

THE THREE LEADERSHIP MODELS: IMPLICATIONS FOR 21ST CENTURY LEADERSHIP

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Abstract

This paper is about three leadership models: participative leadership, situational leadership, and charismatic leadership. A review will be conducted on the development of these leadership models and its relative effectiveness on leadership within various organizations. Other leadership models will be mentioned to illustrate their effectiveness on the three selected leadership models. The three leadership models will also be compared and contrasted for their similarities and differences and how they support each other and other leadership models. The need for additional leadership models in the future will also be examined because leadership is an ongoing development as society and technology continue to change. Although there isn't any one leadership trait that will guarantee successful leadership in any given situation; leaders must adapt leadership models within their own leadership styles to become effective leaders within their organization.

Introduction

The main purpose of this paper is to compare three leadership models that provide the necessary framework for any leader to become an effective. These leadership models are participative, situational, and charismatic leadership models. These three leadership models are important for each leader to understand and adapt as it provides a solid foundation to becoming an effective leader. The importance of effective leadership within an organization is well known. Effective leaders have an impact on organizations and the moral level of the employees of an organization (Zigarmi et al., 2005).

The methodology adopted is general literature review on the subject.

The Three Leadership Models

Participative Leadership

Northouse (2010) explains participative leadership as a style that invites subordinates into the leader's decision-making process. This leadership model allows personnel from all levels of the organization to be involved. The ideology of this leadership model is that the more participation by the members of the organization will lead to greater ownership in the mission of the organization (Northouse, 2010). This is accomplished by having the participative leader consult with their followers, gather ideas and opinions, and incorporate their suggestions into the leader's decision on how the organizational task will be completed (Northouse, 2010).

The participative leadership model is important to every leader that strives to be an effective leader within their organization. The involvement of subordinates and fellow leaders into the decision-making process improves the understanding of the tasks and the issues involved by

the individuals that must execute the decisions that are made by the leaders (Northouse, 2010). Subordinates also tend to be more committed to carrying out the decisions that are made when they were involved in the decision-making process. It provides each follower with a sense of purpose and ownership in the accomplishments of the tasks that are important to the organization (Northouse, 2010).

Research conducted in participative leadership and management has shown that participative decision making has led to higher job satisfaction, which can also be very beneficial to the employee's mental health and personal well-being (Cotton et al., 1988; Macy, et al., 1989). The leader that utilizes participative leadership is controlling the outcome of two important issues within the organization. First, the leader is ensuring the mission is being completed at optimal performance by including the employee's into the decision-making process (Kim, 2002). Secondly, the leader is improving job satisfaction and moral amongst the employee's (Kim, 2002). Every organization will benefit from this type of leadership and each leader is continuing along the path of being an effective leader (Kim, 2002).

It has become obvious that leaders must make their tasks ambiguous in order to get the best results from implementing participative leadership. This will allow for the path to the goals to become clear to the followers and provide them with the detailed understanding of the task and goals that will allow them to execute successfully. (Northouse, 2010). Participative leadership will also have a positive effect on the followers that have a sense of control and want to feel as a part of the decision-making process prior to the task being executed. This will have a positive impact on job satisfaction and low employee turn-over rate, which is also great for morale. (Northouse, 2010).

Situational Leadership

Northouse (2010) explains that the ideology of situational leadership stresses that effective leadership is composed of both a directive and supportive leadership style. A leader must know how each is applied appropriately to each given situation (Northouse, 2010). Each situation that a leader is confronted with requires a different type of solution. This is one reason why it is important for leaders to adapt the situational leadership model into their leadership styles. Organizations are complex and are run by human-beings, which makes decision-making take on many different shapes and sizes for a leader. In order for a leader to become an effective leader they cannot be limited to one particular leadership style (Northouse, 2010).

Situational leadership is the backbone to effective leadership because a leader must be able to adapt to each situation presented by the organization and the employees (Northouse, 2010). The action that a leader will take depends on a range of situational factors and the leader must be versatile with their various leadership styles. It is also important for the leader to be able to wear many types of hats and is keen to a wide variety of possible sound solutions to an organizational task or problem. Various studies have shown that the appropriate application of a leadership style can increase employee motivation and morale (Zigarmi et al., 2005).

