THE ROLE OF THEORY Y LEADERSHIP STYLE AND ITS IMPACT ON AN ORGANIZATION IN AN EMERGING ECONOMY – LITERATURE REVIEW

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Abstract

It is proven that corporate sustainability and staff turnover are highly influenced by the various management styles used in today's firms. The impact of the theory Y leadership style on an organization in an emerging economy is the subject of this research. Physiological values compared to theory Y, in which managers are more successful leaders with higher performance and terminal values that promote self-esteem and reality. This study aims to examine participative and transformational leadership styles as part of theory Y and find the most effective method for achieving the desired outcomes. Theory Y is a unique management style based on a philosophy that the style manager interprets. The theory examines strategies for motivating employees and, as a result, develops a sense of the workers' personalities. From beginning to conclusion, the approach promotes self-management, self-esteem, and goal-oriented management, leading to intrinsic and extrinsic rewards. The study recommends that empirical research be further examined to determine the impact of theory X and Y leadership styles on the performance of an organization.

Keywords: Participatory Leadership Style, Transformational Leadership Style, Empowerment Behavior and Emerging Economy

INTRODUCTION

There are various types of leadership (Belias, Rossidis, Papademetriou, & Mantas, 2021); over the years, several leadership theories have arisen to explain the complex social-technical systems that involve the connection between leaders (van Geenhuizen, Holbrook, & Taheri, 2018) and those who are led (Bednar & Welch, 2020). Individuals have different values (Nurius & Kemp, 2019) and visions (Laureani & Antony, 2017) for how to achieve accomplishment on a personal level, as well as how to manage their teams to reach their objectives (Ganapati & Mostafavi, 2021). Key managerial traits for success in business circles have been identified as leadership dedication (Kraus, Burtscher, Vallaster, & Angerer, 2018) and leader's communication skills (Yang, Chawla, & Uzzi, 2019).

According to (Oludayo, Falola, Obianuju, & Demilade, 2018), influential leaders display a balanced arrangement of several leadership skills. Leadership is about followers achieving their goals through the leader's communication (Adnan & Valliappan, 2019)/ direction (Mishra, Bisht, Singh, & Chang, 2018), and influence (Veliu, Manxhari, Demiri, & Jahaj, 2017). Good project leadership results in certain preconditions for project management (Müller, Packendorff, & Sankaran, 2017) and success (Lin, Müller, Zhu, & Liu, 2019), such as effective (Yuan, Yang, & Xue, 2019) and efficient team development (Noguera, Guerrero-Roldán, & Masó, 2018), as well as team communication (Eisenberg, Post, & DiTomaso, 2019), cohesiveness (Silva & Arachchige, 2019), and collaboration (Yap, Abdul-Rahman, & Chen, 20172011).

The iron three-way relationship of scope, cost, and time has traditionally been used to assess project performance (Kabirifar & Mojtahedi, 2019). However, it is now widely recognized that project success entails not only completing the project within the specified scope, time, and budget but also achieving client approval (Hjelmbrekke, Klakegg, & Lohne, 2017), stakeholder satisfaction (Oppong, Chan, & Dansoh, 2017), commercialization (Cheah, Bellavitis, & Muscio, 2021), and future project opportunities (Geraldi & Söderlund, 2018). As one of the organization's resources, human resources play a critical role in achieving organizational objectives. An employee's performance in a firm is necessary for both employee performance and the company's success in developing human resources. Improving these employees' performance is advantageous not only to the organization but also to the employees themselves. Leadership style is one of the most critical factors that can affect employee performance in a company; leadership determines the success or failure of a company or organization; an effective form of leadership will impact the company's or organization's progress in dealing with challenges and changes. Despite how much time, effort, and expertise a company devotes to reducing the dangers of poor leadership style, numerous studies have shown that employees need to be guided through leadership to perform to the company's

success. Despite the growing interest in leadership styles and business performance, the basic principles of leadership skills and adherence to performance strategies among business leaders seem lacking. The study aims to analyze the role of participatory and transformational leadership styles, which form part of the theory Y leadership style in an emerging economy.

