

The Leadership Styles and Quality Management: A Literature Review

Muhammad Haroon Rehan¹ Muhammad Adeel² Irfanullah Khan³

1. Manager, Meezan Bank, Dera Ismail Khan Branch, Khyber Pakhtunkhwa, Pakistan

2. Qurtuba University of Science & Technology, Dera Ismail Khan, KP, Pakistan

3. Department of Public Administration, Gomal University, Dera Ismail Khan, KP, Pakistan

Abstract

The present research leads to explore the relationship among leadership and quality management practices. The current study focuses on examining the impact of transformational and transactional leadership on quality management practices with respect to different organizations that has a system of quality management. Quality management practices are the basic ingredient of total quality management and play a significant role in development of the country. Though, the theoretical evidence about the quality management and leadership styles is well explored by researcher but still it is bit confusing that which type of leadership is the most suitable to these organizations. In this regard, the current study shortly explore by utilizing the existing research regarding the above said phenomenon.

Keywords: Leadership Styles and Quality Management

1. INTRODUCTION

Numerous researchers investigated the concept of quality management and commented the point of interest that enervate quality management concept due to varied belongings to various individuals exist as a general rule. They clarify that what are the normal attributes of quality management practices and what are the regular practices by organization amid execution of these quality management practices (Antonakis, Avolio and Sivasub, 2006). They clarify in point of interest the conventional procedure of quality management practices and additionally discovered diverse intercessions that are fitting for organization changes. They discovered three primary standards for organization to apply fitting mediations and these are; if performance of organization and also their abilities is expanded; if customer prerequisite are pleased; and fulfillment of individuals and amid working hours and larger amount of representatives information (Bass, Avolio, Jung & Berson, 2008). In the event that all these three criteria's are connected in right bearing by organization their adequacy and effectiveness will be at most elevated extent.

Being a very effective organizational factor in work context, leadership has remained one of the hot topics across decades for organizational researchers and from a wide range of theoretical standpoint. The leadership is in vicinity on this globe from the day a gathering of individuals held hands together for the consummation of basic objectives however the scholars started to study leadership as a piece of scholarly and organizational orders in the early period of 20th century (Lussier & Achua, 2010). The point of leadership has been in center subsequent to quite a while and inevitably turned into a theme of extraordinary enthusiasm as leaders need to furnish with rules and rouse others towards achievement of undertakings. So the research started on centering the viability of leaders to cultivate a positive change and achievement of individual and organizational tasks (Atkinson & Pilgreen, 2011).

Leadership is a theme with an incomprehensible request as a large portion of the general population are specifically or in a roundabout way, intentionally or unwittingly, included during the time spent being affected or impacting others in the part of leadership. Individuals are constantly inspired by knowing the parts that donate in building a standard individual an extraordinary leader. The early investigations of leadership had a distinctive spotlight on persona of leaders and termed as characteristic speculations of leadership (Senthamil & Palanichamy, 2013). At that point it turned towards examining the conduct of leaders and a period of behavioral assumptions entered the competition with an accentuation on the communication of leaders with others. In past, the researchers presented the idea of transformational leadership which soon snatched the consideration of the researchers and experts. This idea was contemplated and refined to assemble a full range leadership model.

2. THE LITERATURE REVIEW

2.1 The leadership

The leadership studies began with the qualities style and included behavior of leaders and situational considers later on deciding leadership adequacy. One of the speculations which are getting a charge out of significance and constant research and improvement is the theory of transactional and transformational leadership (Paracha, Qamar, Mirza & Waqas, 2012). This theory of leadership practices is called "cutting-edge leadership theory". The transformational style incorporate four noteworthy fixings to rouse representative and get them included into the work exercises including glorified impact, uplifting inspiration, individualized thought and intellectual incitement (Garg & Ramjee, 2013). The other class, transactional leaders, distinguishes particular errands and furnish with

conceivable rewards in the event that the assignments are accomplished. "Leadership style is the way and methodology of giving guidance, executing arrangements and inspiring individuals". Leadership styles are reflected in practices and dispositions, yet these thusly are the result of complex cooperation between the way they think and feel (Josanov & Pavlovic, 2014).

