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EXPLORING THE ASPECTS OF LEADERSHIP, ORGANISATIONAL STRUCTURE, CULTURE AND INNOVATIVENESS IN SIGNIFICANT ECONOMIC DEVELOPMENT OF A NATION, WITH THE PARTICULAR CASE OF THE CONSERVATIVE PARTY, UK

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BY

STEVE ADEBAYO ADEWOLE

I HEREBY CERTIFY THAT THIS PIECE OF RESEARCH WORK SUBMITTED BY STEVE ADEBAYO ADEWOLE CONFORMS TO ACCEPTABLE STANDARDS, AND AS SUCH IS FULLY ADEQUATE IN SCOPE AND QUALITY. IT IS THEREFORE APPROVED AS THE FULFILMENT OF DISSERTATION REQUIREMENTS FOR THE DEGREE OF DOCTORATE IN BUSINESS ADMINISTRATION

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2020

CERTIFICATION OF STATEMENT

Except where stated, this piece of research work is the author's own work. I have given appropriate credit where I have shared or used ideas or expression of others.

ACKNOWLEDGEMENTS

It gives me great pleasure to acknowledge my Heavenly Father for enabling me to complete this dissertation successfully. No man can receive anything except it is given unto him. All glory and honour to the I AM THAT I AM. Without the TRINITY on my side, I would not have been able to achieve this MILESTONE.

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ABSTRACT

Purpose

The purpose of the current investigation is to explore and investigate the existing relationship between leadership, organisational structure, culture and innovativeness within the Conservative Party of the United Kingdom while further exploring the effect of leadership and leadership styles on the growth and performance of the United Kingdom.

Methodology

Taking this purpose into consideration, the study has employed epistemology and, more specifically, interpretivism, which was intended to generate meaning to the existing knowledge that has helped in deconstructing the role of leadership and leadership styles adopted by political leaders in the UK Conservative Party, with specific reference to economic growth. An inductive approach and qualitative design were selected, based on the simple fact that these methodological approaches are perfectly suited for the type of investigation being conducted. With a sample of 15 participants, the study conducted interviews to gain the valuable responses of the participants, which were further analysed and interpreted with thematic analysis.

Findings

The study found that the leadership of Theresa May, the UK Conservative Party leader, was criticised by many participants of the study and some were in support that innovativeness has been brought in under the tenure of Theresa May, but she preferred to opt the old style of leadership, that is the autocratic type of leadership. The study further found that the skills and qualities of the leaders help them in the promotion of organisational culture, and encourages and engages employees to be more interested in innovation and creativity parameters. The most important findings were related to the influence of political leadership on economic performance and growth. In this context, it was found that political leaders could play a huge role in pushing economic growth via the recognition of clear challenges and by outlining a roadmap that can help them achieve it. The study further supported the fact that the UK Conservative Party and its political leaders have played a significant role in boosting the economic performance and growth of the nation, but there is much needed to be done for the country.

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CHAPTER 1: INTRODUCTION

1.1 Introduction - Contextual Background

1.1.1 Leadership and Leadership Styles

Leadership, over the years, has been acknowledged and recognised as fluid, since there exists a range of definitions on what leadership is (Kort, 2008, p. 418). The persistent problem revolves around the definition of leadership, regardless of the perspective and paradigm (Messick and Kramer, 2004). In reference to paradigms, Jing and Avery (2008) argued that leadership is defined differently and is frequently defined under the auspices of different perspectives, with specific assortment or nuances by scholars who define leadership with reference to diverse departure points including, sociology, psychology, management, economics and political science (Bolden, 2004; Ciulla, 2006, p. 40; Rost, 1993; Stogdill, 1974). This means that practitioners interpret leadership in ways that do not always coincide with the theoretical frameworks offered by those scholars who constructed leadership. For instance, Stodgill (1974) argued that there are several definitions of leadership, and these definitions are based on the attempt of people trying to define the concept.

