

FULL RANGE LEADERSHIP STYLES AND ORGANISATIONAL PERFORMANCE: BIBLIOMETRIC ANALYSE

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Abstract: The success of organizations, regardless of the market segment or industry in which they operate, is determined by the knowledge, skills, and involvement of employees, alongside the role of leadership in coordinating them and obtaining a sustainable competitive advantage. Within organizations, leadership is associated with performance and is perceived through the ability to achieve the set objectives, for and with the support of the company's staff. The results obtained depend on how and how well managers know how to delegate tasks and, at the same time, help team members reach their maximum potential. Much of the leadership research is focused on identifying effective leadership and what it entails, but there are still many confusions due to independent approaches in a variety of publications, the use of undefined terms, or unclear definitions. Several studies focus on analyzing leadership used in multinational corporations, using various theories, methodologies, and technologies, some of which link to organizational performance. In the context where more than 10,000 studies (identified in Scopus citations) address Leadership Style and fewer than 100 address Full Range Leadership, new concerns in the field are emerging that need to be further explored and developed. Following an examination of how the elements of Full Range Leadership, specifically Transformation, Transactional, Laissez Faire, Extra Effort, Effectiveness, Job Satisfaction, and Organizational Performance, are treated in the specialized literature, a number of research gaps emerged, which the authors intend to fill with this paper. To accomplish this goal, the most significant terms, particularly those pertaining to the Full Range Leadership component, were analyzed by utilizing the Scopus database. Consequently, it became evident that there exists an inadequate level of academic inquiry in the domain focused on the art of leadership, particularly regarding studies on the Full Range component of the Leadership concept.

Keywords: full range leadership styles, leadership results, extra effort, effectiveness, job satisfaction, organizational performance

1 INTRODUCTION

Since 1996, Bass and Avolio, in their publication Multifactor Leadership Questionnaire (Bass, Avolio, 1996), indicate that the Multifactor Leadership Questionnaire (MLQ) has been extensively utilized in both field and laboratory research to examine transformational (TR), transactional (TZ), and passive/avoidant, laissez-faire (LF) leadership styles (fundamentally elements of the Full Range Leadership Style - FRLS).

In this regard, they delineate two variants of the questionnaire, specifically the MLQ (5X Short), which comprises 45 items that identify and assess leadership and performance behaviors, and the

MLQ (5X-Long) version, which incorporates two additional terms, thereby broadening the questionnaire's scope.

Further, Antonakis, J. (Antonakis et al. , 2003), substantiates the validity of the MLQ by proposing that leadership evaluations may be influenced by the context in which leadership is perceived and assessed. Subsequently, Avolio released a manual concerning the emergence and evolution of the Full Range Leadership component (Avolio, 2010), in which he asserts that leadership ought to be regarded as a system, comprised of the input elements, the process, and the outcomes.

Table 1 presents the main advantages, disadvantages, and characteristics of the three mentioned leadership styles.

Table 1. The main characteristics of the styles that make up the Full Range Leadership Style

Full Range Leadership Style			
Characteristics	Components		
	Transformational	Transactional	Laissez Faire
Effectiveness	High	Moderate	Low
Characteristics	Idealized Influence, Inspirational Motivation, Intellectual Stimulation	Positive Reward, Active Monitoring	Absence of Leadership, Avoidance of Decision-Making, Inefficiency
Context of Applicability	Considered optimal, situational factors matter	Works well in stable environments	Fits self-managed teams
Results	Performance, creativity, and employee satisfaction	Responsibility	Often leads to chaos
Outcomes	Positive	Moderate	Negative
Risks		May stifle motivation	Often leads to chaos
Components	Idealized Influence, Inspirational Motivation, Intellectual Stimulation	Proactive Monitoring, Correcting Deviations, Management by Exception	Minimum Active Leadership, Decision-making avoided, Minimal Guidance
Impact on Organizational Performance	Innovation and adaptability, Employee involvement, Long-term performance	Efficiency and short-term objectives, Contingent rewards	Low responsibility, Inefficiency and ambiguity, Low employee morale

In the initial work referenced earlier (Bass, Avolio, 1996), the authors state that this concept of leadership (Full Range Leadership-FRLS) encompasses the three leadership styles (TR, TZ,

LF), previously noted, which illustrate varying levels of engagement and effectiveness of the leader.

