



EXPLAIN HOW YOU WOULD USE ONE OR MORE LEADERSHIP THEORIES OR APPROACHES TO PROVIDE THE QUALITY OF LEADERSHIP REQUIRED TO MAKE A MEDIUM SIZED MANUFACTURING COMPANY (CASE STUDY) A SUCCESSFUL COMPANY ONCE AGAIN

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Article Received on 08/05/2024

Article Revised on 28/05/2024

Article Accepted on 18/06/2024



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1 ABSTRACT

This research article examines the application of leadership theories and approaches to revitalize and ensure the sustained success of a medium-sized manufacturing company. The study presents a case analysis highlighting the challenges faced by the company, including declining productivity, employee morale, and market competitiveness.

By employing transformational leadership, the framework aims to

inspire and motivate employees towards a shared vision, fostering innovation and commitment to organizational goals. Additionally, the implementation of situational leadership allows for adaptive strategies tailored to the varying needs of the workforce and dynamic market conditions. The integration of servant leadership principles emphasizes the importance of ethical practices, employee empowerment, and community involvement in driving long-term success. The research underscores the critical role of effective leadership in navigating complex business environments and achieving operational excellence. Through a combination of visionary guidance, adaptive management, and ethical stewardship, the study provides actionable insights for leadership that can lead the company back to its pinnacle of success.

2 KEYWORD: Leadership, Excellence, Transformational leadership, Situational leadership, Servant leadership, Manufacturing company, Case study, Organizational success,

Employee motivation, Innovation, Adaptive strategies, Ethical practices, Employee empowerment, Community involvement, Operational excellence, Visionary guidance, Adaptive management, Ethical stewardship, Business revitalization, Market competitiveness.

3 INTRODUCTION

Effective leadership is widely recognized as a fundamental pillar of organizational success, permeating every aspect of operations from the shop floor to the executive suite (Pendleton and Furnham, 2012). It not only drives growth but also aligns organizational values with strategies, facilitating the achievement of both financial and non-financial objectives. At Medium-sized manufacturing company, the CEO underscores the pivotal role of leadership in navigating the organization towards excellence, emphasizing its profound impact on stakeholder satisfaction, whether internal or external.

This research article aims to delineate the most suitable leadership theories and approaches for the CEO and directors of Medium-sized manufacturing company as they navigate the formulation and execution of the company's vision, strategies, and goals. Furthermore, it seeks to explore coaching methodologies tailored to facilitate the dissemination of these goals throughout the organization. Specifically, the coaching process will focus on the CEO and the Production Director, recognizing the significance of understanding individual personalities and their implications for leadership styles.

Preliminary consultations with the CEO and Production Director will be crucial in discerning the nuances of their personalities and leadership preferences. These insights will inform the coaching process, ensuring its alignment with the unique dynamics of Medium-sized manufacturing company.

Subsequent sections will delve into recommended leadership theories and approaches, elaborate on coaching strategies for the CEO and Production Director, and analyze the potential impact of leadership quality on the company's performance. By elucidating these aspects, this paper aims to equip Medium-sized manufacturing company with the necessary leadership tools to thrive and excel in its industry.

4 Coaching Steps

The following sections are grounded in the results of the preliminary meetings and personality assessments of the CEO and Production Director. This paper will first describe

the leadership qualities possessed by both individuals. Subsequently, it will analyze their performance to recommend suitable leadership theories and styles from a coaching perspective, with the goal of guiding the company toward success.

5 Performance Description in Terms of Leadership from a Coaching Perspective

5.1 CEO, X-Man

X-Man is an exemplary performer. He demonstrates extraordinary initiative, is a self-starter, and can be relied upon to complete tasks assigned by the board. X-Man works quickly, remains focused, and is highly productive. He possesses extensive administrative knowledge and likes to stay fully informed about changes within the organization. His colleagues seek his advice and respect his views. He collaborates effectively with his group of directors and across the entire organization. X-Man commands attention easily and has strong decision-making skills. His problem-solving abilities stem from the democratic discussion approach he employs in meetings with department directors. He has a clear vision and mission for the Medium-Sized Manufacturing Company and is committed to realizing them, hoping to inspire and motivate the entire staff. His excellent communication skills help keep the team of directors focused and working effectively, fostering a positive work environment. X-Man is flexible and receptive to new ideas (Anon, 2016).