These studies provide a linkage between participative and situational leadership models as they both have a positive impact on job satisfaction and moral as long as they are implemented properly (Zigarmi et al., 2005). The situational leadership model was derived from the situational leadership theory (1977) by Hersey and Blanchard (1969). Situational leadership guides effective leaders to formulate task-relevant maturity of the employees through job maturity and psychological maturity (Graeff, 1983).

The situational leadership model also provides guidelines to the leader as to what type of leadership they should utilize based on the organizational task and the competence level of the employees. The situational leadership model consists of four leadership styles, which are: directing (S1), coaching (S2), supporting (S3), and delegating (S4) (Northouse, 2010). The leader must be able to determine which leadership style to enforce for each given situation. A leader that is concerned about the accomplishment of an important organizational task will often utilize the directing (S1) leadership style to ensure the task is accomplished to organizational and leader standard. A leader that has confidence in their employees may use the delegating (S4) leadership style for common organizational tasks (Northouse, 2010).

Charismatic Leadership

The term charisma was borrowed from Rudolph Sohm by Max Weber (Gardner, 1990). Rudolph Sohm borrowed the term from St. Paul, which shows how far back this term goes in relation to describing some traits of a person. The term charisma has been reemphasized and redeveloped over the centuries and is now a popular term within leadership development and understanding. James MacGregor Burns once pointed out that the term charisma is often surrounded by ambiguity and is used in various means, which makes it difficult to use the word in a set standard (Gardner, 1990).

Charismatic leadership contains the ability to move an organization by the leader's personality. Charismatic leaders are known for their charm and grace that can create followers within an organization (Northouse, 2010). It is also a known fact that people will follow a leader that they personally admire. The charismatic leadership model works effectively because it links the employee's self-concepts to the identity of the organization (Northouse, 2010).

Charismatic leadership is a leadership model that is often found in both great and bad leaders. Charismatic leaders are able to self-motivate individuals to follow their ideology and be productive in meeting the leader's organizational goals or personal goals (Northouse, 2010). The downside to charismatic leadership is that some leaders can use their personality characteristics to manipulate their followers to accomplish organizational or personal goals that are unethical or negative in nature, for example Adolf Hitler and David Koresh (Northouse, 2010).

Charismatic leaders use the participative and situational leadership models, along with their personal charisma to meet their organizational and personal goals (Michaelis, et al., 2009). Charismatic leaders have the ability to focus on the employee's emotions and values and form a way to make tasks and goals meaningful to their employees. The charismatic leader also displays the ability of personality and charm while also implementing participative and situational leadership styles to get their employee's involved in the task at hand. They are able to motivate their employee's to make personal sacrifices in order to achieve the organizational goals or the leader's goal (Michaelis et al., 2009).

The leader's agenda will determine if the charismatic leader is an effective leader for good or bad reasons. Employee's that have charismatic leaders will develop their sense of direction and self-expression from the leader's message and not from their personal empathy with their leader (Humphreys, et al., 2010). In charismatic relationships, the employee's will place constraints on the amount of influence of their leader, actively determine their leader's values, will become less dependent on their leader, and will less likely to be manipulated by their leader (Humphreys et al., 2010).

This type of analyzing of the leader's message will allow the followers to understand the difference between the leader's agenda and the organizational agenda (Humphreys et al., 2010). A

leader must keep the followers informed through participative leadership in order to use their charismatic leadership style effectively. Otherwise, the followers will not trust the leader and believe they are only out to achieve their personal goals and not those of the organization (Humphreys et al., 2010).

Charismatic leadership has also been considered to be an equivalent to transformational leadership (Boerner, et al., 2008). Rowold and Heinitz (2006) discovered that the dimensions of charismatic leadership and transformational leadership often share a high amount of change but will have a different impact on organizational profit (Boerner et al., 2008). Charismatic leaders can instill change within the organization just as with transformational leadership. The employees are willing to follow their leader's guidance because they have come to trust their leader and have developed a level of loyalty and obedience. This allows the employee to become self-motivated and identifiable to their role in executing the organizational or leader's assigned tasks (Boerner et al., 2008).