Full Range Leadership highlights that organizational performance reaches its maximum when leaders prioritize transformational behaviors to stimulate engagement and innovation, while using transactional techniques for structuring and while avoiding the passivity of laissez-faire.

2 METHODOLOGY

Our investigation will concentrate on examining the status of FRLS Leadership through its three elements: TR, TZ, and LF, within the overarching framework of Leadership as a discipline and the connections that can be formed between it and Organizational Performance. Particular emphasis is also given to the amalgamation of research-generated potentials such as Extra Effort, Efficacy, and Job Satisfaction.

For this purpose, we have formed three term pairings, through which we attempt to establish the sought-after connections, namely:

- A. The Link Between Leadership Style and Organizational Performance,
- B. Full Range Leadership Styles,
- C. Leadership Style, Effectiveness, Job Satisfaction, Organizational Performance.

We then followed a path, as presented in Figure 1. Thus, we started bibliometric research by identifying the main themes addressed to date in the specialized literature regarding leadership styles, with a focus on Full Range Leadership, its components, and derivatives. We continued by querying the Scopus database regarding the published works, related to the three search categories A, B, and C, presenting the most important results.

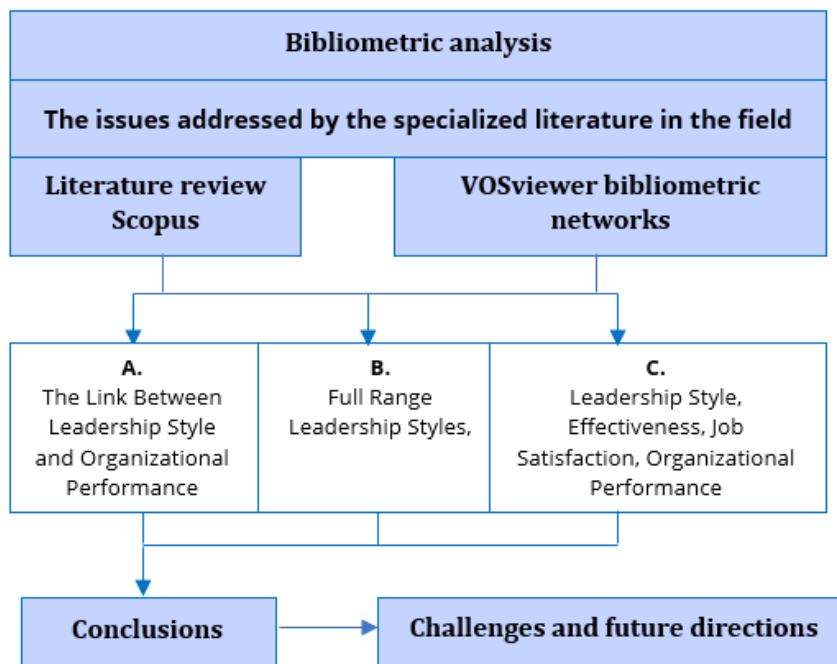


Figure 1. The roadmap of the methodology

The research continued with the introduction of tabular results in CSV and Excel format, provided because of the mentioned searches, into the VosViewer software,

presenting the relationships that can be established for each of the three searches. The paper concludes with conclusions and proposals for future research.

3 BIBLIOGRAPHIC ANALYSIS

3.1 *The Issues Addressed by the Specialized Literature in the Field*

By analyzing several publications in the field, several aspects can be highlighted, such as:

3.1.1 Defining leadership with different approaches

- The way to provide direction, implement plans, and motivate (Belias, Koustelios, 2014);
- The behavior model exhibited when attempting to influence the activities of others (Hersey, Blanchard, 1996);
- The process through which a leadership team motivates a group to participate in achieving objectives (Gardner, 1993);
- A set of behaviors that a leader consciously selects and uses optimally depending on the situation (Busari et al., 2019).