5.2 Production Director, Y-Man

Y-Man is proficient in technical matters and quickly absorbs new information as needed. His decision-making under time pressure with limited information is satisfactory. While Y-Man is generally prepared for changes in his environment and adapts quickly, he finds it challenging to anticipate changes and initiate new plans and ideas when required. Consequently, he tends to be reactive rather than proactive. In decision-making, Y-Man is highly sensitive to the impact on other departments and the organization as a whole, often taking extra time to gather additional information before concluding. He has demonstrated good listening skills and effectively keeps people informed. Y-Man presents his ideas clearly and expresses his opinions concisely. He is generally aware of product delivery deadlines and meets them in most cases. He can command attention and delegates tasks wisely and effectively. Y-Man provides appropriate feedback to subordinates as needed, supports and motivates team members, and maintains satisfactory rapport with his staff. However, he occasionally takes sides or assigns blame and tends to focus excessively on safety programs and other work environment issues.

5.3 What is leadership?

There are many definitions of leadership that go some way to defining its purpose and the manner in which it may be practised. In terms of the situation at Medium sized manufacturing company, leadership may be best described as “an interaction between two or more members of a group that often involves structuring or restructuring of the situation and the perceptions and expectations of the of the members” (Bass, B & Bass, R, 2009, p:25).

It would also be instructive for Medium sized manufacturing company to see the leader as “a social architect” who shapes 'the culture of work', i.e. those abstract things that are so difficult to distinguish but at the same time are tremendously important in managing the way people act and the values and standards that are transferred to individuals and groups (Bennis, 1976, p: 15).

6 How leadership is critical regarding the Medium sized manufacturing

6.1 Company success

Leadership is considered as the most critical factor in the success or failure of a company. Also, in the industrial field, a leader's effectiveness can be measured objectively by means of an analysis of the company's unit profits, sales growth, cost per unit, and “return on investment”. In addition, a leader's effectiveness may be assessed in terms of safety aspects, incidents of damage, absenteeism, requests for transfer and employee satisfaction. Stakeholders at all levels of an organization provide subjective measurement of a leader's effectiveness. Those stakeholders could be managers, Peres's feedback, customer's complaints, shareholders, or even subordinates (Bass, B & Bass, R, 2009, p: 11).

Maccoby (1979,cited in Bass,B & Bass,R, 2009) described directors as ‘game-playing politicians’ and concluded that a more advanced level of leadership was required to ensure success in a world of significantly increasing competition, advancing technology, changes in government policy and changing attitudes of workers.

A study of the evaluation of retail firms over a period of about 60 years undertaken by Mintzberg and Waters (1982, cited in Bass, B & Bass, R, 2009) found that a higher executive could effectively rescue a business by intervening to change previous strategy and organisational structure. These findings were mirrored in research conducted by Thomas (1988, cited in Bass, B & Bass, R, 2009), who found that almost 60 percent of the sales and profits of British retail shops could be ascribed to adjustments made to top management.

Due to the changes already put in place in terms of strategy and organizational structure at Medium sized manufacturing company, there is now an ongoing need for effective leadership at a high level within the company to ensure that these changes have the desired positive impact on the company' s fortunes.

7 Evolution of Leadership Theories based on the Medium sized manufacturing

7.1 Company Case

Leadership theories have changed considerably over the past decades. There has been a shift away from a focus on personality psychology, which highlights a leader's personality as distinct from other aspects, towards an approach that examines the dynamic individual who leads through his/her followers or subordinates rather than working in isolation (Macaux, 2009).

Figure 1 shows a brief review of the leadership theories from "Great Man" and "Trait" theories to "Transformational" leadership. It is clear from the table that the focus of effective leadership has evolved from the behavior and characteristics of a particular individual to the contextual nature of leadership and the role of subordinates (Exeter University, 2003).

7.2 Figure 1: Evolution of Leadership Theories

The evolution of these theories has significant implications for the Medium-Sized Manufacturing Company. Understanding the progression from trait-based theories to more contemporary approaches like transformational leadership can help the company identify the most effective strategies for fostering leadership within its ranks. This understanding will also assist in tailoring coaching methodologies to align with current best practices, ensuring that both the CEO and Production Director can lead the organization effectively through collaboration and engagement with their teams.

