. The girls and women belonging to rural communities have recognized the meaning and significance of education. They are migrating to urban communities to augment their educational skills, as the system of education is not in a well-developed state in rural communities. The women in the present existence are acquiring good-quality education in terms of various fields, such as, education, law, management, administration, science, technology, engineering and so forth. Upon acquiring education in these fields, they are getting engaged in reputed employment opportunities. In various types of organizations, they are even acquiring leadership positions. In accordance to the research studies, there are some women, who are acquiring leadership positions, whereas, there have been cases of women, who have experienced discriminatory treatment and have not been given equal rights and opportunities as their male counterparts.

Though women have been occupying the place of prominence in various sectors, but still, there have been their underrepresentation in various sectors. It is unfortunate, but it is a fact that men are regarded as more capable and competent as compared to women, particularly when leadership positions need to be acquired. But in order to lead to progression of communities and nation as a whole, there is a need to bring about transformations in this viewpoint. When the women get employed in various organizations, they need to be provided with the opportunities to enrich their competencies and abilities. Hence, when they will be recruited in leadership positions, they will obtain the opportunities to prove themselves. The well-educated and sensible women, normally aspire to make use of their educational qualifications, competencies and abilities in such a manner that they are able to promote well-being and goodwill of the individuals, organizations and communities as a whole.

In the era of modernization and globalization, there has been an increase in the number of women in leadership positions. In the past in some organizations, they were discriminated against in terms of pay and reimbursements as well, as compared to their male counterparts, for the same job duties performed. But with the acquisition of good-quality education and up-gradation of competencies and abilities, they are acquiring empowerment opportunities. The acquisition of empowerment opportunities are proving to be worthwhile and beneficial to them in obtaining leadership positions in various organizations. The women are also focusing upon up-gradation of their entrepreneurial skills and abilities and are setting up their own businesses. Hence, women are doing well, when they are given the opportunities to obtain leadership

positions. Therefore, it can be stated, the women are rendering an important contribution in promoting well-being of themselves and are making use of their educational qualifications, skills, abilities and aptitude in promoting community welfare.

2.2. Theoretical Framework (Leadership Theories)

The leadership theories have the main objective of generating awareness and augmenting one's understanding in terms of areas, which are necessary in being informative in terms of roles and responsibilities of the leaders. The main objective of leadership theories is to make provision of knowledge in terms of qualities of leaders. The first theory is the trait theory. This theory focuses upon the personality traits that the leaders need to have. The second theory is the behavior theory, which puts emphasis upon the behavior and conduct of the leaders. They not only need to pay attention towards encouraging appropriate behavior among the employees, but they also need to ensure, they conduct themselves in an appropriate manner as well. The third theory is the contingency model. This has been evolved not only to conduct an analysis in terms of deficiencies and limitations, but also identify the leadership style, which is regarded to be of utmost significance for leadership (Chapter – I. Leadership Concept and Theories, n.d.). The fourth theory is, transaction theory of leadership. In this theory, the information that is highlighted is, leaders guide and motivate their subordinates to achieve the desired goals. The fifth theory is, transformational theory. In this theory, the information that is stated is, the leaders pay attention to the developmental needs of the subordinates (Unit 5. Theories of Leadership, n.d.). These theories are stated as follows:

Trait Theory

Leadership is regarded as the matter of personality and behavior. The leaders need to take into account these factors in an efficient manner. The leaders need to bring about improvements in these traits throughout their jobs. The research studies in terms of trait theory has been conducted by various researchers. Ordway Tead has identified ten qualities of the leaders. These are, physical and nervous energy, sense of purpose and direction, enthusiasm, friendliness and affection, integrity, technical mastery, decisiveness, technical skills and faith. Chester I. Barnard has indicated two aspects of leadership skills. These are, instructing the subordinates in terms of performance of their job duties. They need to make use of technologies, knowledge, skills, perception and imagination. Another area is individual superiority in determination, persistence, endurance and courage. Henry Fayol classifies the leadership qualities as, health and physical fitness, intelligence and mutual robustness, moral qualities, and knowledge and abilities to carry out the managerial functions of planning, organizing, directing, controlling, coordinating and leading (Chapter – I. Leadership Concept and Theories, n.d.).