3.1.2 Defining and Characterizing Transformational Leadership

- A "relationship that stimulates the formation of leaders..." (Burns, 1978);
- The type of leadership that generates awareness of the team's and organization's vision (Bass, Avolio, 1994);
- Leadership that generates the transformational process and inspires a vision (Hechanova, Cementina-Olpoc, 2013);

3.1.3 Defining and Characterizing Transactional Leadership

- A mobilization process by individuals with certain motives and values to achieve specific objectives of the leader (Burns, 1978);
- Transactional leadership is more suitable for stable organizations or economies (Carter, Greer, 2013);

- Contingent reward represents the factor that forms the basis of the constructive element of the leader's behavior (Bass, Avolio, 1996).

3.1.4 Characterizations of Passive Leadership

- Leadership is lacking; the leader refrains from intervening, there are no exchanges or agreements with subordinates, and decisions are frequently postponed (Bass, Avolio, 1994);
- It was linked to knowledge, which originates from trust, thereby exerting an indirect negative influence on employee perceptions. (Holtz, Hu, 2017);
- A form of leadership where the leader does not take proactive actions, but rather responds to events and conditions as they occur (Schubert, 1988).

3.1.5 Organizational Performance

- Mulang, H. (Mulang, 2021) articulated that performance refers to the fulfillment of essential needs, the attainment of goals, as well as the recognition of critical dimensions of resilience;
- Kumar Basu, K. (Kumar, 2015) characterized leadership performance measurement as the process of incorporating into evaluation wisdom, excellence, and interpersonal skills;
- Organizational performance arises from multiple core attributes (Gadirajurrett, 2018): team members are required to cohesively integrate their actions, teams are essential for functioning in dynamic settings, and effective team leadership signifies its performance. Mulang, H. (Mulang, 2021) defined performance as the satisfaction of fundamental needs, the achievement of goals, as well as identifying important aspects of endurance;

3.2 Identification of the most important works that have addressed topics in the field of study

To identify the most important works published in the field, I entered the previously

mentioned term associations into the Scopus bibliographic database, with the primary results presented in Table 2.

Table 2. The most important works published in the field of leadership, with references to Full Range Leadership and Organizational Culture. Source: adapted from Rădulescu et al., 2024

Search	The nature of search	Paper	Publications	Nr. of citations
A	The oldest	(Pearson, Davies, 1981)	R&D Management	6
	The most cited	1 (Ogbonna, Harris, 2000)	Intern. Journal of Human Resource Management	533
		2 (Naqshband, Choudhary, 2019)	Management Decision	130
		3 (Para-González et al. 2018).	Employee Relations	114
The most relevant	(Pearson, Davies, 1981)	R&D Management	6	
B	The oldest	(As-Sadeq, Khoury, 2006)	Journal of Management Development	19
	The most cited	1 (Yahaya, Ebrahim, 2016)	Journal of Management Development	221
		2 (Ryan, Tipu, 2013)	Journal of Business Research	122
		3 (Zhang, Cao, Wang, 2018)	International Journal of Project Management	97
The most relevant	Khan, S. I. (2024)	Journal of High Technology Management Research	3	
C	The oldest	(DeGroot, Kiker, Cross, 2000)	Canadian Journal of Administrative Sciences	230
	The most cited	1 (DeGroot, Kiker, Cross, 2000)	Canadian Journal of Administrative Sciences	230
		2 (Alonderiene, Majauskaite, 2016).	International Journal of Educational Management	137
		3 (Vermeeren, Kuipers, Steijn, 2014).	Review of Public Personnel Administration	103
The most relevant	(Vermeeren, Kuipers, Steijn, 2014).	Review of Public Personnel Administration	103	

The earliest work derived from the inquiry utilizing the terms "The Link Between Leadership Style and Performance," as noted in Scopus (Pearson, Davies, 1981), establishes a link between the leadership styles employed in research and development and the Hersey and Blanchard leadership model.

The most frequently cited works to date in this search address the following issues:

1. Investigating the nature of the relationship that can be formed between leadership and organizational culture (Ogbonna & Harris, 2000).

2. Examining the relationships that can be articulated between responsible leadership style and the categories of open innovation: inbound and outbound (Naqshbandi et al., 2019).

3. Para-González's study explores in their paper (Para-González et al., 2018) the potential mediation mechanisms of human resource management that may be present in leadership.