Similarities & Effectiveness of the Leadership Models

The leadership models (participative, situational, and charismatic) have similar leadership characteristics as they provide a solid foundation to effective leadership (Anderson, et al., 2006). The leader is responsible for managing the expectations of their followers within the organization. Providing a foundation of participative management allows each follower to know in advance the expected outcome of completing a particular task. The situational leadership model provides a detailed foundation for the leader to manage the execution of the assigned task (Anderson et al., 2006).

Depending on the importance of the task and the competence level of the followers, the leader will determine the level of management when overseeing the execution of the task. Each situation will call for a different leadership solution, ensuring the assigned tasks are completed to standard (Anderson et al., 2006). The charismatic personality of the leader enables a leader-follower relationship to be developed, which also has a positive effect on the execution of the assigned tasks (Boerner et al., 2008). Job satisfaction and moral is high when; the employee understands the assigned tasks, the leader provides specific guidance, and the followers enjoy working for their leader (Anderson et al., 2006).

Just like the follower, the leader must have the proper leadership tools to become and remain an effective leader. The combination of these three leadership models, and the addition of other leadership models, will provide the proper foundation for any leader to develop into an effective leader (Ortmeier & Meese III, 2010). These three leadership models only differ at the level of implementation during the display of leadership styles. Each interacts with the other and leads the leader to the development of becoming an effective leader within their organization. It is equally important for leaders to understand the leader-follower interactions-centered theories because it provides guidance on how these leadership models are similar and must be used in cohort to become an effective leader (Ortmeier & Meese III, 2010).

Each of the three leadership models also displays a level of passion for success by the leader. If the leader does not have the passion to become an effective leader, then they will not effectively implement these three leadership models into their leadership style (Anderson et al., 2006). The leader must want to include their followers into the decision-making process as it will allow each follower to develop a relationship and sense of ownership with the assigned task. It also provides the followers a chance to provide input on how the task should be completed (Kim,

2002). The followers will develop a sense of job satisfaction and a high level of moral when their leader allows them to provide input on how the task should be completed (Anderson et al., 2006).

The leader will also display their level of passion to the mission by utilizing the correct situational leadership style that will ensure the mission is completed to standard. Leaders with a great deal of passion for an important organizational task will be more directing in the completion of the task (Northouse, 2010). This will also be the point when the leader will use their charismatic personality and developed leader-follower relationships to self-motivate the followers to perform at their best abilities (Humphreys et al., 2010). The combination of these leadership models will allow the leader to complete the task in an effective manner, which is also a great format to utilize when implementing organizational change, as it is done with transformational leadership (Northouse, 2010).

These leadership models also allow the leader to increase job satisfaction and moral through recognition of the followers through various means, such as with employee of the month awards, etc. (Northouse, 2010). That is why it is important for leaders to do face-to-face communication when implementing these leadership models as much as possible. With the increase in technology, we often find ourselves communicating primarily by e-mail and text messages. The leaders must implement their leadership styles in person and understand the non-verbal as well as the verbal communication received by the followers (Remland, 1981). This will allow the leader to properly implement the correct leadership model and style for each situation. Too much is lost in translation through e-mails and text messages (Remland, 1981).

These three leadership models also provide additional leadership tools that allow the leader to train, coach, mentor, and develop their followers into potential leaders of the future (Anderson et al., 2006). The participative and situational leadership models complete these tasks by creating leader-follower interaction which is paramount to effective leadership and leadership development (Kim, 2002). The leader is able to listen to their follower's decision-making process in the participative leadership role and further expound on the followers skills, knowledge, and abilities by implementing the correct situational leadership style. The leader must also use their charisma to increase the leader-follower relationship in order for the follower to trust the guidance that is coming from the leader (Anderson et al., 2006).

Relationships are important to human nature and everyone looks to develop some type of relationship with another person. How these relationships are created and treated will make or break the spirit of a human (Anderson et al., 2006). The leadership models discussed thus far provides the framework for the development of great leader-follower relationships. These developed relationships are also signs of effective leaderships and can allow for effective leadership, regardless of the leadership model that has been chosen by the leader (Northouse, 2010). Transformational leadership has a great deal in common with these leadership models as change within the organization can also be accomplished and not only with just organizational and leader tasks (Northouse, 2010).