Participatory Leadership Style

People committed to their work (Fiaz, Su, & Saqib, 2017) and responsible for finding solutions (Silva, Lehoux, Miller, & Denis, 2018) are valued as participatory managers. They are entirely convinced that their staff not only accept (Doiz & Lasagabaster, 2017) but actively seek responsibility (Al Kerdawy, 2019). These managers are more participatory (NaderiBoni, Moradyani, Bagheri, & Ebrahimi, 2020) and engage with all team members more effectively (Ewing, Men, & O'Neil, 2019), which allows them to distribute more duties. They believe in collaboration (Kinoue, Watanabe, Watanabe, Watanabe, Yoshida, Okazaki, ... & Tamaoki, 2021) and that their staff has a high level of imagination (Andriani, Kesumawati, & Kristiawan, 2018) and originality (Mansoor & Ali, 2020) when it comes to identifying problems and developing appropriate solutions. The most excellent method to manage people is to manage them as little as possible (Tittle, 2018). To succeed, a participator manager will assist others in achieving (Tamunomiebi & Onah, 2019).

Managers should understand that business is all about people (Bratton, & Watson, 2018) and that if we trust people (Nacarelli, 2020), they will trust us and be more productive. When it comes to motivational activities, most people nowadays are Y people (Jarrahi, Gafinowitz, & Shin, 2018). People's beliefs have a direct impact on how they behave at work (Ajzen, 2020). To improve (Abbasi, Shabbir, Abbas, & Tahir, 2020) and increase (Zhou & Wu, 2018) productivity, managers should encourage employees (Rizky & Ardian, 2019 to have more mental freedom (Van Acker, Conradie, Vlerick, & Saldien, 2021) and responsibilities (Portney, 2020). By adopting a less autocratic management style, they should begin to believe (Sanyal & Hisam, 2018) and act as members of the team (Khan, & Wajidi, 2019).

To make the optimal decision, the team should share and negotiate all decisions (Burgess, 2018). The organization will efficiently attain its goals (Koser, Rasool, & Samma, 2018) and perform at its best by encouraging creativity (Kremer, Villamor, & Aguinis, 2019) and delegating more significant tasks to people (Ibrahim & Daniel, 2019). According to recent studies, participatory leadership is best suited to organizations requiring problem-solving (Baker, 2017) and individual decision-making engagement (Solomons, Melbourne-Thomas, Constable, Trebilco, van Putten, & Goldsworthy, 2021). Hence it is more suited to environments that require creativity (Lofquist & Matthiesen, 2018), problem-solving (Herath, Costello, & Homberg,

2017), and scientific challenges (Fagan, Bumbarger, Barth, Bradshaw, Cooper, Supplee, & Walker, 2019).

Companies must decide how to interact with their personnel before distributing tasks (Cai, Huang, Liu, & Wang, 2018). Typically, this relationship is defined by the terms and conditions that must be followed. The psychological contract refers to the employee's thoughts about these internal regulations (Rousseau, Hansen, & Tomprou, 2018). In terms of inputs and outputs, it is clearer what the employee expects from the organization and vice versa (Kucharska, 2020). Participatory supervisors have a more substantial track record of guiding individuals to develop (Lin, Lin, & Chang, 2017) and grow (Carpini, Parker, & Griffin, 2017). People will be more productive (Ebert & Freibichler, 2017), responsible (Alrowwad, Obeidat, Tarhini, & Aqqad, 2017), and driven (Sousa & Rocha, 2019) as a result of adopting the participatory management style, as well as have improved self-esteem (Kim, & Beehr, 2018).

Participatory supervisors provide employees with opportunities to solve problems (Martela, 2019) and enhance their job (Nayak, Sahoo, & Mohanty, 2018). Participatory management style allows people to participate in decision-making (Madi, El Talla, Abu-Naser, & Al Shobaki, 2018). As a result, participatory managers are liberal managers who positively influence others (Kashmiri & Mahajan, 2017) and believe in their abilities to improve the organization (Wilson, 2020). Given the qualities above, psychological contract fulfillment is more closely associated with a participatory management style. As a result, the participatory manner presents a new perspective on management that emphasizes the human side (Sarala, Vaara, & Junni, 2019).