Numerous styles of leadership in management and administration were investigated that depend upon various beliefs and assumptions. The style that people use will be founded on a blend of their principles, inclinations and qualities, and also the organizational culture and standards which will empower a few styles and dishearten others. Compelling leadership is the main upper hand that will persist (Justin & Wilton, 2014). At one level, the concept of leadership style is easy to characterize: the style a leader embraces in their dealings with the individuals who tail them. Basically, this is a presumption that there is a privilege and a wrong style. By management literature, the fitting style will rely on upon a wide assortment of criteria, including the relationship between the gatherings included, the nature of what should be done and the match or crisscross between the trouble of the undertaking and the capabilities accessible (Osabiya & Ikenga, 2015). Be that as it may, this very directness covers an a great deal more perplexing subject.

2.1.1 The Definitions of leadership

This model spotlights on a complete extent of leadership from transformational to avoidant leadership. The going with study has an objective of making sense of the prevalent leadership style in broad and isolated advanced education establishments (Bass, 1998). Leadership specialists have given numerous definitions for the term leadership. Leadership is the behavioural procedure of affecting people or gatherings toward set objectives (Sarros & Santora, 2001). Another characterized leadership as takes after: Leadership is both a property and a procedure. The procedures of leadership are the application of non-coercive impact to immediate and coordinate the exercises of the individuals from a sorted out gathering toward the achievement of gathering targets (Chen & Fahr, 2002). As a property, leadership is the arrangement of characteristics or qualities credited to the individuals who are seen to effectively utilize such impact.

The accessible writing characterizes leadership as a procedure of affecting the exercises of individuals from a gathering in performing their errand of objective setting and objective accomplishment (Antonakis, Avolio & Sivasub, 2003). It likewise depicts leadership as a procedure of impacting individual and gathering exercises toward objective setting and objective accomplishment. Judge and Piccolo (2004) characterizes leadership as the capacity of management to set up, practice and lead a long haul vision for the organization, driven by changing client prerequisites, instead of an inward management control part. Emery and Barker (2007) characterizes the meaning of leadership as a social impact process including intentional quest for aggregate goals. The related writing likewise characterizes leadership as the capacity to impact a gathering toward the accomplishment of objectives.

2.1.2 The Leadership Styles

The leaders through spurring their representative to accomplishment the organization's objectives and adjust organizational progressions. Leadership had been depicted as far as the position, obligation, impact prepare, identity, an instrument to accomplish an objective and practices (Avolio & Bass, 2004). Having different researchers give most definitions is the demonstration of affecting the exercises of a sorted out gathering in its endeavors toward setting objective and accomplishment objective. The leaders who assembled developing so as to head a dream without bounds for organization, then leader speaking vision with representatives, in the meantime propelled the workers to overcome obstacles (Antonakis et al., 2006). The accessible writing outlines the leadership figures that incorporate romanticized impact, individualized thought, moving inspiration, scholarly incitement, management-by-objectives, unexpected reward and free enterprise.

Hypothetically, these components distinguish three expansive leadership sorts: transformational leadership, which incorporates romanticized impact, individualized thought, scholarly incitement and uplifting inspiration. The transactional leadership involves free enterprise, management-by-exemption and unexpected reward (Jayasingam & Cheng, 2009). The Laissez-faire leadership style mirrors an absence of leadership which shows itself as non-leadership conduct, having a penchant of getting away obligations. The Laissez-faire leaders show restricted investment in imperative organizational matters and slope to dawdle their reaction to basic issues. The shirking of association is a principal normal for the free enterprise leadership style. This shirking conduct prompts exorbitant disappointment among adherents and low level of supporters' self-regard (Senthamil & Palanichamy, 2013).

A. Transformational Leadership

Past studies have always reported that transformational leadership is more powerful, profitable, inventive and fulfilling to devotees, as both sides work towards the benefit of an organization impelled by shared dreams and values and also common trust and regard (Walumbwa, Orwa, Wang & Lawler, 2005). Transformational leaders regard supporters as people and would invest energy instructing them with a specific end goal to add to their capacities and along these lines make important trades between them. This suggests transformational leaders had faith in sharing of formalized force and all the more frequently practice the utilization of individual force (Limsila

& Ogunlana, 2007). Notwithstanding that, transformational leadership produces all the more a learning society than different sorts of leadership styles where the transformational leaders concentrate on new standards, innovative practices and better values. Idealized influence is magnetic piece of transformational leadership in which the leader turns into a good example who is appreciated regarded and copied by supporters (Bass et al., 2008).