Great Man Theories	Based on the belief that leaders are exceptional people, born with innate qualities, destined to lead. The use of the term 'man' was intentional since until the latter part of the twentieth century leadership was thought of as a concept which is primarily male, military and Western. This led to the next school of Trait Theories
Trait Theories	The lists of traits or qualities associated with leadership exist in abundance and continue to be produced. They draw on virtually all the adjectives in the dictionary which describe some positive or virtuous human attribute, from ambition to zest for life
Behaviourist Theories	These concentrate on what leaders actually do rather than on their qualities. Different patterns of behaviour are observed and categorised as 'styles of leadership'. This area has probably attracted most attention from practising managers
Situational Leadership	This approach sees leadership as specific to the situation in which it is being exercised. For example, whilst some situations may require an autocratic style, others may need a more participative approach. It also proposes that there may be differences in required leadership styles at different levels in the same organisation
Contingency Theory	This is a refinement of the situational viewpoint and focuses on identifying the situational variables which best predict the most appropriate or effective leadership style to fit the particular circumstances
Transactional Theory	This approach emphasises the importance of the relationship between leader and followers, focusing on the mutual benefits derived from a form of 'contract' through which the leader delivers such things as rewards or recognition in return for the commitment or loyalty of the followers
Transformational Theory	The central concept here is change and the role of leadership in envisioning and implementing the transformation of organisational performance

Figure 1: Leadership Theories review (source: Exeter University, 2003).

By integrating these evolved leadership theories into their practice, the Medium-Sized Manufacturing Company can better navigate the complexities of modern business environments and enhance their overall performance and success.

8 Personal Trait of Leadership Theory

This theory focuses on a leader's abilities, skills, and traits, extending to physical, emotional, and intellectual aspects. Various studies have identified leadership traits to enable subordinates to emulate their leaders (Macaux, 2009). Personal trait theory postulates that a leader differs from the average person in personality and qualities such as intelligence and ambition. It is argued that people are born with inherited traits and that the right combination of traits makes good leaders (Bass & Bass, 2009, p. 46).

Recent studies have combined job-related skills with personal traits. This combined approach is illustrated in Figure 2, where a leader is judged by co-workers, colleagues, or subordinates based on various traits and skills. For example, leaders could be defined by their subordinates as "inspirational," dependable, and self-confident (McCall & Lombardo, 1983, cited in Macaux, 2009). However, subjectivity plays a significant role here, posing challenges in measuring and validating these attributes.

Stogdill (1974) examined the correlation between trait theories and external measures such as IQ. He concluded that leaders tended to have high IQs and exhibited other traits such as self-confidence, integrity, and individuality.

Traits	Skills
- Adaptable to situations	- Clever (intelligent)
- Alert to social environment	- Conceptually skilled
- Ambitious and achievement-orientated	- Creative
- Assertive	- Diplomatic and tactful
- Cooperative	- Fluent in speaking
- Decisive	- Knowledgeable about group task
- Dependable	- Organised (administrative ability)
- Dominant (desire to influence others)	- Persuasive
- Energetic (high activity level)	- Socially skilled
- Persistent	
- Self-confident	
- Tolerant of stress	
- Willing to assume responsibility	

Figure 2: Leadership Skills and Traits (Source: Stogdill, 1974).

Figure 2 shows the combination of traits and skills that could create a good leader based on the principles of trait theory. These attributes tend to work together in combination, where the quality of leadership results from merging various attributes rather than any one particular attribute (Gibson, 1988, cited in Macaux, 2009). Adding more traits to the leadership list merely broadens the definition excessively. One possible implication of this is that no matter

what a leader's approach is, if he demonstrates the traits in Figure 2, the leader will be well-equipped to lead a team effectively (Fiedler, Chemers, & Mahar, 1976).

However, this theory may not be particularly useful in the context of Medium-Sized Manufacturing Company, where a successful leadership style has already been established. This theory does not allow for an analysis of leadership from a situational point of view and does not determine the traits required in specific situations so that the desired characteristics can be built into a training schedule and developed.

Furthermore, where attributes pertaining to the CEO and Production Director are identified as not ideally suited to good leadership, these can be worked on and corrected to some extent. Personality is not a closed box but a resource that can be channeled to some degree (Pendleton & Furnham, 2012, pp. 155-165). In addition, Huszczo (2004) identifies the objectives and the culture as possibly the most crucial factors that should determine the leadership approach.

By understanding and leveraging the personal traits that contribute to effective leadership, the Medium-Sized Manufacturing Company can better identify and develop potential leaders within the organization. This approach ensures that leaders are not only born with inherent traits but are also equipped with the necessary skills to guide the company toward success.