The Leadership Models & the Generation Gap

Transformational leadership basically focuses on the ability of the leaders to influence and inspire their followers through the organizational and leader's vision, goals, and actions (Northouse, 2010). The main focus thus far has been how to accomplish this agenda through the three chosen leadership models, which has been done effectively. Another aspect of leadership that is important to leaders is addressing the generational gap between the leaders and the followers. This generational gap has a huge impact on the effectiveness of the leader if they fail to

understand their followers (Salahuddin, 2010). The participative leadership style helps leaders address the generation gap by listening and understanding their follower's decision-making process (Salahuddin, 2010).

All leaders must be prepared to deal with their leaders, peers, and followers that fall within four different generations that are in the workforce at various levels (Salahuddin, 2010). From 1922-1943 are "The Veterans" who experienced similar events, such as The Great Depression, WWII, and the rise of labour unions (Salahuddin, 2010). From 1943-1960 (some authors suggest 1946-1964) are "The Baby Boomers" who experienced similar events, such as Vietnam, Civil Rights movement, and various assassinations (Salahuddin, 2010). From 1960-1980 are the "Generation Xers" who experienced similar events, such as the Challenger disaster and the development of Computers and various technology (Salahuddin, 2010). The last group is called the Nexters, whom experienced similar events with the advancement of technology, schoolyard violence, Columbine, and the Oklahoma City bombings, are from 1980-2000 (Salahuddin, 2010).

Each group will call for a different approach from the leader in order to address concerns that may adversely affect the organizational work environment. The generation gap can lead to difficulty in making effective organizational changes and getting different generational gaps to work together effectively (Salahuddin, 2010). The three leadership models chosen can be implemented in detail and help alleviate these types of problems. The leader can focus on participative management and understand the thoughts and concerns of the followers and implement the proper situational leadership style that will help ensure each follower, regardless of their generational group, are working together effectively to accomplish the assigned tasks (Salahuddin, 2010).

The Leadership Models & the Demography Variables

Relationships formed through participative leadership will not only address the generational gap but will also address the demography variables that plague effective leadership (Somech, 2003). The age, education level, gender, and tenure of the followers will also have an impact on how well the leader can relate to their followers. Each organization will address this issue based on how they conduct business and the overall mission of the organization. In a military or para-military organization, such as a law enforcement agency, there are policies that ensure each person is treated equally but the mission will continue on without little adjustment to the follower (Anderson et al., 2006). Other organizations may adapt a bit to the follower to meet their particular issues but most organizations will implement policies that the leader must address when they decide on how to deal with a situation and what leadership model/style that will be used (Somech, 2003).

The Leadership Models & Outside the Organization

The charismatic leadership model is not only important for the organization internally but externally as well (Boerner et al., 2008). The leader must be able to present the organization in appealing manner to customers and supporters of the organization. These leadership models are also important in dealing with outside sources that impact the organization. Charismatic leaders use persuasive skills to manage employee's within an organization; therefore, one would expect the same impact on external audiences (Flynn & Staw, 2004).

Charismatic leaders not only have ability to guide and influence the followers within an organization but they can also do the same during difficult times when the customer's and supporters of the organization need their confidence restored (Flynn & Staw, 2004). The current

state of the economy places leaders in a difficult position to keep confidence high among the followers and outsiders of the organization. The leader must implement these different leadership models across the board and ensure to provide guidance and confidence to all their employees or the leader and the organization will become ineffective. During these difficult times, having a leader that understands charismatic leadership can not only save a workforce but an organization as well (Flynn & Staw, 2004).

The Leadership Models & the Followers with Disabilities

The attitude towards individuals with disabilities in the workforce is always a concern for leaders. There are several disability acts and laws in place to help guide each leader down the correct path to becoming an effective leader over a follower with disabilities (Cubero, 2007). The participative and situational leadership models also assist the leader in making sound decisions when assigning a disabled employee with an organizational task. The leader is able to sit down with the employee and discuss the organizational goals and the follower's limitations to meet at a common ground of what tasks the follower is able to accomplish (Cubero, 2007).