The study of Riva's (Riva et al., 2021), flagged by the same database as the most significant, examines the impact of ecological knowledge on transformational ecological leadership concerning the environmental performance of organizations.

The earliest research resulting from the inquiry "Full Range Leadership Styles," noted in Scopus (As-Sadeq, Khoury, 2006), determined that in the location where the study was conducted – Palestine, the TL style is the most commonly applied; TR leadership was applied less often, whereas LF was the least employed, particularly among leaders with lower prior education and managerial experience.

The most frequently cited works to date in this search relate to the following issues:

1. Yahaya, Ebrahim, 2016: The objective of this paper is to explore the relationship between Bass's (1985) leadership dimensions (TR, TZ, LF) and various outcome variables (extra effort and employee satisfaction with the leader, in conjunction with leadership effectiveness) and organizational commitment.

2. Ryan, Tipu, 2013: This paper examines the leadership dimensions of the FRLS leadership model used in Pakistan and its relationship with the tendency for innovation.

3. Zhang et al., 2018: This paper contributes to the research on the mediation mechanism of the FRLS Model, proposing criteria for collaboration satisfaction and the IE model in the IPD project.

Recently published in 2024, Khan's work (Khan, 2024) is considered the most relevant for this search, as it uses the multifactor leadership questionnaire to determine authority styles based on leadership development theory.

The oldest paper resulting from the search "Leadership Style, Effectiveness, Job Satisfaction, Organizational Performance," cited in Scopus is: DeGroot et al., 2000, is highly cited with 230 citations. The study applies meta-analysis to evaluate the relationship between charismatic leadership style and leadership effectiveness.

The following cited studies address issues such as:

1. Alonderiene and Majauskaite, (2016): the impact of leadership style on job satisfaction among faculty members in higher education institutions, noting that there is a gap in leadership studies in higher education institutions, at least at the level of Lithuania.

2. This study carried on by Vermeeren et al. (2014) examines the relationship between public organizational performance and human resource management (HRM), finding that: (a) a mediating variable in the relationship between HRM and organizational performance is job satisfaction; (b) an encouraging leadership style has a positive effect on the quantity of HR practices used, while (c) a corrective leadership style has no effect.

3.3 Bibliographic / bibliometric analysis regarding the identification of key research needs in the field of leadership style, with a focus on full-range leadership styles and the concepts derived from them

The first issue addressed was:

What are the most relevant keywords in defining leadership styles and the characteristics of leadership styles in the three searches (A, B, and C), through term associations, as mentioned earlier?

Table 3. presents the most important keywords related to the correlation between the terms used in the three searches. The table initially presents the link between "The Relationship between Leadership Style and Performance," then expands to include "Full

Range Leadership Styles" and finally adds the terms "Effectiveness," "Job Satisfaction," and "Organizational Performance." Primary search terms such as Leadership, Transformation,

Transactional, Laissez-faire, Performance, Job Satisfaction, and Organizational Culture and Climate consistently rank among the top ten results for all searches.

Table 3. The most relevant keywords regarding the association of Leadership Styles, respectively Full Range Leadership Styles, Effectiveness, Job Satisfaction, Organizational Performance (Rădulescu et al, 2024)

A		B		C	
	No.		No.		No.
Leadership	47	Transformational Leadership	9	Leadership Style	6
Transformational Leadership	36	Leadership Styles	8	Job Satisfaction	6
Leadership Style	29	Leadership	8	Leadership	3
Human Performance	19	Transactional Leadership	5	Employee Performance	3
	15	Organizational Commitment	3	Transformational Leadership	2
Transactional Leadership	13	Laissez-faire Leadership	3	Organizational Culture	2
Job Satisfaction	10	Transformational	2	Organizational Climate	2
Job Performance	10	Meta-analysis	2	Emotional Intelligence	2
Innovation	6	Full-range Leadership Theory	2	Work Environments	1
Employee Performance	6	Emotional Intelligence	2	Transformational Leadership	1
Total Keywords	181	Total Keywords	44	Total Keywords	28

The inquiry related to the discipline discussed in the publications listed in the three term associations (Table 4) consistently prioritizes the same fields, arranged as they are presented in the table, in the foremost positions.