Traditionally, leadership studies have focused on the personal qualities and attributes of leaders, which meant that leadership has been explained from an individual perspective in reference to their traits, which helped in describing what a leader is or should be (Yukl, 2008; Bryman, 1993). Under this particular approach, researchers considered leadership in the form of individuals who possessed a clear sense of mission and vision, motivational capabilities, innovation and creativity, good communication skills, and so on (Gill, 2010, p. 25). This particular leadership style came to be known as ‘traditional leadership studies’ (Avolio, Walumbwa and Weber, 2009, p. 430). However, Buciunene and Skudience (2008) have argued that in the recent years, the leadership paradigm is more influenced and dominated by transformational leadership and other important theories of ethical leadership (Trevino and Brown, 2007) and authentic leadership (Walumbwa et al., 2011; Ladkin and Taylor, 2010, p. 70; Luthans, Norman and Hughes, 2006). In this particular paradigm, leadership is defined in more of a holistic way, which argues that leaders and their followers are an integral part of each other.

In this particular context, Avolio (2009) argued that the dramatic shift in the outlook in reference to the leadership phenomenon has eventually led to the emergence of 'New Genre Leadership Theory'. Meanwhile, Metcalfe and Metcalfe (2005, p. 60) unveiled the emergence of the 'New Leadership Paradigm'. Both of these paradigms investigated and presented leadership as a process, where the core focus remained on attempting to explain leadership through a socio-psychological lens. More specifically, Hailey and James (2004, p. 347) defined leadership as,*"...a process whereby an individual influences a group or individuals to achieve a common goal"* (p. 6), which is quite similar to the definition proposed by (House et al., 2004), where leadership was stipulated as,

> *"... the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members"* (p. 15).

In the same notion, Ciulla (2006) has defined leadership as process where leaders influence others to do something.

From a political science perspective, political leadership has been argued to be a process, instead of just relying on personality and power. This leads to an indication that political leadership is not standard leadership, where the most important condition is reflected in the ability and possibility of the leader to influence people (House, Spangler and Woycke, 1990), so that they would be more willing to follow the leader, instead of resisting him/her (Komives, Dugan and Couto, 2010). In the case of democratic countries, political leaders tend to distribute their responsibility, while empowering the people and aiding deliberations (Gastil, 1994) while at the same time, being aware of the ways through which they can construct and deconstruct situations that requires immediate public attention (Weber, 2010). This has further been discussed in several studies which argued that political leaders' most prominent role is to define the situations in a precise people and then apply politics so that the expectations of people can be met (Gadot, 2007). On the other hand, Hosmeister and Grabow (2011) and Knutsom (1973) unveiled that political leaders and their leadership style are under the significant influence of a range of factors, but the most prominent and important factors include; institutions, voters, political elites, as well as the interactions between these factors. Likewise, democracy maturity also influences

the understanding of people in reference to political maturity, which Cwalina et al. (2009) stated as the result of the *"age of manufactured images"*, thereby suggesting that political leadership is under constant influence of not just the system, but also marketing tools such as leadership style, image creation and response to the needs of the voters. The recognition of these needs, in addition to the perception of voters and the preference of leadership style, are essential in maintaining and developing political leadership.

1.1.2 Leadership and Economic Development

Leadership, according to widespread conventional wisdom, reflects its importance in the functioning of firms and societies (Weber, 2015). The words and actions of political leaders command great attention; for instance, speeches delivered by presidents and other similar events addressed by national leaders (Jones and Olken, 2005; Besley, Montalvo and Querol, 2011). The importance of leaders and their emphasis is evidently reflected in the manufacturing and service industry, where they are defined and recognised based on their valuable role in promoting corporate culture, while establishing the vision and priorities for businesses, and ultimately influencing the profitability of the firm (Glaeser et al., 2004). This is also the case with local schools and sport teams, as they concern themselves with the person leading them; however, the group of people that considers leaders to be insignificantly important are economists (Goodall, Kahn and Oswald, 2011, p. 273; Weber, 2015). These economists are more interested in firms and their operations, even the factors that makes these firms profitable, but the role of leadership is very unlikely to be discussed in these firms (Reuveny and Thompson, 2004, p. 18; Roston, 1959; Freeman, 2006). In discussions revolving around governments and their respective policies, there is very little discussion regarding the importance of leadership, which implies that economists consider a leader as someone who motivates employees to exert efforts (Bolton, Brunnermeier and Veldkamp, 2010; Henterhuber and Friedrich, 2002). Similarly, in terms of political leadership, economists consider political leaders to be those who have the ability to impact the outcomes, since they have the influence on economic policies. However, the most prominent question revolves around the importance of leadership for economic growth, which has yet to be addressed (Frohlich and Oppenheimer, 2015).