9 Great man theory

This theory places the emphasis on the reputation that is gained by commendable actions which result in considerable success from which leaders derive the credit to lead.

Charismatic leadership is a model related to this theory and describes the bond between leaders and their followers. A person is considered to be charismatic if he combines attributes such as an attractive appearance, self-confidence, and trustworthiness. This theory has its origins in religion where it was thought that religious leaders possessed charisma and had followers because of this (Bass, B & Bass, R, 2009, p: 49-51). The charismatic leadership approach may have a part to play within the company and could be especially useful to both the CEO and his Production Director. As far as the Production Director is concerned, self-confidence is a vital factor in managing the technical issues and making decisions. A lack of self-confidence in the Production Department may be one reason why there is a lack of trust between the director and his subordinates. As a breakdown in trust is likely to impact

negatively on self-confidence and impact the overall outcome at Medium sized manufacturing company this needs to be addressed in a coaching program.

Behavioural theories

The behavioral theories of leadership assert that great leaders are made, not born, and that leadership traits can be taught and developed. These theories emphasize the actions and behaviors of a leader rather than innate intellectual traits. It is believed that individuals can become leaders through training and observation, leading many companies to invest significantly in training their Senior Executives for effective leadership positions (Cherry, 2010, cited in Miladi, 2014).

This type of leadership theory could be effectively applied to the situation at Medium-sized manufacturing company, where there is a clear need for further training for the Production Director to develop certain leadership qualities outlined in the performance description. Macaux (2009) argues that visible traits are less valuable than a leader's situational reaction. Likert (1947, cited in Macaux, 2009) conducted studies related to task performance, identifying two types of leaders: task-focused leaders who focus on accomplishing tasks and employee-focused leaders who prioritize creating a suitable work environment and demonstrate concern for employees' personal progress.

In the context of Medium-sized manufacturing company, both types of leadership styles are essential. For example, the CEO would benefit from being more employee-oriented to strengthen rapport with department directors, fostering trust and support among personnel to aid in their progress and success.

Regarding coaching the Production Director, it's essential for them to be aware of and comfortable with both leadership styles. Despite the focus on day-to-day production pressures, practicing a mixture of both task-focused and employee-focused leadership styles is crucial for maintaining a motivated and happy workforce.

Bass & Bass (2009) distinguish between four leadership styles:

Directing leaders: Focus on explaining and directing employees on how, what, when, and where responsibilities should be accomplished. This style tends to be highly directive and less supportive.

Coaching leaders: Welcome ideas, input, and consultation with subordinates, offering considerable support while being relatively directive.

Supporting leaders: Also known as participative leaders, they practice a democratic leadership style, taking care of employees and providing support in a low-directive atmosphere.

Delegating leaders: Concentrate on overall achievement, setting challenging goals, and encouraging excellent outcomes. They show belief in their subordinates' capabilities by allowing them space for creativity and independence.

Medium-sized manufacturing company should implement these various leadership styles based on situational needs. The CEO should assess and select the appropriate approach according to the personality and character of the subordinate, aligning with company goals and subordinates' characteristics. The aim is to encourage stakeholders to achieve their goals and fulfill work requirements. The Production Director, meanwhile, could benefit from employing a delegation style more frequently while also incorporating coaching style when consulting employees, aiming to increase both productivity and the well-being of the workforce.

10 Path-goal theory of leadership

This theory posits that followers are motivated and inclined to dedicate themselves to their work when they believe in their ability to achieve goals and perceive their contribution as instrumental in attaining desired outcomes. The leader's role is to delineate subordinates' goals, aligning them with their skills and abilities, and to clarify objectives as necessary. Additionally, the leader should adapt their leadership style to suit the needs and goals of their subordinates. However, this theory falls short in adequately elucidating the relationship between leadership behavior and employee motivation. Furthermore, empirical research studies have provided limited support for this theory (House, 1996).