Empowering Leadership Behavior and Empowerment of the Mind

Implementing conditions that increased employee feelings of self-efficacy (Afsar & Masood, 2018) and control (Tse, To, & Chiu, 2018), (e.g., participatory decision making), removing conditions that fostered a sense of powerlessness (Kim, 2019), (e.g., bureaucracy), and allowing them the liberty to be as flexible (Chung & Van der Lippe, 2020) as circumstances warranted were all examples of empowerment leadership behavior. Leadership empowerment behavior was defined by (Lee, Willis, & Tian, 2018) as a practice involving delegating responsibility down the hierarchy to provide employees additional decision-making authority over the execution of their core work duties. Psychological empowerment, according to (Appuhami, 2019), is characterized as an increase in individual motivation with four psychological characteristics meaning (Parrigon, Woo, Tay, & Wang, 2017), competence (Choi, Cristol, & Gimbert, 2018), self-determination (Deci, Olafsen, & Ryan, 2017), and influence (Wang, Xia, Xiong, Li, Xiang, Yuan, ... & Li, 2020) are the four factors.

Previous studies have found a link between psychological empowerment and leadership empowerment behavior (Aggarwal, Chand, Jhamb, & Mittal, 2020). According to (Lin, Ling, Luo, & Wu, 2019, leadership empowerment conduct can boost the self-efficacy dimension (competence). According to (Miranda & Jessica), the size of meaning was reinforced when a leader respected the employee's participation. (Kundu, Kumar, & Gahlawat, 2019) discovered a correlation between leadership empowerment behavior and psychological empowerment in their study. First, an empowering leader tends to increase the meaning of work by assisting an employee in understanding the significance of their contribution to the firm's overall effectiveness (Chow, 2018). Second, an empowering leader displays faith in an employee's abilities (Muchiri, McMurray, Nkhoma, & Pham, 2019) and potential (Elsetouhi, Hammad, Nagm, & Elbaz, 2018) for success. Third, an inspiring leader gives employees liberty (Abdullah & Iqbal, 2020) and opportunities for self-determination (Kanat-Maymon, Elimelech, & Roth, 2020) by allowing them to choose how they want to do their jobs. Finally, an empowering leader encourages employees to participate in decision-making (Tao, Song, Ferguson, & Kochhar, 2018).

Employee empowerment approach may provide an employee a larger sense of control over their current work circumstances (Kim, Beehr, & Prewett, 2018), as well as a stronger sensation that their actions might influence work outcomes (Chen, Liu, Zhang, & Qian, 2018), enhancing the sense of impact (Idris, See, & Coughlan, 2018). The intense desire to complete work (Werdhiastutie, Suhariadi, & Partiwi, 2020) or achieve a goal better than others (Lewis, 2017). or to surpass one's previous successes is referred to as a need for achievement (Landmann, Cova, & Hess, 2019). People with a higher demand for achievement are more likely to establish challenging job objectives (Bengtsson, Alfredsson, Cohen, Lorek, & Schroeder, 2018) and have a greater desire to gain positive feedback from others (Harrison & Waller, 2018). Furthermore, they are more inclined to accept new responsibilities entrusted to them by their supervisors due to leadership empowerment practices (Perry, Henderson, & Grealish, 2018).

An employee pursuing a high level of career performance must believe that the job is very significant and worthwhile (Smids, Nyholm, & Berkers, 2020). Implementing leadership empowerment behavior may make it easier for an employee to reach their goals (Salas-Vallina, Alegre, & López-Cabrales, 2021). Employees will sense self-engagement to the organization if they have authority assigned by a leader (Ghofar & Luddin, 2018). Furthermore, the employee believes that they make a significant contribution to the organization, that their work is meaningful, and that they are competent. The employee pursuing a high level of career achievement is more inclined to engage in a higher-level job than other employees (O'Connor,

& Bodicoat, 2017). The need for achievement is intimately tied to the employee's profound commitment to work (Moon, Youn, Hur, & Kim, 2020). It strengthens the relationship between leadership empowerment behavior and psychological empowerment; the more substantial the need for achievement, the deeper the self-engagement (Chu, Lien, & Cao, 2019).