With reference to the latter, people certainly believe that there are both good and bad national leaders, where the good ones produce greater economic prosperity and development for their countries, whereas poor national leaders only produce chaos and riots, which ultimately results in the failure of the country as a whole (Grindle, 2001). In this very context, it has been unveiled that the effective economic development in a country demands informed leadership from the elected leaders (Brown, 2014; Baldwin, 1996). This can be attributed to the fact that economic development, as a process, focuses on building a strong, equitable and adaptive economy, hence reflecting the fact that political leaders are a critical factor in the economic development and advancement (Sbragia, 2001, p.85). This can be further illustrated through the examples of Barack Obama or even Ronald Reagan, who both played a critical role in the production of economic growth. However, studies have contradicted each other in terms of the role of leadership in economic growth. For instance, what if the economic growth was the result of other factors that were present during the election, or the factors that even resulted in the production of an election that led to subsequent growth?

Under this very presupposition, the identification of the causative effect of leadership on economic growth and development is quite challenging (Breslin, 2008, p.226). For instance, in terms of the association between the particular leaders in respect of particular economic growth, it may be argued that the growth changes may have driven the leadership changes, even without the causative effects of leaders. In fact, Londregan and Poole (1990) presented empirical evidence that demonstrated that during good economic growth, the likelihood of coup is minimal (Pin and Yu, 2010), which is similar to the findings of Fair (1982) who found that US Presidents had a lower likelihood of being re-selected during a recession. This can be further represented through the case of China's growth path, as depicted in Figure 1:



Figure 1: Comparison of Economic Development under two different Chinese Leaders

The dashed vertical line in the figure reflects the leader coming to power, whereas the solid vertical line reflects the leader's death. During Mao Zedong's (also known as Mao Runzhi and Chairman Mao) rule, it was evident that the leader's rule was closely associated with poor economic growth, since it was 1.7 per cent per year on average, whereas the economic growth rate on average was 5.9 per cent per year under Deng (Breslin, 2008, p. 227). This limited growth rate under Mao can be primarily attributed to national policies such as forced collectivisation of agriculture and the Cultural Revolution, whereas Deng had more market-oriented policies. Taking this particular case, which could have been a coincidence, Jones and Olken (2005) considered 57 cases of leaders' natural and accidental deaths in reference to growth changes and rejected the hypothesis that leaders have no influence on growth. More importantly, the study found that leaders' quality is associated with a 1.5 percentage point difference in the annual growth rate of a country, which can be considered as a significant effect.

The notion of leadership in earlier years, even when the majority of people acknowledged it as an important resource for understanding the success and failure of countries, is largely absent from the economic research and theories (Nohria and Khurana, 2010). This can be attributed to scepticism among economists that such leadership really matters. Fortunately, this has drastically changed, as more economic research has directly engaged in studying the motivational and

inspirational functions of leadership and the ways these aspects can influence the productivity and economic performance of countries (Hira, 2007, p.347; Dollery and Wallis, 1997). This is fortunate on two fronts: firstly, it has filled a gap in economic research by researching the ways in leaders influence others around them, while bringing a significant change in their behaviour; secondly, it has brought rigorous methods of economic research for the purpose of studying leadership (Kindleberger, 1981). This is vitally important, as it has led economists to rely on a careful and critical approach in establishing the important factors that result in particular outcomes, more specifically the outcomes related to economic growth and performance.