George R. Terry have taken into account the leadership qualities as, energy, both psychological and physical, emotional stability, knowledge in terms of human relations, empathy, objectivity, personal motivation, communication skills, teaching ability and social skills and technical competence. The leadership qualities that have been classified by Stogdill are, physical characteristics, which include the weight, height, age and personal appearance; social background, which include, educational qualifications, skills, abilities, social status and mobility; intelligence includes, technical mastery, decisiveness, technical skills and determination; personality traits include, moral qualities, knowledge, integrity, self-assurance and needs in terms of which control is exercised; tasks-related characteristics, i.e. high need for achievements and generation of desired outcomes, initiative and high task orientation and social characteristics. It needs to be ensured, communication takes place among individuals in an appropriate manner. In both these forms of communication, the leaders need to make sure that they influence the performance of their subordinates positively.

Keith Davis have taken into account the leadership qualities as, intelligence, social maturity and breadth, inner motivation and achievement drives and attitude of human relations

Intelligence takes into account, practical mastery, purposefulness, technical skills and determination of the essential talents, expertise and abilities. Furthermore, the leaders need to make wise judgments and decisions. Social maturity is depicted, when the leaders are understanding in nature and learn to cope with stressful situations in a satisfactory manner. Leaders need to have a tendency to be emotionally mature and have a comprehensive range of interests. The reason being, they need to pay attention towards number of areas within the organizations. The leaders not only motivate the employees towards the implementation of their job duties in an effective manner, but they need to motivate themselves as well. One of the important motivational factor is desired outcomes and acquisition of respect, appreciation and reverence. The attitude of human relations focus upon understanding the problems of others, developing mutual understanding and working in coordination and integration with each other. Therefore, on the basis of these research studies, the individuals are able to augment their understanding in terms of qualities of leadership.

Leadership puts emphasis upon formation of terms and relationships between individuals. The leaders need to depict trustworthiness, straightforwardness and righteousness in terms of their subordinates as well as regarding job duties. The leaders need to work diligently and conscientiously towards modifying their measures and approaches, primarily in terms of leading to effective functioning of the organizations. Due to variation in skills required, roles played and tasks and job duties performed, the leaders need to make use of their skills in an efficient manner. Another aspect, which needs to be taken into account in this theory is the skills, which need to be possessed by the leaders. These are, time management skills, technical skills, communication skills, analytical skills, problem solving skills, critical thinking skills, conflict resolution methods, decision making skills, work ethics and presentation skills. The leaders need to make use of these

skills on regular basis. When there are occurrence of changes, then the implementation of skills in an effective manner will enable the leaders to carry out their job duties well.

The leaders need to be creative in the implementation of job duties in a well-ordered manner and in achieving the desired goals and objectives. When they are creative, they will be well-aware in terms of modern, technical, scientific, and innovative methods in the implementation of job duties in a well-organized manner and achieving organizational goals. The leaders not only need to be creative in the implementation of their job duties, but they also need to be creative in managing the human resources and preventing the occurrence of conflicting situations and disagreements. The leaders and the subordinates need to work in collaboration and integration with each other. Hence, they need to make provision of support and assistance to them that is required in generating the desired outcomes. The leaders need to understand and motivate both individuals and groups. The leaders need to be ambitious and achievement-oriented. When they are ambitious and achievement-oriented, they will be able to contribute well towards leading to effective growth and progression of the organization and the members.

The human resources are the part of leadership effectiveness. The generation of information in terms of management and up-gradation of human resources are regarded as indispensable in achieving organizational goals as well as in augmenting the overall structure of the organization. Within the organization, the important factors that need to be taken into account are, developing a learning climate, designing training programs, transmitting the necessary information and experience, evaluating the results, providing career counselling, enriching organizational culture, promoting organizational change, implementing modern and innovative teaching-learning methods, teaching-learning materials and instructional strategies in the training and development programs and formulating rules and laws

Therefore, it can be stated after conducting research on trait theory, when the leaders are well-aware in terms of these factors and put them into operation in an effectual manner, they are able to contribute well towards enriching their qualities and in leading to effective growth and progression of the organization and human resources.