The leader will be able to select the appropriate situational leadership style that best ensures the leader can oversee the follower complete the organizational task. The key is to ensure the task is completed to standard in a manner that keeps the follower safe and risk free of possible injuries. Additionally, the leader is also responsible to ensure that the organization is meeting the needs of the follower and that all possible arrangements are being made to provide for a safe and healthy work environment. This also includes coordinating with the other followers that will be working with the individual with disabilities (Cubero, 2007).

When leaders of disabled employees use situational leadership, they are able to identify personal biases among the other employees and provide a solution to prevent mistreatment of disabled employees (Cubero, 2007). This will allow the leader to address the concerns of the other employees and take those concerns to the organization if the leader is unable to fix the issues on their own. Discussing these issues is the first step towards effective leadership when utilizing the situational leadership model for this situation (Cubero, 2007). Every organization is going to handle this type of situation differently as the organizational needs will differ. The key is for the leader to understand the concerns of both the employee's and the employee's with disabilities so that a solution can be achieved and the organizational workforce environment is not hindered in any way (Cubero, 2007).

The Leadership Models & the Future

Leadership is one of the most research topics because of its importance within the different societies and cultures (Masood, et al., 2006). Effective leadership must adapt to the changes that organizations are experiencing due to innovation and the advancement of technology. Leaders must also prepare for changes by looking at new ways to combine older leadership models and styles that will continue to allow them to grow and develop into effective leaders. The changes within the organization such as the size, environment, strategies, and technology will force leaders to look at different ways to respond to unique situations. (Masood et al., 2006).

Transformational leadership has become the leading leadership style amongst effective leaders (Northouse, 2010). Transformational leadership is the leadership process that transforms people to meet new organizational goals. The leadership models examined thus far (participative, situational, and charismatic leadership) are all tools that are used by leaders that implement transformational leadership (Northouse, 2010). The leaders of tomorrow will also have

to make adjustments to their leadership styles and develop new leadership style combinations to become effective leaders in more complex organizations (Northouse, 2010).

Leaders are going to have to learn, develop, and understand new leadership styles as the organizational culture begins to change with organizations becoming global. Each culture looks at leadership in a different way but some basic foundations remain in all cultures, such as forward-thinking and honesty (Masood et al., 2006). “For example, national differences exist among countries on the basis of universalism versus particularism, individualism versus collectivism, neutrality versus emotionality, specificity versus diffuseness, focus on achievement versus ascription, focus on past versus present versus future, and an internal focus versus an external focus” (Masood et al., 2006, p. 943).

These issues provide for complex organizational environments that call for leaders to be innovative and use advance technology to stay competitive within an organization. These leaders must be prepared to deal with complex situations where they have to solve issues and not always have the benefit of a face-to-face with the followers (Masood et al., 2006). The leadership model of the future must prepare the leader to address these situations and provide leadership training in different cultures that associate with the organization. Transformational leadership is the leading leadership model for current organizations but all aspects of available leadership models must be used in different aspects and within different situations to ensure a leader can remain effective in any work environment (Masood et al., 2006).

The Leadership Models & Public Safety

Public safety organizations are in constant need of change and improvements with how leadership is implemented within the ranks (Anderson et al., 2006). As senior leaders retire and follower’s step up to become public safety leaders, these leadership models are very important to effective leadership. Leader-follower relationships are equally important because the mission of public safety organizations require the protection of life and property. For example, police officers are expected to be more sensitive to the needs of the community, maintain a high level of ethical standards, provide a higher standard of leadership, and always be accountable for their actions (Ortmeier & Meese III, 2010).

The community members rely on public safety leaders to develop followers that they can trust to uphold society’s laws and respond to disaster situations. The leaders must implement the appropriate leadership models and styles that will train and develop responsible first responders. One avenue of approach is for leaders to conduct regular ethics training for all first responders and leaders must also attend this training. Leaders that set a high standard of performance will develop first responders that emulate their leaders (Ortmeier & Meese III, 2010).

Leaders must also continue to learn other leadership models and continue to develop their personal and professional leadership styles (Anderson et al., 2006). Public safety officials are constantly being watched and looked up to, even when they aren’t on duty. Therefore, public safety leaders must focus on both leadership styles and continue to improve on being an effective leader within and outside their organization. Leaders must also continue to coach their followers on making sound and ethical decisions, which can be accomplished by effectively implementing the three leadership models discussed (Anderson et al., 2006).

