



Leading Project teams: The role of leadership styles in dynamic work environment

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Abstract— *The current study aimed to examine the influence of three different leadership style including (authoritarian leadership style, democratic leadership style, laissez faire leadership style on work environment at selected private businesses in Erbil. The current study applied quantitative research method to measure the developed research hypotheses. The study prepared a questionnaire consists of different sections; including questions regarding to the authoritarian leadership, certain questions regarding to the democratic leadership, moreover several questions regarding to the Laissez-Faire leadership styles and lastly set questions about work environment at private businesses. The findings revealed that the most powerful leadership style with associated with work environment was Laissez-Faire leadership followed by democratic leadership style and the lowest value was for authoritarian leadership style.*

Keywords— *Leadership, authoritarian, democratic, laissez-faire, work environment*

I. INTRODUCTION

In today's business environment, leadership has become the central problem. To provide the output or services for which the body is designed, it must coordinate and integrate the utilization of both human and material resources. There are two schools of thought on what it means to be a leader: one that influences others' dedication toward attaining their full potential in the pursuit of a valuable, shared goal while also upholding one's own personal standards of honor and integrity. The relationship between a leader and his or her followers is an important part of the leadership process. A

competitive business climate places a heavy on on the leadership of a company to implement the necessary reforms and innovations. Organizational performance may be improved with effective leadership (Larson & DeChurch, 2020). For this reason and others, many different theories of leadership have been offered in the last fifty years, all of which claim their implementation has improved organizational effectiveness through improving employee performance (Berraies & Bchini, 2019).

Professionals are increasingly doing studies on leadership (Pretorius et al., 2018). Researchers believe this approach is

critical to resolving team motivation in the face of an increasingly chaotic and fast changing business services industry. Furthermore, the topic of team motivation in knowledge-intensive firms is rarely tackled because of the complicated nature of leadership and organizational culture in the enterprises (Purvanova & Kenda, 2018). Organizational architecture and leadership norms interact and mutually encourage the acceleration of organizational outcomes that result in successful team motivation (Bligh et al., 2018).

In order to achieve their objectives, organizations have a wide range of assets and resources at their disposal. In order to get a competitive edge, a company's assets and resources might be extremely valuable and one-of-a-kind. Organizations operating in dynamically competitive contexts place a high value on their work environment. An organization can get a competitive edge over its rivals in a high-competition setting by better assimilating member knowledge, creating new work environments, and managing their own work environments. As (Afzal et al., 2018) stated, land, labor, and capital are the three traditional components of production that have been essentially supplanted by the work environment. Work environment has been stated by Zhang et al., (2018) to be the mainstay of the 21st century company that has a propensity for inventive discoveries in all functional domains. The company's working environment is also seen as an important factor in its success. Individuals have both a tacit and an explicit understanding of the goods, systems, and procedures they use at work; this includes knowledge that is encoded in manuals and databases as well as information systems. Organizational work environments also include the tacit work environments that are shared collectively in the company in the form of routines, culture, and know-how entrenched in social processes.

Leadership styles have been analyzed in a number of ways by researchers in business and management. How leadership styles influence a company's dynamic capacities, either directly or indirectly, is examined in this study. Research on leadership styles expands on previous studies and examines a wider range of situations. Leadership competences are assessed using an entirely new framework, from which style profiles are produced and related to the dynamic capacities of a company. Different forms of leadership are examined to see how they compare in terms of their influence. As a result of this, the focus on several styles of leadership, rather than a single type of leadership, is warranted.

II. LITERATURE REVIEW

A. Leadership styles

Kurt Lewin, a social psychologist who lived from 1890 to 1947, identified three primary types of traditional leadership and distinguished between them. It is widely accepted that Lewin is the father of social psychology and management theory. He came up with the idea of leadership environment after conducting a series of tests in group dynamics and leadership. Lewin identified three sorts of leadership climates based on this concept: democratic, authoritarian, and laissez-faire. In addition, the requirement to make a decision affects the choice of leadership style (Newman & Ford, 2021).