In this case, as in the previous one, there is a significant decrease in the number of publications addressing searches of type B and C. However, even in the case of search type A, the number of publications is very low compared to those addressing the general field of Leadership. This fact is also confirmed by the low number of works published for each year in the last ten years analyzed (Table 5), as well as by the number of publications by the countries of origin of the first authors (Table 6).

Table 4. The number of occurrences reported in the field for the first seven fields addressed as the main theme.

Bibliometric search	A	B	C
Subject area	No.	No.	No.
Business, Management and Accounting	81	14	11
Social Sciences	28	7	7
Engineering	18	1	1
Economics, Econometrics and Finance	18	1	2
Decision Sciences	12	2	1

Environmental Science	9	1	1
Multidisciplinary	17	1	5
Total Subject area	180	27	28

Table 5. The number of occurrences in the field reported for the last ten years

Bibliometric search	A	B	C
Year	No.	No.	No.
2025	1	-	1
2024	13	2	3
2023	11	4	-
2022	10	-	1
2021	5	1	1
2020	14	5	-
2019	15	-	-
2018	9	1	2
2017	6	-	-
2016	3	1	2
Total Papers	87	14	10

Table 6. The number of occurrences in the field reported for the first ten countries of origin of the main authors.

Country	No.	Country	No.	Country	No
United States	18	United States	3	India	3
United Kingdom	12	U.A. Emirates	2	United States	2
Malaysia	11	United Kingdom	1	South Africa	2
China	10	Turkey	1	China	2
Pakistan	8	Thailand	1	Yemen	1

Turkey	6	Sri Lanka	1	Singapore	1
Spain	5	South Africa	1	Romania	1
Indonesia	5	Portugal	1	Portugal	1
India	5	Palestine	1	Netherlands	1
Australia	5	Netherlands	1	Malaysia	1
Total Papers	85		13		15

3.4 Identification of relevant research gaps using the VosViewer software

Utilizing the VOSviewer software, we conducted a keyword co-occurrence analysis based on the data found in Scopus. In earlier studies (Rădulescu et al, 2024), we noted that this tool has various features, of which we highlight:

- The software creates a map composed of nodes, with the space between the nodes indicating the strength of the connection between the words entered for processing (22 selected keywords), (Rădulescu et al, 2024),
- The closest proximity of nodes signifies the strongest connection between keywords, and the size of the node is directly proportional to the quantity of documents that contain those keywords, (Rădulescu et al, 2024),
- Each point on a map is assigned a color according to the density of elements present, with the color being determined by the number of elements nearby.

• The more significant an item, the larger its label and circle (Rădulescu et al, 2024),.

The following figures illustrate these correlational images, specifically the Keyword Co-Occurrence Network (Rădulescu et al, 2024), as follows: Figure 2. Relationship between leadership style and performance, Figure 3. Full range leadership styles, Figure 4. Leadership

style, Effectiveness, Job satisfaction, Organizational performance. Furthermore, after each figure, we have recorded the number of

clusters formed and the terms included within each.