Behavior Theory

It is evident that the leaders did not seem to have any distinguished traits or characteristics. The research studies have been conducted on the behavior of the leaders, which would enable them to carry out their job duties well and enhance their effectiveness. Understanding, representing and dealing the behavior of the leaders is a problem. The question in terms of which still the individuals are perplexed are, what are the factors, which the leaders need to undertake in augmenting their behavior. Leadership in general is enough to accommodate number of meanings, which are specific to serve as an operationalization of the organizational structure. Within organizations, communication takes place among individuals in a formal as well as in an informal manner. In both these forms of communication, the leaders need to make sure that they influence the behavior of their subordinates. When the leaders are generous and possess an approachable nature and an amiable attitude, they ensure, they create pleasant and cordial terms and relationships with the subordinates. When the subordinates will form the viewpoint that leaders treat them like family, they will develop motivation towards the implementation of tasks and activities.

In accordance to the behavioral approach to leadership, anyone who puts into operation appropriate behavioral traits can be a good leader. Leadership puts emphasis upon formation of sociable terms and relationships between individuals. The leaders need to depict reliability, honesty, directness and morality in terms of their subordinates as well as within the course of implementation of job duties and in leading to up-gradation of organizational structure. The leaders need to work meticulously and assiduously towards modifying their measures and approaches, primarily in terms of leading to operative functioning of the organizations. Due to the competencies required, roles played and activities and job duties performed, the leaders need to make use of their skills in an efficacious manner. Another aspect, which needs to be taken into account in this theory is the behavior traits, which need to be possessed by the leaders. These need to be appropriate in terms of time management, use of technologies, communicating, analyzing, providing solutions to problems, thinking critically, managing conflicts and disputes, making wise decisions, work ethics and presentation skills. The leaders need to make use of the appropriate behavioral traits throughout their jobs. When transformations are taking place, then the implementation of behavioral traits in a useful manner will enable the leaders to carry out their job duties well.

The leaders need to be ingenious in the implementation of job duties in a well-organized manner and in achieving the desired goals and objectives. When they are artistic and imaginative, they will be well-aware in terms of modern, technical, scientific, and pioneering methods in the implementation of job duties in an efficient manner and achieving organizational goals. The leaders not only need to be innovative in the implementation of their job duties, but they also need to be inspired in managing the human resources and preventing the occurrence of conflicting situations and disagreements in terms of any areas. The leaders and the subordinates need to work in cooperation and integration with each other. Hence, they need to make provision of support and assistance from them that is required in generating the desired outcomes and promoting well-being. The leaders need to understand the issues and concerns and motivate both individuals and groups. Within the organizations, tasks and activities are carried out by the members on an individual basis as well as in groups. The leaders need to be determined and achievement-oriented. The implementation of these behavioral traits will enable the leaders to contribute well towards leading to operative growth and progression of the organization and the members.

The human resources are the integral part of the organization and in promoting leadership effectiveness and appropriate behavioral traits. The generation of information in terms of administration, management and enrichment of human

resource are regarded as indispensable in achieving organizational goals as well as in augmenting the overall structure of the organization. In this theory, in achieving organizational goals, the important factors that need to be taken into account by the leaders are, developing an erudition environment, designing training and development programs for well-being of employees, providing the necessary information and experience, evaluating the outcomes obtained, providing counselling and guidance services to the employees, enriching organizational culture, promoting changes within the organizations, implementing modern, scientific, technical and innovative teaching-learning methods, teaching-learning materials and instructional strategies in the training and development programs, job duties and in formulating measures, procedures, rules and laws. Therefore, when the leaders are well-aware in terms of these factors and put them into operation in an effectual manner, they are able to contribute in a well-ordered manner towards enriching their potentials and in leading to effective growth and progression of the organization and human resources.

Within the organizations, the employees normally form the viewpoint that they should be allowed to express their ideas and perspectives in terms of various aspects of the organization. In other words, there should be prevalence of democratic style of leadership. In the behavior theory, there are prevalence of three styles of leadership, i.e. democratic, autocratic and laissez-faire. The leaders need to be well-aware in terms of their job duties and responsibilities. In most cases, the job duties and responsibilities of the leaders are tedious and demanding. But when they are well-aware in terms of approaches and strategies, they are able to put them into operation in a well-organized manner and generate the desired outcomes. The leaders need to take into consideration various factors to carry out their job duties well. These factors include, inculcating the traits of diligence, resourcefulness and conscientiousness, understanding needs and requirements of the subordinates, implementing skills and abilities in an appropriate manner, depicting efficiency and making provision of various types of technologies, resources, materials, tools, facilities and amenities, so the leaders as well as the employees feel comfortable within the working environment. Therefore, it can be stated, behavior theories are indispensable, which need to be understood by the leaders in all types of organizations.