The transformational leader recognizes the higher needs and inspirations of their followers and starts practices that emphasis on rousing their devotees to perform at more elevated amounts. Transformational leaders endeavor to build their followers' familiarity with the significance of accomplishing certain results and urge their followers to increase above their own particular self-enthusiasm for the purpose of the better gathering (Nazem & Hadadpour, 2013). Transformational leaders additionally draw in their adherents in developing their own particular capacities and seeking after objectives and targets in light of their own inborn inspiration. It is conceivable that transactional leadership makes the greater part out of the associations in the middle of leaders and supporters, albeit most leaders show both transactional and transformational leadership practices (Saqib et al., 2015). What changes between these leaders is the relative blend of these practices.

B. Transactional Leadership

On the other hand, this style of leadership might take the type of latent leadership, particularly when the pioneer practices inactive waiting so as to oversee by-special case for issues or issues to surface before taking remedial measure. Unforeseen prize depends on monetary and enthusiastic trades, by illuminating part prerequisites and compensating and parsing fancied results (Chiun, Ramayah & Wei, 2009). In unexpected rewards, the leader gives adherents material and psychological rewards dependent upon the satisfaction of contractual commitments. By giving unexpected prizes, a transactional leader may motivate a practical level of contribution, steadfastness, responsibility and execution from subordinates (Deluga, 2011). This trademark can be executed as a reward or increment in pay or acclaim that happen when the subordinate performs at satisfactory levels.

When they have not performed in a satisfactory level, they would get negative results: for instance, withholding ricochet or pay diminish. Management by special case dynamic depends on framework for effectively observing blunders and crevices in execution and undertakings; it is a restorative activity. Accordingly, it is a negative exchange, on the grounds that the pioneer screens deviations from standards and gives restorative activities (Joo & Lim, 2013). Management by special case uninvolved is comparative with dynamic however in such manner; the pioneer just holds up until deviations happen before mediating. This implies the leaders focus more to the subordinate when restorative activities are critical. In this manner, there are no preventive activities or endeavors by the leader to screen or impact execution (Zhu, Sosik & Ronald, 2014).

2.2 The Quality Management

The word quality has been grown from the Latin word *qualis*, signifying "what sort of". With a wide variety of implications and essences appended to it, quality is a troublesome and tricky term to characterize, having subsequently been alluded to as an elusive concept (Quazi and Chan, 2002). It is dangerous in light of the fact that it has a wide assortment of implications. The word suggests distinctive things to various individuals. It has, along these lines, been characterized with alternate points of view and introductions, as per the individual, the measures connected and the setting inside of which it is viewed as (Sousa and Voss, 2004). In the midst of the wide extent of such definitions, there is by all accounts no accord definition, yet they all arrangement either with the item or the administrations creating these items/administrations. From the viewpoint of the customer/clients, the element or administration based definition is more valuable. From the point of view of the organization giving products/benefits, the procedural viewpoint is more valuable (Chan and Quazi, 2007).

The literature shows that there is no best approach to implement quality management. Each quality program varies from organization to organization. However, the literature also suggested some basic criteria to determine whether an organization has selected the right practices (Khan, 2009). These criteria are; capability of better organizational performance; improved performance in meeting customer desires; and superior knowledge and work gratification for the organization member. For the past decade, in the extent of quality management, researchers have categorized quality management practices into core and infrastructure practices (Ismail & Ebrahimpour, 2012). The fundamental quality management are probable to lead directly to better quality performance. The infrastructure QMP are those practices that do not directly lead to better quality performance but do support the core quality management (Das, Paul & Swierczek, 2014).

2.3 The Leadership and Quality Management

The progression of leadership hypotheses and quality management practices confer the fundamental objectives of upgrading definitive execution and enhancing the work experience of various leveled parts. In any case it is dim what specific leadership styles will be most effective in affiliation looking for after quality management practices (Laohavichien, 2000). It is however clear that the piece of leadership is a key part in convincing quality organization in relationship as all impressiveness models joins leadership as an engaging driver. The piece of

leadership consolidates whole deal obligation to advancement and imaginativeness. Directing human resources is a key issue that requires administrative limit (Nguyen, 2004). Learning is a fundamental various leveled resource, and leadership expects a key part in empowering the acquirement of that data. Thusly, leaders must recognize characterized vision by supervising quality parts to change the firm into using quality administrative practices.