Participative leadership allows the leader and the follower to discuss important ways to deal with public safety issues. The public safety official that is constantly dealing with the public will have knowledge gained through reflection in action that can benefit in providing the leader with information that will increase the chances of making a sound decision (Kim, 2002).

Leaders that don't interact a lot with the community must listen to the individuals that do, so that sound decisions are being made and the action that best works for the community is taking place. The technical rationality is not the best solution when dealing with an issue that has a pulse. Leaders must come to realize this and listen to their followers in order to continue to be an effective leader (Ortmeier & Meese III, 2010).

Public safety organization leaders must also use situational leadership to provide over watch of the actions taken by their followers. There have been numerous issues of abuse of power by public safety officials, which is evident by numerous reports in the daily news. If the leaders fail to hold their followers accountable for their actions then they will be held accountable by senior leaders and community members. (Anderson et al., 2006). The various leadership models discussed provide the framework for public safety leaders to address organizational and community concerns. The leader-follower relationship must be established and the leader must implement a form of charismatic leadership within their leadership style when dealing with their followers and community members. (Boerner et al., 2008). These are important aspects to effective leadership within the public safety organizations. (Anderson et al., 2006).

Conclusion

This paper has compared three leadership models and these leadership models were participative, situational, and charismatic leadership. Participative leadership allows the followers to gain ownership to the assigned task and take an active role in the decision-making process. Situational leadership provides a foundation of situational leadership styles that allow the leader to provide a selected level of oversight to the task being completed. Charismatic leadership allows the leader to build effective leader-follower relationships that will self-motivate followers to complete the assigned task and often make personal sacrifices to do so. These leadership models provide the foundation for every leader to stand upon and develop into an effective leader.

The development of each leadership model was examined and its relative effectiveness was explained in detail. Participative leadership was developed to establish a cohesive working relationship between the leader and the follower. The leader discusses the assigned task with the followers and allows the followers to provide input during the decision-making process. After this is accomplished the leader reverts to their situational leadership style and charismatic leadership style to oversee the execution of the task and provides further guidance as needed until the task is completed. The combining of these three leadership models allows the leader to effectively ensure each organizational task is completed.

Transformational leadership was identified as a leadership model that is similar and has a direct effect on the three leadership models. Transformational leadership is a leadership style that allows leaders to transform followers during organizational change. Characteristics and styles from the three leadership models are often used when a leader implements transformational leadership. These leadership models must be combined and massaged to fit each organizational situation in order for the leader to remain effective in carrying out the organizational goals.

The three leadership models were compared based on their similarities and how they can develop and lead a person to become an effective leader. Participative leadership, situational leadership, and charismatic leadership function off of an established leader-follower relationship. The implementation of each leadership model builds on this relationship and provides an organizational environment that promotes job satisfaction and high moral. These models also instill leader-follower interaction that increases the flow of communication and understanding of all the organizational goals and tasks.

These leadership models address the needs of the organization to function effectively in the 21st Century. As organizations become more complex and global, the organizational leaders must also be prepared to develop new and improved leadership models that will allow them to remain effective leaders. Innovation and advance technology are changing organizations and the organizational culture is becoming worldwide. Leaders must learn new leadership models and style that are being used by leaders around the world if they expect to remain effective and competitive within their organization.

Public safety organizations have a higher responsibility because they are charged with the protection of life and property. Leaders must be held at a higher standard and that must be passed down through the leader to the follower. Followers must be constantly trained as leaders because of the level of responsibilities that come with being a first responder. First responders must make life and death decisions, often with little to no guidance from a leader, therefore; leadership coaching is paramount to success. Leaders must become involved in the daily business of their followers and the community members so that sound decisions can be made when changes are made to operating procedures.

Leaders must be prepared to account for their actions and the actions of their followers. Public safety officials must utilize all the leadership models at their disposal to ensure the followers are getting the best coaching, knowledge, and training possible to perform at their best. One of the hardest relationships to rebuild is the one between the community and the public safety officials. Therefore, the leader-follower relationship must be fluid and constantly improved through the gaining of knowledge, experience, and interaction.

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