Contingency Model

It is apparent that the leaders did not seem to have any distinguished traits or individualities. The research studies have been conducted on the style of the leaders, which would enable them to carry out their job duties well and enrich their efficiency. Possessing a thoughtful nature, demonstrating proper deeds and dealing with the problems and challenges are not regarded as manageable tasks. The question in terms of which still the researchers need to conduct research studies are, what are the factors, which the leaders need to assume in augmenting their performance and conduct. Leadership in general is enough to accommodate number of meanings, which are specific to carry out the operationalization of the organizational structure. In all forms of communication, whether verbal or written, formal or informal, the leaders need to make sure that they generate positivity and constructivism among their subordinates. When the leaders are liberal and possess an approachable nature and an amiable attitude, they ensure, they create pleasurable and jovial terms and relationships with the subordinates. In this manner, the employees feel comfortable and are able to approach the leaders without any fear and apprehensiveness. When the subordinates will form the viewpoint that leaders treat them like a unit, they will develop motivation towards the implementation of tasks and activities.

In accordance to the contingency model of leadership, anyone who puts into operation strategies and approaches in an appropriate manner can be a good leader. Leadership puts emphasis upon formation of sociable terms and relationships with other individuals and carrying out their job duties well. The leaders need to depict consistency, decency, sincerity and principles in dealing and working with subordinates, customers as well as within the course of implementation of job duties and in leading to up-gradation of organizational structure. The leaders need to work accurately and attentively towards transforming their procedures and methodologies, primarily in terms of leading to functioning of the organizations in an operative manner. Due to the competencies required, and activities and job duties performed, the leaders need to be genuine and unpretentious. Another aspect, which needs to be taken into account in this theory is the up-gradation of relationships. In addition, there should be mutual understanding among the individuals. The information needs to be possessed in terms of time management skills, use of technologies, tools and materials, management of resources, communicating, investigating, analyzing, providing effective solutions to problems and difficulties, thinking logically, managing the occurrence of conflicts and disputes, making wise and productive decisions, and honing work ethics. The leaders need to take into consideration these factors throughout their jobs. When there are occurrence of transformations, then the implementation of all these factors in an efficacious manner will enable the leaders to carry out their job duties well and generate the desired outcomes.

Fiedler's Contingency Model - One of the first leader-situation models was developed by Fiedler. Fiedler stated that the leadership behavior is dependent upon the situation of leadership. The leaders need to focus upon up-gradation of relationships. Furthermore, there should be mutual understanding among the individuals. The leaders need to conduct themselves in such a manner that they should be trusted and revered by the other members of the organization. When the leaders are guiding them and giving them suggestions in terms of various areas, they find the ideas and suggestions meaningful and worthwhile and put them into operation. The tasks and job duties of the leaders and the subordinates need to be clearly defined. The power of the leaders by virtue of their positions within the organizations, and the degree to which the leader can exercise authority to influence. For example, rewards are given for promotion and penalties are imposed for misconducts.

The Fiedler's contingency model was based on the studies of a comprehensive range of group situations. In addition, it

focused upon the relationship between leadership and organizational performance. In measuring the attitudes of the leaders, Fiedler developed the 'Least Preferred Co-worker (LPC) scale. This measures the ratings, given by the leaders in terms of the individuals, with whom, they can work. The questionnaire comprised of 20 items. Each item was given a single ranking between one and eight points, with eight points indicating the most favorable rating. Fiedler's work has been subjected to criticism to a major extent. But one of the positive aspects is, it does provide further dimension to the study of leadership. Fiedler argues that leadership effectiveness can be improved by bringing about changes in the situations of leadership. Position power, task, structure, and leader-member relations can be changed to make the situation more compatible with the characteristics of the leaders