1.2 Research Aim and Objectives

The purpose of the current investigation is to explore and investigate the existing relationship between leadership, organisational structure, culture and innovativeness within the UK Conservative Party while further exploring the effect of leadership and leadership styles on the growth/performance of the United Kingdom. Considering this main aim, the objectives of the study are:

- to conceptualise leadership and leadership styles by political parties
- to investigate the existing relationship between leadership styles and their effects on economic performance/growth
- to examine and scrutinise the structure, culture, leadership and innovativeness concerning the Conservative Party in the UK, so that it can be reflected upon the nation to develop economically
- to assess and provide recommendations concerning the economic development that can be considered by the UK Conservative Party.

1.3 Research Questions

The question that the study intends to address is:

- How does leadership, structure, culture and innovativeness of the UK Conservative Party translate into the economic and financial prosperity of the UK?

1.4 Rationale of the Study

The role of national leaders has received relatively little attention, even when their role has been found to be imperative and significant in explaining the overall country's economic growth and performance, as well as institutional change on national scale, which can further have an influential role on the growth environment. Yet, there seems to be a gap in the literature when it comes to the UK Conservative Party and the influence of their leadership style on the economic growth and performance of the country. Hence, it was of principal importance to make a valuable contribution in the field of national political leadership that can assist in understanding their role in facilitating radical economic growth and performance, especially in the United Kingdom.

Another important reason for conducting the study is embedded in the interest and implication of the theoretical and empirical work that can be capitalised upon by political leaders, since these findings can be converted into a blueprint, thereby guiding political leaders in terms of their leadership style and its overall influence on the economic growth and performance of the United Kingdom. More importantly, there is rarely any information on the organisational structure, culture and innovativeness within the Conservative Party, making it extremely difficult for local and international audiences to recognise and translate their worth and value based on the financial and economic prosperity of the country. Therefore, conducting this particular study is of significant importance, as the study may not only fill the void in the literature, but can also offer some valuable insights into the political leadership and its role in economic growth and performance, thereby resulting in a radical and dramatic change to their leadership style and approach in the forthcoming years.

1.5 Research Significance

The significance of the current investigation can be argued to be two-fold. Firstly, the intended research has presented a theoretical perspective (i.e. theories and models) in reference to leadership and leadership styles by political parties across the globe, while reflecting the role of political leaders in the economic and financial growth of the economy. Secondly, the collection of primary data via interviews based on grounded theory has presented valuable information regarding the political leadership and the styles of leadership adopted by the UK Conservative Party. In this regard, it can be stated that grounded theory has proven to be beneficial in conducting the interviews and investigating the motivations, perceptions and realities associated with the concepts and theories of leadership, innovativeness and structures of development in the UK Conservative Party.

The historical theory, based on information from social research studies, can be confirmed by a thorough procedure of examination. This technique has widespread general application of social considerations. In this sense, this initiative translates the relative study of individuals and their work between large associations and countries. It has been suggested that humanitarian theories by experts in various fields could not adapt the basic theory, and this helped. This benefit supports the use of basic theory to try to recall the wetlands of the social mind associated with medical servers. The grounded theory was developed to answer the research question in a hospital and to establish a connection between these methods.

It has been believed that the strength of the preamble in humanity would be quantitative, and that the need for an impartial equation was created for those professionals who wanted to focus on the era of theory. In addition, it has been indicated that sometimes only practical lectures were given to obtain the appropriate theory, ideas and theories for the practice. It is expected that the grounded theory will create a reliable and well-integrated theory using a continuous research and reduction method based on well-structured ideas that have arisen directly from accurate observational studies.

In addition, this study has presented an understanding of the ways through which political leadership can affect the economic and financial growth of a country’s economy. Henceforth, the

findings can be argued to be exceptionally important, since it can help political leaders in understanding the influence of their leadership on economic growth and development while allowing them to change their perspective and leadership style so that their countries can experience greater economic and financial growth.

On the other hand, it is evident that the current literature lacks sufficient information regarding the leadership styles adopted by political leaders and the ways these leadership styles affect the economic conditions of a country. This means that conducting the research is of significant importance, not just for filling a void in the literature, but also in changing the existing perceptions and attitudes of political leaders for the betterment of their countries and their respective economic growth and development.