This is an adaptable leadership style with a dual focus. This type of leadership adapts and varies depending on the scenario. Leaders are expected to adapt their leadership style to the needs of the team they're leading, as per the notion of dynamic leadership. As dynamic leaders are defined by successful action, concentrated energy, and benign compassion, they can enhance team motivation. As a result, dynamic leaders put the needs of the entire team ahead of their own, emphasizing collaboration rather than competition. A motivating factor for teams is the acknowledgement that they have contributed to the overall success of the project. Dynamic leaders are adaptable leaders who see opportunities in barriers, take effective action in tough circumstances, and take risks in order to achieve their objectives. Adaptive leadership also fosters a sense of shared purpose among the members of the team. Rather than just exhibiting hierarchical command and control, team members are driven by adaptable leaders who inspire and influence them. Each employee's contribution is valued by dynamic leaders, who are helpful in all situations, kind, fair, modest, and motivating. As a result, a dynamic leader is better able to motivate a group of people than simply one person. Businesses operating in a fast-paced, competitive environment might benefit greatly from having executives with a high level of dynamism. Adaptability and flexibility are two key attributes needed by leaders in today's dynamic corporate climate. Because leaders must resolve problems and make difficult decisions, active leadership alone will not be sufficient to inspire team members. Leaders in today's corporate world confront several challenges, not the least of which is the constant need to develop fresh talent. Leaders can no longer evolve over time, as they did in the past. Leadership in today's fast-paced business world is not enough to keep the company and its people running smoothly. Proactive and deliberate leadership development is becoming increasingly common in successful firms throughout the world. Training and communication are both essential components of dynamic

leadership. It is also important to note that in order to succeed as a dynamic leader, he or she must be willing to take big chances and inspire and influence his or her team members (Berraies & Bchini, 2019).

The three types of leadership styles are discussed below:

B. Authoritarian Leadership Style

Leaders with an autocratic style keep a distance from their subordinates. Demands, sanctions, laws, rules, and instructions are used to achieve this sort of leadership. Assigning responsibilities, establishing decisions and rules all on one's own, and handling problems are all hallmarks of an authoritarian leadership style. Those who follow an authoritarian leader are expected to follow his or her orders blindly. Without consulting their employees or followers, authoritarian leaders make all of the choices for themselves and then force these decisions on their subordinates (Rahmani et al., 2018). In the long run, an authoritarian leadership style may be counterproductive because it is totalitarian in character. Because these managers believe they are correct, their leadership style stifles creativity and uniqueness. While this is true, the art of leadership is to be able to adapt to changing circumstances. However, there are some advantages to this leadership style: if a task is urgent and time-sensitive, one needs structure and discipline to get the job done quickly. In some situations, authoritarian leadership is used in a situational leadership style (Newman & Ford, 2021).

C. Democratic Leadership Style

Self-determination and equitable involvement are hallmarks of this type of leadership style, which is also known as participatory leadership. However, elected officials should not be used as a benchmark when evaluating democratic leaders. These leaders encourage their followers or workers to participate in the decision-making process by providing them with support and options. As a result, this type of leadership is defined by active engagement, accountability and delegating responsibility to others, as opposed to authoritarian leadership. One of the most important responsibilities of a democratic leader is to empower their subordinates, distribute responsibility, and facilitate group discussions (Xie et al., 2018). Each member of the group is responsible for his or her own decisions and actions, as well as for their commitment to uphold the group's independence (Aqqad et al., 2019). Even while democratic leadership can be beneficial, it has certain drawbacks as well. This style of leadership might backfire if duties are unclear and time is short. Members of the group may also lack the necessary skills and understanding to make decisions. Democratic leadership may be beneficial if the members of the organization are eager to share their experience and information with one another. The democratic leadership

model also takes a long time to make decisions (Al-Yami et al., 2018).

D. Laissez-Faire Leadership Style

Leaders that choose this style of leadership avoid interacting with their employees or customers. This leadership style is characterized by a lack of presence. There are no choices or policies made for the benefit of the entire group under laissez-faire leaders. All decision-making and problem-solving is delegated to subordinates or followers. Leaders who are known as "laissez-faire" tend to have no or little power in their organizations. In this leadership style, members are entrusted with making the right judgments and the trained personnel are hired. Problem resolution and self-monitoring are important aspects of this leadership style, as are high-quality products and services. Success for laissez-faire leaders comes from the fact that their followers are self-directed since their leaders do not constantly critique them. This type of leadership is well-suited to companies with a high retention rate of personnel. In workplaces that need for clear guidance, immediate feedback, and positive reinforcement, it is not an ideal choice (Homan et al., 2020). Because of a lack of understanding, this approach can lead to ambiguous job descriptions and a lack of accountability. Group members are frequently unsure of their duties and responsibilities because of the leader's lack of instruction (Wang et al., 2022).