Vroom and Yetton's Contingency Model - Vroom and Yetton based their analysis on the two aspects of the decisions, which are to be made by leaders. The quality and acceptance of the decisions need to be in accordance to the vision and goals of the organization. The leaders are normally vested with the authority to make decisions. In some cases, they do make provision of opportunities to the members as well to give their ideas and suggestions. When the ideas and suggestions are favorable to the leaders, they are accepted, otherwise they are declined. This model suggests three main management decision styles. These are, autocratic, consultative, and group. In the case of autocratic management decision style, the leaders make use of the information that is available at a time. In addition, the leaders obtain information from the subordinates but decides on their own.

In the case of consultative management decision style, the problem is shared with the relevant subordinates. The leaders may make the decisions, which may not reflect the influence of the subordinates. The problem is shared with the subordinates or groups, but the leaders are usually vested with the authority to make decisions. In the case of group, the problem is shared with the group. While working in collaboration and integration with each other, the leaders and the subordinates generate and evaluate the alternatives and make an attempt to reach group consensus on the solution. Vroom and Yetton suggest seven decision rules to assist the leaders to make wise and productive decisions. Furthermore, they are able to discover the most valuable leadership style in a given situation. In 1973, the leadership participation model is proposed. It establishes leadership behavior and participation in the decision-making processes. In addition, when the decision making processes are put into operation, rules and procedures need to be followed in an appropriate manner. Therefore, it can be stated, the contingency model highlights the fact that there is not a single leadership style that is suited in all situations, but the leadership styles need to be put into operation in accordance to the situations

Transaction Theory

The transaction theory of leadership was described by Max Weber in 1947 and then by Bernard Bass in 1981. This style is most often put into operation by the managers (Transactional Leadership Theory, 2020). The managers have superiors to lead them, but they are also given the authority of putting into operation leadership skills. They need to work in cooperation with their subordinates and lead them in the right direction. Transactional theory puts emphasis upon motivating and directing the followers through appealing to their own self-interest. The employees generally form the viewpoint that they should be allowed to express their ideas and perspectives in terms of various aspects of the organization. When they are not satisfied with any approaches or are overwhelmed in terms of various factors, they should be given the rights to express their ideas and perspectives to their leaders. In other words, there should be prevalence of democratic style of leadership.

The leaders need to be well-aware in terms of their job duties and responsibilities. In addition, they need to be aware in terms of the measures as well of motivating employees. In most cases, the job duties and responsibilities of the leaders are demanding. But when they are well-aware in terms of methods and strategies, they are able to put them into operation in a well-organized manner and generate the desired outcomes. The leaders need to take into consideration various factors to carry out their job duties well. The leaders normally would not lead to overall functioning of the organization in an appropriate manner and achieve the desired goals, without obtaining support and assistance from the subordinates. The leaders believe that in motivating the employees, they need to offer rewards and incentives. If a subordinate does what is expected by the leaders, he or she will be rewarded. On the other hand, when their performance and conduct are not in accordance to the expectations of the leaders, then penalties would be imposed upon them. In this theory, the exchange of ideas and perspectives between the leader and the subordinates takes place to achieve the performance objectives (Transactional Leadership Theory, 2020).

The eminence, worth and approval of the decisions need to be in accordance to the vision and goals of the organization. The leaders are normally vested with the authority to make decisions. When the leaders feel that making certain decisions would be favorable and beneficial to the organization as a whole, but would enable the employees to put in efforts to a major extent, then such decisions are made. The reason being, diligence and conscientiousness need to be the essential traits of all the members of the organizations. In some cases, the leaders do make provision of opportunities to the members to give their ideas and suggestions. When the ideas and suggestions are favorable to the leaders, they are accepted and implemented. This theory puts emphasis on the fact that a transaction has to take place between leaders and subordinates. The leaders may make the decisions, which may not be beneficial to the subordinates and organization as a whole. In such cases, changes need to be brought about. When there are occurrence of problems, they need to be shared with the subordinates or groups, but the leaders are usually vested with the authority to make decisions. While working in collaboration and integration with each other, the leaders and the subordinates produce and assess the alternatives and make an attempt to reach group consensus on the solution.