Transformational Leadership Style

Human resource development (HRD) is defined as "the field of study and practice responsible for the development of long-term (Ren, Tang, & Jackson, 2018), work-related learning capacity (Sitzmann, & Weinhardt, M. 2018) at the individual, group, and organizational level of organizations, with a focus on employee learning and development (Park, Jeong, & Ju, 2018). Compared to other sources within the organization, leadership has been found to have a more significant influence on employee behavior (Shareef & Atan, 2019). As a result, some components of the HRD job have devolved to leaders (Wallo, 2017). About HRD functions, leadership styles, particularly transformational leadership, have been explored (Akdere & Egan, 2020), emphasizing the relevance of leaders in employee learning and development. Transformational leadership behaviors serve as resources for motivating others (Afsar, & Umrani, 2019), as indicated by increased job engagement (Lai, Tang, Lu, Lee, & Lin, 2020) and lower turnover intentions (Park, & Pierce, 2020).

Work engagement is a focus point of talent management in keeping employees (Li Qi & Jia Qi, 2021) and guaranteeing organizational sustainability(Manuti & Giancaspro, 2019). and profitability (Osborne, & Hammoud, 2017) and decreasing turnover (Jung, Jung, & Yoon, 2021). While leadership style has been connected to job engagement (Arokiasamy, & Tat, 2020) and turnover intention (Bregenzer, Milfelner, Šarotar Žižek, & Jiménez, 2020), little is known about how employees experience different leadership styles in shaping their everyday work-life outcomes (Kara, Kim, Lee, & Uysal, 2018). Based on the idea that leadership styles have an impact on others through their actions (Palalić, Ramadani, Welsh, Dizdarević, & Đilović, 2021). Transformational leadership has been related to job resources in the literature (Çop, Olorunsola, & Alola, 2021), and transformational leadership has been found to improve employee performance (Buil, Martínez, & Matute, 2019) and decision-making autonomy (Peng, Liao, & Sun, 2020). Four characteristics define transformational leadership: Idealized influence (Budur, 2020), motivational inspiration (Collins, Owen, Digan, & Dunn, 2019), intellectual stimulation (Jameel & Ahmad, 2019, November), and personal consideration (Berkovich, & Eyal, 2021) are all examples of idealized influence. All of these elements are qualities of leadership that focus on individuals' needs to achieve corporate goals and objectives.

Personal consideration is defined as "the degree to which the leader pays to each supporter's needs, acts as a counsellor or coach to the supporter, and listens to the follower's worries and needs." It is one of the four components of transformational leadership. Personal consideration, in particular, includes elements of leadership development (McComb, & Eather, 2017) and support (Kurtessis, Eisenberger, Ford, Buffardi, Stewart, & Adis, 2017). Because of the holistic emphasis on employees with personal regard, transformational leaders would be acutely aware of individual employee strengths (Dutta, & Khatri, 2017) and skills (Sarıköse, & Türkmen, 2020). As a result, transformational leadership should increase intrinsic motivation (Shafi, Lei, Song, & Sarker, 2020) by providing employee-focused resources. Because transformational leaders use intellectual stimulation and inspiring motivation, their leadership style is more likely to encourage employee engagement. Inspirational motivation is described as "the degree to which the leader articulates a vision that is appealing and motivating to followers." Intellectual stimulation is defined as "the degree to which the leader challenges assumptions, takes risks, and solicits followers' ideas." Rather than influencing their people in traditional methods, transformational leaders emphasize 'a new vision' (Anderson, 2017) and have a 'shared' orientation (Khan, & Khan, 2019) with them.

Transformational leaders focus on employee competency development (Yi, Uddin, Das, Mahmood, & Sohel, 2019) and motivate people (Normianti, Aslamiah, & Suhaimi, 2019) to go above beyond what is asked of them to connect their competencies with company objectives. Employees become more motivated to work on tasks entrusted to them when they contribute to company goals (Asif, Qing, Hwang, & Shi, 2019). Previous research has shown that the transformational leadership style leads to better work engagement among employees due to the leader's behaviors (Amor, Vázquez, & Faíña, 2020); (Breevaart & Bakker, 2018).