E. Work Environment

The workplace is ever-changing and complicated. When a group learns to overcome difficulties linked with internal integration and external adaptation, they have developed a set of basic assumptions that they share. There are a variety of cultural factors at play at any one time in today's competitive and dynamic corporate world (Divya & Suganthi, 2018), and this makes firms' cultures dynamic and flexible. Workplace dynamics are also influenced by the many ways in which cultural systems are expressed and transmitted (Yu et al., 2018). Folklore and anthropology have a strong focus on the study of culture. Culture, according to Schein (1985), is the result of a group's efforts to create and uncover the fundamental beliefs that guide its actions. These assumptions are linked to the process of learning to deal with external difficulties. As outlined by Manzoor et al., (2019), culture is a three-level dynamic paradigm that must be understood, transmitted, and changed. Artefacts, values, and fundamental assumptions make up the first three tiers of this hierarchy (from the core). Assumptions in this linear model indicate what we take for granted about ourselves and the world around us. A value is a goal or idea that is held in high esteem because of its inherent worth. The tangible, auditory, and visual results of actions rooted in values and assumptions are called artefacts

(Koo & Park, 2018). Moreover, Rehman et al., (202) says that people working in an organization may have similar beliefs and values. This means that studies of the workplace should involve both the observation of tangible artifacts and the interpersonal interactions between members of the organization. Because of this, cultural anthropology is the field that gave birth to the phrase "cultural dynamics" (Boukis et al., 2020).

III. METHODOLOGY

F. Research Design

The current study applied quantitative research method to measure the developed research hypotheses as it can be seen in (figure-1). The study prepared a questionnaire consists of different sections; including questions regarding to the authoritarian leadership, certain questions regarding to the democratic leadership, moreover several questions regarding to the Laissez-Faire leadership styles and lastly set questions about work environment at private businesses. The questionnaire adapted from articles which already been published by accredited international journals.

G. Sampling and Sampling Method

A sample design is a strategy for obtaining a certain sample from a given population that is planned in advance. The process or approach that the researcher is willing to accept when selecting items for the sample is referred to as the sample design. Sampling is defined as "the act of picking a few individuals (a sample) from a larger group (the sampling population) in order to serve as the foundation for estimating or forecasting the prevalence of an unknown piece of information." For the purpose of determining the association between leadership styles and crisis management, the researchers utilized a random sample procedure. As a result, sampling components must be representative of the general population. This random sample was carried out by private enterprises in Erbil, as previously stated. A total of 100 questionnaires were issued

to various private firms; however, only 89 questionnaires were received and were correctly completed; the data was then gathered in hard copy format.

H. Conceptual Framework

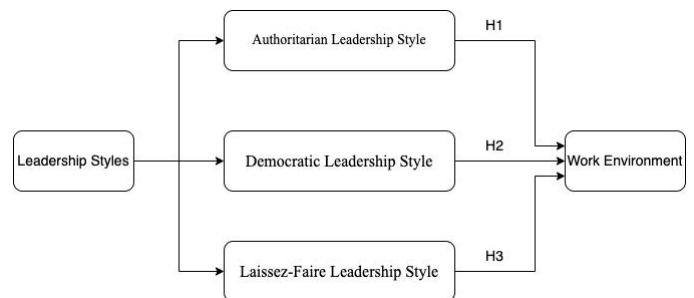


Fig. Conceptual Framework

I. Research Hypotheses

H1: Authoritarian leadership style has a positive and significant influence on work environment at selected private businesses in Erbil.

H2: Democratic leadership style has a positive and significant influence on work environment at selected private businesses in Erbil.

H3: Laissez-Faire leadership style has a positive and significant influence on work environment at selected private businesses in Erbil.

IV. ANALYZING AND FINDINGS

Primary objective of this study is to investigate the link between leadership styles (authoritarian leadership, democratic leadership, and Laissez-Faire leadership styles) and the workplace environment. There was a total of 89 people that participated in the questionnaire, as previously reported. The respondents were asked to rank the importance of each item on a five-point ordered scale based on their perception of its importance. All of the data was analyzed with the help of SPSS version 23.

Table 1. Reliability Test

Factor	Cronbach's Alpha	N of Items
Authoritarian Leadership	0.732	11
Democratic Leadership	0.741	9
Laissez-Faire leadership	0.756	10
Work Environment	0.771	12

According to the above reliability test, the results demonstrated that authoritarian leadership's value was 0.732 with eleven questions, democratic leadership's value was 0.741 with nine questions, laissez-faire leadership's

value was 0.756 with ten questions and lastly work environment's value was 0.771 with twelve questions, the findings proved that all items applied to measure the

relationship of leadership style and work environment at selected private businesses in Erbil are reliable.