The assumptions of the transactional theory are, employees are motivated by reward and punishments. The subordinates have to obey the orders of their leaders and the subordinates are also not self-motivated (Transactional Leadership Theory, 2020). They have to be closely monitored and supervised to get the job duties performed. It is apparent that all employees aspire to perform well in their job duties and please their employers. When they perform well and are rewarded, they form positive viewpoints in terms of not only their jobs and personnel, but organization as a whole. On the other hand, when they are unable to carry out their job duties well and meet the expectations of their employers, then they are either terminated from their jobs or are penalized. These aspects are disappointing and usually demotivates the employees. But when the employees have realized their mistakes, they are motivated towards bringing about improvements. Therefore, it can be stated, the performance of the employees need to be put into operation in such a manner that they are able to incur the feeling of job satisfaction and retain their jobs.

The human resources are an integral part of the organization. The leaders need to be well-aware in terms of ways of controlling and managing human resources satisfactorily. The generation of facts in terms of management and up-gradation of human resource are regarded as essential in achieving organizational goals and in augmenting the overall structure of the organization. Within the organization, the important factors that need to be taken into account are, creating an atmosphere of learning, implementing modern and innovative methods in training and development programs, implementing grievance redresser system, conveying the necessary information and experience, implementation of evaluation methods in terms of performance of the employees, providing counselling and guidance in terms of career, enriching organizational culture, promoting organizational change and formulating rules and laws. Therefore, it can be stated after conducting research on transaction theory, when the leaders are well-aware in terms of these factors and put them into operation in an effectual manner, they are able to contribute well towards enriching their qualities and in leading to effective growth and progression of the organization and human resources.

The transaction that takes place between the leaders and the subordinates are motivated through rewards. The rewards are regarded to render an important contribution in forming a transaction. The monetary resources are regarded to be of utmost significance in formation of a transaction between leaders and the subordinates. This leadership theory is not regarded as negative, but there are occurrence of problems and limitations in the development of the leadership potential. The communication processes that are put into operation by the members of the organization, the leaders and the subordinates need to be implemented in a mature, sensible and reasonable manner. The environmental conditions within the organizations need to take into consideration the areas of power, position, perks and politics (Transactional Leadership Theory, 2020). The measures, approaches and strategies, which are put into operation by the leaders need to be positive and negatives need to be curbed. Therefore, it can be stated, when the transaction theory of leadership is put into practice in various organizations, the leaders and subordinates need to be cautious in terms of negativities.

Transformational Theory

In the case of transformational theory, the leaders work with the subordinates to identify the needed changes. This is apparent that within the course of time, the leaders need to bring about transformations within the organizations. When the changes are effective and worthwhile, they develop motivation among the subordinates towards performance of their job duties in a well-organized manner and achievement of desired goals and objectives. In the present existence, with advancements taking place and with the advent of modernization and globalization, there have been implementation of modern, scientific and innovative methods in the performance of job duties. The implementation of modern, scientific, technical and innovative teaching-learning methods, teaching-learning materials and instructional strategies in the training and development programs have proven to be beneficial to the employees as well as the organization as a whole. Therefore, it is well-understood, the leaders need to be well-aware of the fact that they need to bring about transformations in such a manner that would contribute significantly in generation of desired outcomes.

The research studies have indicated that in some cases, the use of modern, scientific and innovative methods are not manageable and the individuals are required to experience number of problems and challenges. In such cases, they need to ensure they undergo training and augment their capabilities and aptitude. It is comprehensively understood that technologies have gained prominence in all spheres. The individuals need to be well-equipped in terms of usage of technologies. Normally, when recruitment and selection of individuals takes place, they need to be well-equipped in terms of various types of technologies. In other words, the effective implementation of technical skills will enable the members of the organization, irrespective of their job positions in the hierarchy to carry out their job duties and responsibilities in accordance to the expected standards. The transformations that are to take place within the organizations, need commitment on the part of the individuals. The transformations are regarded as vital to stimulate the mind-sets of the individuals and to develop motivation among them. On the other hand, when there are not occurrence of transformations, the job duties may tend to become monotonous. Therefore, in all types of organizations, public and private, transformations are regarded as indispensable.