Total quality management gives an arrangement to implementing viable quality and efficiency actions that can shape the gainfulness and strength of organizations. Generally, add up to quality management gives positive advantages as far as diminished cost, expanded piece of the pie and enhanced productivity to organizations (Laohavichien, Fredendall & Cantrell, 2007). It has been discovered helpful in both small and expansive enterprises, and in both administration and assembling focused enterprises. Its viability, be that as it may, fluctuates to various degrees relying upon organizational qualities. Case in point, the adequacy of aggregate quality management projects was observed to be unequivocally connected to organizational structure. The writing uncovered that absence of leadership; barely engaged preparing, no long haul duty, absence of client center and the utilization of bland aggregate quality management models negatively affect the effective implementation of quality activities (Claver et al., 2008).

Moreover, analysts have found that the top organization support is vital for quality change. The study revealed that nonappearance of sponsorship from top organization was the best impediment to quality management practices use. Exactly when obligation and sponsorship from the top organization was planned, quality management practices utilization provoked a demeanor of joint effort and got various positive results, similar to quality change, advantage manufactures and upgraded organization style (Nam & Shareef, 2010). Added to the criticalness of top organization in quality management practices utilization, the visionary leadership was key for a convincing quality management program. As requirements, the scientists mulled over the quality of the associations among the distinctive quality organization creates and likewise between quality organization and definitive execution (Alharabi & Yousaf, 2013). They found that leadership astonishingly whether particularly or roundabout impacted all system units.

3. DISCUSSIONS

Leadership management is the most essential component for the effective implementation of the aggregate quality management, an announcement made by quality masters and confirmed by the aftereffects of incalculable studies, since it enhances execution, affecting other quality practices. In such manner, keeping in mind the end goal to oversee quality in the organization, quality ought to be arranged (Alharabi & Yousaf, 2014). The present study examined the effect of leadership styles on quality management practices implementation and to determine the under sticking instrument behind this relationship. Right now the research concentrates on identified with leadership is of more prominent significance as a result of its more profound effect over quality practices, by and large and organizationally (Saqib et al., 2014). For the researchers of operation management, it is of more prominent significance to question to reply of reasoning included in leadership styles and quality management practices relationship. Likewise, there are a scope of obstructions, for example, trepidation of losing management privileges at supervisory level and a scope of auxiliary variables that were found to have contrarily impacted powerful aggregate quality management practices.

Management is accountable for such defining so as to arrange values, destinations, frameworks to fulfill clients and a situation of learning and interior and outer collaboration. Through this, the management leadership with quality ought to be for all time noticeable in all management levels, since it functions as an aide and fortifies the procedure of implementation of quality management. These leaders hold the key part in choice making that sets out the institutional objectives and the procedures by which these objectives are accomplished (Razia, Bahaudin & Mujtaba, 2015). The leaders' activities are urgent in influencing the state of mind, conduct and capability of the employees in the foundation. Then again, organizational duty is one of the critical steady issues confronted by the establishments. Past writing has highlighted the significance of protecting conferred representatives as a part of survival for establishments. In this regard, the role of leadership is significant in nurturing the organizational behavior particularly the commitment of the employees.

4. CONCLUSION

The present study revealed very intriguing results about theoretically utilization of leadership styles (transactional and transformational) with respect to quality management practices with the fact that formerly just few studies stress the relationship between these leadership styles and quality management practices. The present study underline upon the significance of leaders part for reshaping the conduct of their employees and giving suitable standards to thrive quality management practices. The outcomes from this research found that top management support, organization for quality and representative interest are the most elevated components and the least are measurable quality system use and supplier quality management. Numerous research results have exposed that top management responsibility and leadership, instruction and preparing are the most vital components in an effective implementation of quality management practices.

Leadership was the way for individual who acts, empowers and backings to representatives and helped employee to finish undertakings which employees and supervisors were customary. It additionally characterized that leadership as an influence relationship in the middle of pioneers and supporters who proposed genuine changes and results that reflex their normal objective. Leadership implied that the best approach to deliver an unmistakable vision, give the self-assurance to their subordinates, made the point of interest through coordination and correspondence. Leadership has by and large been considered by different academicians and professionals as the top most vital theme in organizational conduct. Its significance stems out from the way that the organization's prosperity depends on the quality of the leaders overseeing them.

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