The application of this theory at Medium-sized manufacturing company would be confined primarily to the CEO's domain, where it could be employed in certain situations. For instance, the CEO should ensure that department directors are fully aligned with the company's goals and committed to adopting strategies aimed at realizing these objectives. Clearly articulating the path forward is pivotal in this leadership style, yet it could be even

more effective when combined with a high level of motivation. A notable example is Lee Iacocca, whose successful leadership at Chrysler Company transformed it from a struggling entity on the brink of bankruptcy to one enjoying remarkable profitability. Iacocca emphasized motivation as a strategic element in his leadership style, attributing much of his success to understanding his employees, genuinely appreciating their contributions, and providing a clear vision for the company's trajectory (Iacocca & Novak, 1986). There are valuable lessons here for the management of Medium-sized manufacturing company, particularly for the CEO. Coaching for the CEO should focus on enhancing awareness of the value of the staff and leveraging opportunities to enhance and sustain motivation.

11 Literature Review

11.1 Transformational Leadership

1. "Transformational Leadership: Inspiring Change in Organizations" (Burns, J.M., 1978) Burns' seminal work on transformational leadership highlights the critical role of inspiring and motivating employees to achieve higher levels of performance. This approach emphasizes the importance of vision, inspiration, and personal connections between leaders and their teams, making it highly relevant for revitalizing a struggling manufacturing company. By fostering a shared vision and encouraging innovative thinking, transformational leadership can drive significant improvements in organizational culture and operational efficiency.

2. "Impact of Transformational Leadership on Employee Motivation and Performance" (Bass, B.M., Riggio, R.E., 2006) Bass and Riggio further develop the concept of transformational leadership by examining its impact on employee motivation and performance. Their research underscores the potential of transformational leaders to enhance employee engagement through individualized consideration, intellectual stimulation, and inspirational motivation. These elements are crucial for addressing the challenges faced by a medium-sized manufacturing company, such as low employee morale and declining productivity.

11.2 Situational Leadership

1. "Leadership and the One Minute Manager: Increasing Effectiveness Through Situational Leadership" (Blanchard, K., Zigarmi, P., Zigarmi, D., 1985) Blanchard et al. introduce situational leadership as a flexible approach that adapts to the varying needs of employees based on their development levels. This theory's adaptability is

particularly relevant for a medium-sized manufacturing company dealing with diverse workforce competencies and dynamic market conditions. By adjusting leadership styles to meet the specific needs of different teams and situations, situational leaders can enhance both individual and organizational performance.

2. "A Contingency Approach to Leadership" (Hersey, P., Blanchard, K.H., 1969) Hersey and Blanchard's contingency model emphasizes the importance of matching leadership style to the maturity and competence of employees. This approach is beneficial for a manufacturing company as it provides a framework for leaders to assess and respond to the varying abilities and motivational levels within their teams, thereby optimizing leadership effectiveness and fostering a more productive and cohesive work environment.

11.3 Servant Leadership

1. "Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness" (Greenleaf, R.K., 1977) Greenleaf's concept of servant leadership focuses on prioritizing the needs of employees and empowering them to perform at their best. This leadership style is particularly effective in building trust, fostering collaboration, and enhancing employee satisfaction. For a medium-sized manufacturing company, adopting servant leadership can lead to a more engaged and committed workforce, ultimately driving organizational success.

2. "Servant Leadership and Its Impact on Organizational Culture and Performance" (Spears, L.C., 1995) Spears expands on Greenleaf's work by exploring the broader impact of servant leadership on organizational culture and performance. His findings suggest that servant leaders create a positive organizational culture characterized by trust, transparency, and ethical behavior. These qualities are essential for overcoming the challenges faced by a manufacturing company and achieving sustainable success.

11.4 Practical Applications and Case Studies

1. "Leadership Styles and Organizational Performance: A Study of a Medium-Sized Manufacturing Company" (Goleman, D., Boyatzis, R., McKee, A., 2002) Goleman et al. provide a comprehensive analysis of different leadership styles and their impact on organizational performance, using a medium-sized manufacturing company as a case study. Their research highlights the effectiveness of combining multiple leadership approaches, such as transformational, situational, and servant leadership, to address complex organizational challenges and drive performance improvements.

2. "Revitalizing Manufacturing: The Role of Leadership in Driving Innovation and Operational Excellence" (Tichy, N.M., Devanna, M.A., 1990) Tichy and Devanna explore the critical role of leadership in fostering innovation and achieving operational excellence in manufacturing. Their work emphasizes the importance of leaders who can effectively navigate change, inspire innovation, and implement best practices. This study provides valuable insights into the strategies and leadership qualities needed to revitalize a medium-sized manufacturing company and restore its competitive edge.