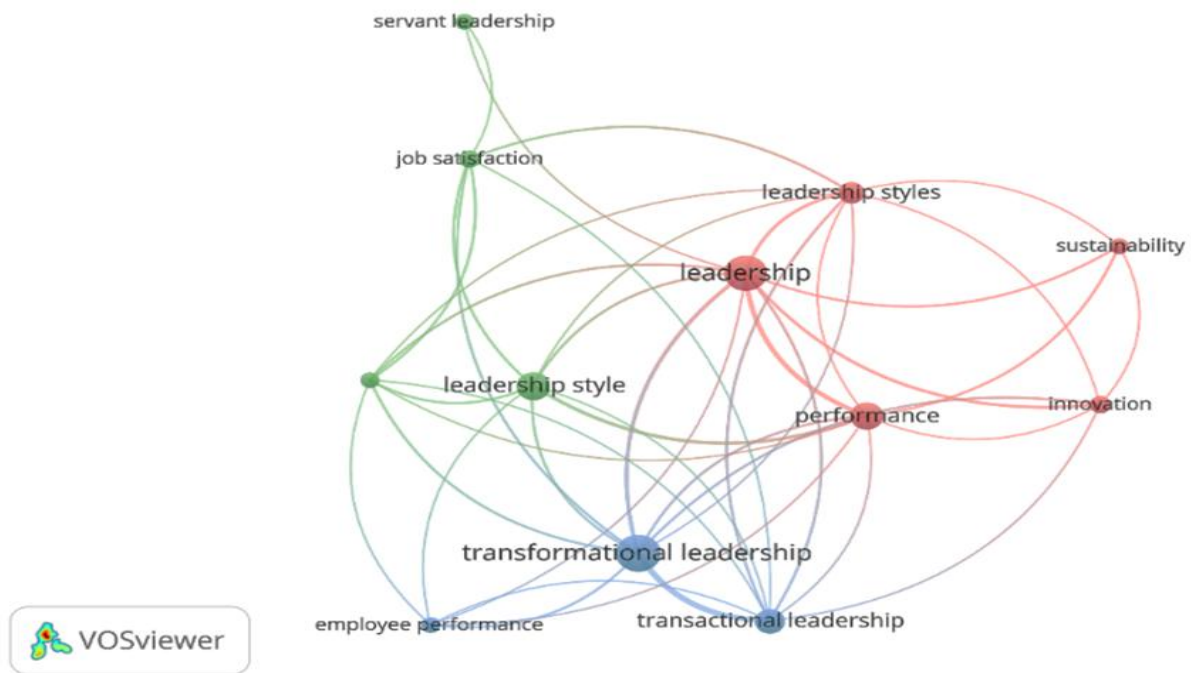


Figure 2. Keyword co-occurrence network The Link Between Leadership Style and Performance (Minimum number of occurrences of a keyword 5, of the 560 keywords, 12 meet the threshold).

These form 3 clusters:

Cluster 1 (5 Items): innovation, leadership, leadership styles, performance, sustainability.

Cluster 2 (4 Items): job performance, job satisfaction, leadership style, servant leadership.

Cluster 3 (3 Items): employee performance, transactional leadership, transformational leadership.

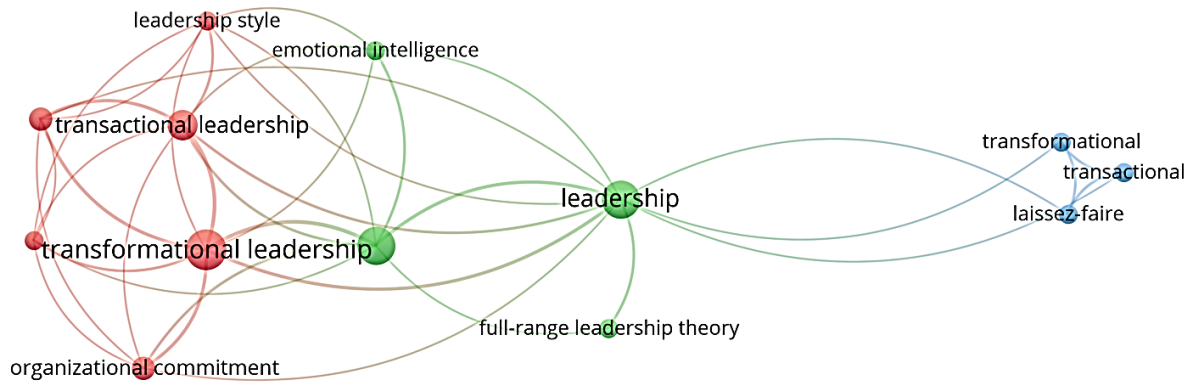


Figure 3. Keyword co-occurrence network Full Range Leadership Styles

(Minimum number of occurrences of a keyword 2, of the 93 keywords, 13 meet the threshold)

These form 3 clusters:

Cluster 1 (6 Items): laissez-faire leadership, leadership style, meta-analysis, organizational commitment, transactional leadership, transformational leadership.

Cluster 2 (4 Items): emotional intelligence, full-range leadership theory, leadership, leadership styles.

Cluster 3 (3 Items): laissez-faire, transactional, transformational.