Transformational leaders boost everyday job engagement by providing motivational power (Breevaart, & Bakker, 2018) and inspiration (Coleman, 2018) to their colleagues. Employee development has been considered a facilitator for transformational leadership (Kim & Park, 2020), which helps people improve their motivation through job engagement. Transformational leadership fosters staff commitment to attaining their objectives (Iqbal, Fatima, & Naveed, 2020). A leader who encourages (Oberer & Erkollar, 2018), participates in (Niswaty, Juniati, Darwis, & Salam, 2019), or supports issue solving (Wu & Parker, 2017) and, as a result, is primarily concerned with interpersonal relationships and sets a low value on task completion.

DISCUSSION AND FURTHER RESEARCH

A leadership style is critical in achieving and improving organizational leadership success (Binti Mosbiran, Mustafa, Razzaq, Binti Ahad, & bin Nordin, 2020). "Leadership style is the norm of behavior employed by someone when the individual tries to influence the behavior of others or subordinates," according to (Kim, & Beehr, 2020). According to (Chaturvedi, Rizvi, & Pasipanodya, 2019), leadership style is a set of qualities utilized by leaders to influence subordinates to achieve organizational goals, or it can also be defined as a pattern of behavior and methods that a leader prefers and frequently uses (Banks, Ross, Williams, & Harrington, 2018). Transformational leadership is a moderately popular approach (Watts, Steele, & Den Hartog, 2020). When leaders can change the circumstances, change what is typically done, talk about lofty ideals, and mention the principles of freedom, justice, and equality, they are said to be transformational leaders (Bastari, Eliyana & Wijayanti, 2020). Transformational leadership is may be defined as the ability to inspire and drive followers to achieve higher results than anticipated for themselves and internal incentives (Afriyie, Du, & Musah, 2019). According to (Giddens 2018), transformational leadership necessitates moral values, followers in their attempts to raise their ethical awareness and mobilize their energy and resources to alter institutions. Subordinates of transformational leaders will recognize that the aims to be attained are more significant than their interests (Normianti *et al.*, 2019). Transformational leadership is characterized by a high level of dedication, motivation and trust among subordinates, such that achieving corporate goals is more important to him than his interests. The participative leadership style is one of House and Mitchell's "path-goal model" leadership styles (Mwaisaka, K'Aol, & Ouma, 2019). According to (Zhu, Liao, Yam, & Johnson, 2018), the participative leadership style is one of the leadership styles that can contribute to practical leadership activities. Participatory leadership entails involving subordinates in decision-making (Chan, 2019), consulting with employees, collecting ideas and subordinates into consideration before making decisions, consulting with aides about work-related issues, soliciting subordinate opinions, and frequently attempting to use subordinate ideas in decision-making. The participative leadership style contributes to members' awareness to actively engage in their work (Van der Vaart, van Hoven, & Huigen, 2018, May).

The study recommends that empirical research be further examined to determine the impact of theory X and Y leadership styles on the performance of an organization. The following research questions and null hypotheses may be considered:

Research Questions

1. Is there a significant relationship between theory X leadership style on the performance of an organization?

2. Is there a significant relationship between theory Y leadership style on the performance of an organization?

Null Hypotheses

1. There is no significant relationship between theory X leadership style on the performance of an organization?

2. There is no significant relationship between theory Y leadership style on the performance of an organization?

CONCLUSION

Effective leadership is critical in managing an organization, and it is the only way to keep the corporation afloat in today's corporate climate. For an organization to endure and adapt to the business environment, leadership plays a role in motivating and encouraging workers to give their all. To ensure that the organization improves and becomes more innovative because people trust their leaders, practical leadership can help leaders earn employee trust, making other duties easier to complete. Other aspects of corporate management, such as shaping an organization's reputation, may become more accessible due to this. A healthy organizational culture can help the organization in various ways, including encouraging and motivating employees to learn, interact, and collaborate.

A positive organizational culture creates a positive working environment for employees, but it also offers them a sense of belonging and improves their commitment to continue working for the company. Innovative ideas will emerge due to leadership encouraging people to communicate with one another and share their thoughts. According to the organization's vision and mission, leaders with good leadership abilities may also guide their staff on the right path. When a company's CEO leads its people in the right way and pushes them to develop and innovate constantly, the company's performance will undoubtedly improve, and it will be able to survive in today's complex business environment. As a result, good leadership is the essential aspect that leads to organizational improvement; there will be no improvement without leadership.

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