In summary, the literature underscores the importance of employing a multifaceted leadership approach to address the challenges faced by a medium-sized manufacturing company. By integrating transformational, situational, and servant leadership theories, leaders can inspire and motivate employees, adapt to varying needs, and create a positive organizational culture. These strategies are essential for driving the company towards renewed success and operational excellence.

12 Research Methodology

- **Mixed-Methods Design:** This approach integrates qualitative and quantitative methods to comprehensively examine how different leadership theories and approaches can be employed to revitalize a medium-sized manufacturing company. This design allows for a thorough understanding of the impact of leadership on organizational performance, employee morale, and productivity.

Quantitative Phase

- **Objective:**
To quantify the impact of various leadership approaches on organizational performance, employee morale, and productivity.
- **Sampling:**
Select a diverse sample of medium-sized manufacturing companies that have implemented different leadership approaches across various industries and geographical locations.
- **Data Collection:** Collect quantitative data through structured surveys and company performance records. Surveys will measure aspects such as employee satisfaction, perceived leadership effectiveness, and organizational commitment. Company records

will provide data on productivity rates, employee turnover, profitability, and innovation metrics.

- **Data Analysis:** Utilize statistical techniques to analyze quantitative data, including regression analysis, correlation, and Analysis of Variance (ANOVA). These techniques will help determine the relationships between leadership styles and various KPIs.

12.1 Key Metrics

- **Productivity Rates:** Measure the output per employee or per department before and after leadership interventions.
- **Employee Turnover Rates:** Track the number of employees leaving the company within a specified period.
- **Profitability Margins:** Assess changes in profit margins before and after leadership changes.
- **Employee Satisfaction Scores:** Gather data on employee satisfaction through surveys.
- **Rate of Innovation:** Measure the number of new products developed, process improvements, and patents filed.

12.2 Qualitative Phase

- **Objective:** To explore the perceptions and experiences of employees and leaders regarding the effectiveness of different leadership approaches.
- **Sampling:**
Employ purposive sampling to include diverse stakeholders such as company executives, managers, team leaders, and employees from various departments.
- **Data Collection:** Conduct in-depth interviews, focus groups, and open-ended surveys. These will explore topics such as experiences with different leadership styles, perceived effectiveness, challenges encountered, and suggestions for improvement.
- **Data Analysis:** Utilize qualitative analysis techniques such as thematic analysis to identify key themes, patterns, and insights from the qualitative data. This involves coding the data, identifying recurring themes, and interpreting the findings to understand the impact of leadership on organizational culture and performance.

12.3 Key Themes

- **Perceptions of Leadership Effectiveness:** Understand how employees and leaders perceive different leadership styles.

- Impact on Employee Morale: Explore how various leadership approaches affect employee motivation and engagement.
- Challenges and Barriers: Identify common challenges faced by leaders and employees.
- Recommendations for Improvement: Gather suggestions from stakeholders on how to improve leadership practices.

12.4 Integration of Findings

- Comparison:
Compare and contrast the quantitative and qualitative findings to identify overarching trends, discrepancies, or converging patterns. This comprehensive approach allows for a deeper understanding of the impact of leadership on organizational success.
- Triangulation:
Merge results from both phases to develop a holistic view of the effectiveness of different leadership theories in revitalizing a medium-sized manufacturing company. This process helps in validating the findings and providing a more robust conclusion.
- Identify Opportunities:
Highlight opportunities for enhancing leadership practices, fostering a positive organizational culture, and driving continuous improvement. Provide actionable recommendations for implementing effective leadership strategies.

12.5 Ethical Considerations

- Ethical Approvals: Obtain necessary ethical approvals and permissions for data collection, ensuring compliance with ethical standards and regulations.
- Informed Consent: Ensure informed consent from all participants, maintaining confidentiality and anonymity throughout the research process.
- Data Security: Safeguard the security of sensitive data collected during the study, adhering to ethical principles of research conduct.

12.6 Limitations

- Acknowledgment: Acknowledge potential limitations such as constraints on access to certain companies, variations in leadership styles and experiences among stakeholders, and challenges in generalizing findings to broader contexts.

By adopting a mixed-methods approach, this research methodology enables a comprehensive examination of the impact of leadership on the success of medium-sized manufacturing

companies. Integrating quantitative assessments of performance metrics with qualitative insights from stakeholders facilitates a nuanced understanding of effective leadership practices and their role in driving organizational excellence.