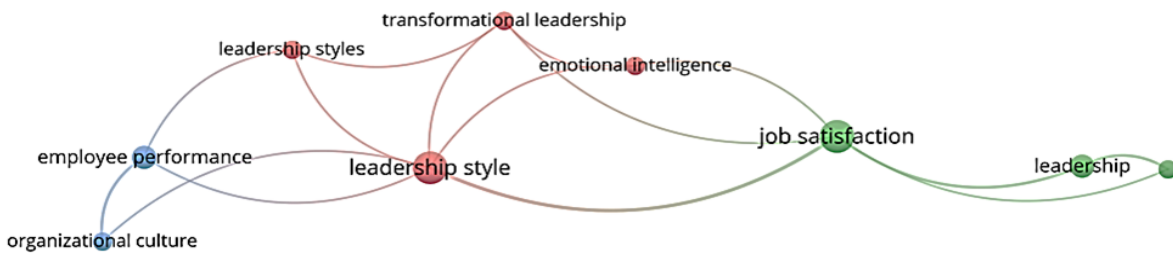


Figure 4. Keyword co-occurrence network Leadership Style, Effectiveness, Job Satisfaction, Organizational Performance (Minimum number of occurrences of a keyword 2, of the 77 keywords, 9 meet the threshold)

These form 3 clusters:

Cluster 1 (4 Items): emotional intelligence, leadership style, leadership styles, transformational leadership;

Cluster 2 (3 Items): job satisfaction, leadership, organizational climate

Cluster 3 (2 Items): employee performance, organizational culture

4 CONCLUSIONS

All of these inquiries seek resolutions in hundreds of studies and research endeavors, acknowledged prior to 1940, as it must be emphasized that delineating the function of a leadership model (or leadership culture) is a crucial factor in the future of any organization. Leadership theories seek to elucidate the emergence, nature, and repercussions of leadership, while management theories concentrate on leadership activities and their impacts, with frameworks that delineate the interaction between the involved variables.

Undertaking a retrospective examination of the three components of the Full Range Leadership Style, we can discern the following:

Transformational leadership is globally acknowledged as the most efficacious, concentrating on inspiring and motivating followers through vision, intellectual stimulation, and personalized support, which can reliably yield the most favorable organizational outcomes.

Transactional Leadership is considered less effective in bringing extraordinary performance but remains crucial in stable or crisis scenarios requiring structure, clarity, and the achievement of short-term objectives. It is based on a reward-and-punishment approach to achieving the proposed goals. Active leadership (transformational or transactional) is essential to avoid ambiguity and disorganization.

The application of Passive Leadership, of the Laissez-Faire type, may lead to poor outcomes, such as disengagement and inefficiency. Although its application often leads to chaos, it can be used when the team's autonomy is very high.

Organizations should prioritize training leaders by emphasizing transformational behaviors, while also highlighting opportunities for applying transactional leadership. Well-designed feedback mechanisms can help leaders identify cases of passive or rigid approaches, along with their effects and outcomes.

5 LIMITATIONS OF THE RESEARCH AND FUTURE DIRECTIONS

Although the paper provides significant insights into the position of FRLS, its three components, and their derivatives within the specialized literature, it is crucial to acknowledge its limitations. Firstly, these limitations stem from the reliance on a single database, Scopus, and a limited number of statistical analyses.

There are still a scarcity of studies in the field for the aggregation of these analyses to yield conclusive results. It is imperative to enhance research in this area and to develop manuals for the implementation of each of the three leadership methods that constitute FRLS.

The authors of the paper plan to repeat the analysis through similar studies conducted periodically to determine the evolution of the field and the research opportunities that emerge from them.

Despite notable advancements, challenges persist in the field of leadership, particularly concerning the component leadership categories of FRLS, as outlined below:

- Merging data from various statistical outcomes derived from the analysis of publications indexed in diverse databases and managing substantial volumes of generated data.

- The impact of the environment examined through the lens of the consequences of implementing one leadership style over another.

By intensifying research in the domain of Full Range Leadership, new perspectives will emerge, including:

- Identifying the causes, in terms of adopting a specific leadership style, for the failure of organizations/businesses/investments.

- Enhancing research potential by integrating different categories of leadership tailored to the situation, while avoiding a one-size-fits-all approach to leadership in managing the entire process within an organization.

- Fostering collaboration between the academic sphere and industry for the practical application of leadership techniques.
- Improving the integration of emerging technologies such as IoT and AI within the field of leadership.

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