Table 2. Correlations Analysis

Factors	Pearson Correlation	Work Environment
Authoritarian Leadership	Pearson Correlation	.599**
	Sig. (2-Tailed)	.000
	N	89
Democratic Leadership	Pearson Correlation	.601**
	Sig. (2-Tailed)	.000
	N	89
Laissez-Faire leadership	Pearson Correlation	.613**
	Sig. (2-Tailed)	.000
	N	89

** . Correlation is significant at the 0.01 level (2-tailed).

The study applied correlation test to examine the link between authoritarian leadership style, democratic leadership style, and laissez- faire leadership style with work environment at selected private businesses in Erbil. The results demonstrated that authoritarian leadership's value was .599** which resulted in a positive and significant link between authoritarian leadership style with

work environment, moreover authoritarian leadership's value was .601** which resulted in a positive and significant link between democratic leadership style with work environment, and lastly laissez- faire leadership style's value was .601** which resulted in a positive and significant link between laissez- faire leadership style with work environment.

Table 3: Coefficients

Independent variable	Coefficients	t-value	P-value
Authoritarian Leadership	.591	6.5441	.000
Democratic Leadership	.603	4.398	.000
Laissez-Faire leadership	.627	3.5455	.000
R2	.648		
F value	23.2915		.000

Dependent Variable: Work environment

The study applied multiple regression analysis to investigate developed research hypotheses, as for the first research hypothesis, the result showed that the r value is .591 with P-value .000 this showed that authoritarian

Leadership style has a positive and significant influence on work environment at selected private businesses in Erbil. Moreover, as for the second research hypothesis, the result showed that the r value is .603 with P-value .000 this showed that democratic Leadership style has a positive and

significant influence on work environment at selected private businesses in Erbil. as for the third research hypothesis, the result showed that the r value is .627 with P-value .000 this showed that Laissez-Faire Leadership style has a positive and significant influence on work environment at selected private businesses in Erbil.

The findings revealed that the most powerful leadership style with associated with work environment was Laissez-Faire leadership followed by democratic leadership style and the lowest value was for authoritarian leadership style.

V. CONCLUSION, IMPLICATIONS, FUTURE RESEARCH

CONCLUSION

This research explores the influence of dynamic leadership, a novel concept in leadership, on employee engagement. Individuals and teams are influenced and motivated by the impression of leadership. This research also focuses on businesses, which have complicated connections and where leadership is critical in inspiring employees. There are a variety of issues that providers encounter in organizations since they operate in a very dynamic environment. There are two major obstacles that healthcare providers face: the ever-changing and diversified demands of patients, as well as exceeding the expectations of patients. The importance of team motivation cannot be overstated. Non-financial awards were found to be an essential and successful method of motivating teams in firms in the research study. A leader's support and encouragement is especially needed for teams. When it comes to motivating a team, the effectiveness and potential of the leader has a significant impact. Furthermore, in today's corporate climate, dynamic leadership is required, and leaders must be flexible and adaptive in order to function effectively. Transformational, transactional, honest, and servant leadership styles all have an impact on team motivation. A positive correlation has been observed between team motivation and the leadership styles of transformational, genuine and servant, as well as a negative correlation has been identified between transactional leadership. Efforts should be made to find ways to encourage team members through leadership styles. Because of the need for multi-professional teams to interact and work on complicated projects, corporations regard team motivation as an inherent fact. There will always be a need for a leader who can steer a team toward a certain objective. Relationships between leadership style and team motivation in companies can be enhanced by organizational culture's dynamics. It is crucial for businesses to have a strong leader who motivates his or her team and keeps employees pleased.

IMPLICATIONS AND FUTURE RESEARCH SCOPE

An industry-specific framework for examining the relationship between various leadership styles and employee engagement is provided by this study. Organizational culture and team motivation are also examined as part of the framework. The information in this paper can be used to boost workplace morale by increasing the sense of belonging among employees. This research shows that leadership style (democratic, authoritarian, or laissez-faire) has a direct impact on team motivation. Researchers might focus on establishing new frameworks to study the link between characteristics like leadership style and employee satisfaction or happiness. Qualitative and quantitative studies can both be used in this situation. This will aid in the investigation of the complex nuances of leadership styles and their influence on numerous areas of organizations.

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