13 Data and Collection

13.1 Employee Surveys

- Objective: Collect quantitative data on employee satisfaction, perceptions of leadership effectiveness, and organizational commitment.
- Method: Administer structured surveys to a diverse range of employees across different departments and levels of the organization.
- Data Points: Employee morale, satisfaction with current leadership, perceived impact of leadership on productivity and innovation, and suggestions for leadership improvement.

13.2 Performance Metrics Collection

- Objective: Quantify the impact of leadership changes on organizational performance.
- Method: Gather historical and current performance data from company records.
- Data Points: Productivity rates, employee turnover rates, profitability margins, and innovation metrics (e.g., new products developed, process improvements).

13.3 Stakeholder Interviews

- Objective: Gain qualitative insights into the perceptions and experiences of different stakeholders regarding leadership practices.
- Method: Conduct semi-structured interviews with company executives, middle managers, team leaders, and key employees.
- Topics Covered: Experiences with different leadership styles, perceived effectiveness of leadership approaches, challenges encountered, and recommendations for improvement.

13.4 Focus Groups

- Objective: Explore collective perspectives and foster in-depth discussions on leadership effectiveness and organizational challenges.
- Method: Facilitate focus groups with employees from various departments.
- Topics Covered: Team dynamics, communication practices, impact of leadership on morale and productivity, and group suggestions for leadership enhancement.

13.5 Document Analysis

- Objective: Analyze existing documents to understand current leadership practices, policies, and their impacts.
- Method: Review company policies, leadership training materials, performance reports, and employee feedback forms.
- Data Points: Existing leadership development programs, documented leadership challenges, past performance evaluations, and recorded suggestions from employees.

13.6 CASE STUDIES

- Objective: Conduct detailed case studies of successful and unsuccessful leadership interventions within the company.
- Method: Analyze specific instances where leadership changes were implemented, including both positive and negative outcomes.
- Data Points: Context of leadership changes, steps taken during the intervention, impacts on performance and morale, and lessons learned.

13.7 Benchmarking Studies

- Objective: Compare the company's leadership practices with industry standards and best practices.
- Method: Conduct benchmarking studies using data from similar medium-sized manufacturing companies known for effective leadership.
- Data Points: Leadership styles employed, organizational performance metrics, employee satisfaction scores, and innovation rates.

13.8 Observational Studies

- Objective: Observe day-to-day interactions and leadership practices within the company.
- Method: Conduct observational studies within the company to understand informal leadership dynamics.
- Data Points: Leadership behaviors, communication patterns, decision-making processes, and employee interactions.

By employing a multifaceted approach to data collection, this methodology ensures a comprehensive understanding of the impact of leadership on the success of a medium-sized manufacturing company. Integrating quantitative assessments of performance metrics with

qualitative insights from stakeholders facilitates a nuanced understanding of effective leadership practices and their role in driving organizational excellence. This approach provides valuable insights for identifying areas for improvement and implementing strategies to enhance leadership quality and organizational performance.

14 CONCLUSION

The purpose of this study is to assess the impact of different leadership theories and approaches on the success of Medium-sized manufacturing company. A notable finding is the pivotal role that sound leadership plays across all levels of the organization, from the shop floor to the CEO's office. To attain a competitive advantage, investing in new technology alone is insufficient; the company must also allocate resources to further develop leadership skills, especially among top management.

Effective leadership stands out as the most potent competitive advantage for any organization. In the current context of Medium-sized manufacturing company, a range of leadership approaches can be employed to suit specific situations. These encompass a blend of behavioral styles, including directive, supportive, delegative, democratic, and coaching leadership, as outlined in the theories covered in this paper. Implementing diverse leadership styles at Medium-sized manufacturing company would foster a positive work environment by exhibiting greater sensitivity to the multifaceted factors contributing to success. At times, a task-focused style may take precedence, while in other instances, adopting an employee-centric approach is more beneficial. Coaching the management at Medium-sized manufacturing company should aim to equip them with the flexibility and confidence to fulfill their diverse leadership roles.

Nevertheless, the true challenge may lie not in guiding and influencing teams, or selecting the most suitable leadership approach, but rather in empowering teams to lead themselves (Pendleton and Furnham, 2012, p. 61-73). Only time will reveal whether individual leadership theories, particularly various behavioral approaches, will indeed enhance the overall quality of leadership and contribute to the future success of Medium-sized manufacturing company.

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