This theory is not only related to making use of modern, scientific and innovative methods in the implementation of job duties, but is also focused upon bringing about transformations among individuals as well. In some cases, the individuals within the organization are of introvert nature. They focus upon their jobs and interact with others only in terms of work-related areas. Hence, they need to bring about transformations in their attitudes and get engaged in informal conversations as well, which are other than work-related. The individuals do experience psychological problems and need to exercise control upon them. The leaders and the subordinates need to ensure that transformations are positive and should be

beneficial to the members as well as the organizations as a whole. The transformational leaders are passionate, enthusiastic and energetic. The leaders normally form the viewpoint that they need to make provision of help and assistance to the members to succeed and carry out their job duties well (Cherry, 2020).

The modern idea of transformational leadership is based on four elements described by Bernard A Bass in 1985. These are, idealized influence, intellectual stimulation, individualized consideration and inspirational motivation. It is apparent that within the course of implementation of job duties, all the members of the organization experience problems and challenges. These can be major as well as minor. The individuals need to curb them and prevent them from assuming a major form. In providing solutions to problems, the individuals need to bring about transformations in their viewpoints and perspectives. Hence, it can be stated, idealized influence is an important element of transformational leadership. Intellectual stimulation is the encouragement of the individuals in terms of rationality, logic and intelligence. The leaders and the subordinates need to generate awareness in terms of ways to enhance their intellectual abilities. This is regarded as one of the elements of transformational leadership, which has gained prominence.

Individualized consideration is an element, which focuses upon taking into consideration the problems of the members, which prove to be major impediments within the course of implementation of job duties in an efficacious manner. For instance, if the employees are unable to complete the job duties before the target date due to scarcity of raw materials, then the leaders need to take into consideration this problem and provide effective, beneficial and meaningful solutions. In this case, they will most likely provide the raw materials and extent the target date. Hence, individualized consideration also involves bringing about transformations. Inspirational motivation is an element, which involves implementing measures and approaches to motivate the employees towards the performance of their job duties in accordance to the expectations of their employers. The common ways of motivating the employees are rewards, incentives, promotional opportunities, increase in pay, paid vacations and so forth. When the leaders assign additional job duties to the employees and offer them benefits, they will develop motivation towards the implementation of job duties in a satisfactory manner. Therefore, within various types of organizations, transformations are mainly taking place in terms of these four elements. The leaders give major preference to human resources. They form the viewpoint that any kinds of transformations should be beneficial to human resources. They encourage their involvement on a complete basis. The methods and practices that are utilized by transformational leaders tends to use rapport, inspiration and empathy to encourage the participation of employees. The leaders need to possess the courage, confidence and willingness to make sacrifices for the greater good. When the organizations are experiencing setbacks in augmenting productivity and profitability, they implement transformational leadership. Through this theory, the employees are acquiring empowerment opportunities. The employees do not feel that they just need to work as they are guided and trained by their supervisors and employers. But they are also provided with the rights and opportunities to express their ideas and suggestions. The transformations made need to be effectual and worthwhile. Therefore, it is well-understood that transformational theory is stated to render an important contribution in leading to well-being of the members as well as the organization as a whole.

3. Conclusion

The leadership theories have the main objective of generating mindfulness and augmenting one's knowledge in terms of areas, which are required in being informative in terms of roles and responsibilities of the leaders. The first theory is the trait theory. This theory focuses upon the personality traits that the leaders need to have. The second theory is the behavior theory, which puts emphasis upon the behavior and demeanor of the leaders. They not only need to pay attention towards encouraging appropriate conduct among the employees, but they also need to ensure, they conduct themselves also well. The third theory is the contingency model. This has been progressed to conduct an analysis in terms of limitations, and identification of the leadership style, which is regarded indispensable for leadership. The fourth theory is, transaction theory of leadership. In this theory, information provided is, leaders direct and encourage their subordinates to achieve the desired goals. The fifth theory is, transformational theory. In this theory, the information that is stated is, the leaders focus upon the developing needs of the subordinates. In the present existence, women are also acquiring leadership positions in various organizations. Finally, it can be stated, conducting research in terms of leadership theories will facilitate in generating information regarding how the leaders need to conduct themselves within organizations.

Conflict of Interest

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Ethical considerations

The article followed all ethical standards appropriate for this kind of research.

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