1.5 Overview of Research Methodology

For the purpose of accurately capturing the role of Conservative Party leaders and their leadership styles on the economic growth and/or economic performance of the United Kingdom, qualitative design has been selected, in addition to interpretivism philosophy and an inductive approach. In particular, the study has been based on standard grounded theory by Strauss and Corbin, which is why the current investigation has focused on collecting rich, first-hand information from 15 people, who have sufficient insight and knowledge. In addition, this method can provide good quality material on the styles of leadership in the Conservative Party and how this influences the economic growth/performance of the United Kingdom. Since it has already been established that the instrument for primary data collection is interview, it is important to elaborate that each interview was conducted for 1 hour and 40 minutes, where the content from the first interview was factored into the next interview, hence avoiding the element of duplication, while indicating that not all the interviews were the same. For the analysis of interviews, thematic analysis was chosen, and NVIVO was used, where themes were generated based on the rich content and insights offered by the participants. Additionally, the study has further utilised secondary sources of information on the impact of leadership style on socio-economic development, and these were obtained from periodicals, peer-reviewed journal articles, business journals and newspapers.

1.6 Dissertation Structure

The current investigation has been divided into the following chapters: Introduction, Literature Review, Research Methodology, Data Analysis and Findings, Discussion, and Conclusion. This introductory chapter has presented some valuable information regarding leadership and leadership styles, while connecting this information with the value of political leadership and the ways in which political leadership can affect the economic growth of a country. Moreover, the introduction chapter has also shed light on the underlying reasons for conducting the research, and the significance of the research, especially as the study is focused on the UK Conservative Party.

The next chapter comprises the literature review, which offers preliminary findings from studies previously conducted in respect of leadership, leadership styles, the importance and worth of leadership, the link between leadership and economic growth, etc. The third chapter details the research methodology and presents the available methodological approaches in addition to the selected methodological approach for the completion of the study. In particular, this chapter sets out the relevant and appropriate information related to research philosophy, research design, research approach, data collection method, data collection instrument, data collection process, sampling technique and sample size, in addition to the ethical considerations undertaken to assure confidentiality and anonymity of the participants.

The fourth chapter sets out the findings and discussion based on the information obtained from 15-16 people via interview, while utilising grounded theory. This chapter presents a wide range of themes based on the content obtained and interpreted via thematic analysis. The fifth chapter of discussion compares and contrasts the findings of the study with that of previous studies, while reflecting the personal contributions of the researcher through this research. The final chapter provides a conclusion and recommendations which summarise the key findings while offering some valuable ways through which the UK Conservative Party and its leadership can play an influential role in economic growth and development, as well as providing recommendations for future research.

1.7 Summary of the Chapter

This chapter has presented information related to the purpose of conducting the research, and the objectives and research questions to be addressed through this research. More importantly, this chapter has also highlighted the rationale and significance of the research, while presenting a brief overview of the methodology to be adopted to work on the research purpose. The last key section of this research is the dissertation structure that outlines the chapters in this dissertation, and the information to be presented within each chapter in accordance with the purpose, objectives and questions.

CHAPTER 2: LITERATURE REVIEW

2.1 Leadership

Leadership is an 'influence', i.e. the ability to exert a positive influence on the people we work with, so that together we achieve our goals (Finkelstein et al., 1996). The more our ability to influence people grows, the more effectively we can lead them and thus work towards the implementation of the set goal. In a traditional definition, leadership appears as an interpersonal influence oriented towards achieving the (organisational) objective(s) (Yukl, 1998). Although it fails to capture the whole picture, the generally accepted definition of leadership has the merit of emphasizing, by the term 'interpersonal', the importance of the human factor involved in the dynamics of this phenomenon (Northouse, 2018). A successful leader influences the opinions, attitudes, behaviour and feelings of people by responding to their needs (structure, clarity, constancy, support) in relation to the requirements of the situations in which they act (Bolman and Deal, 2017). According to Tannenbaum, Wechsler and Massarik (2013),

> *"Management is the interpersonal influence exerted in a defined and guided situation, thanks to communication processes, to achieve a determined goal or goals."*

This definition has the merit of preserving leadership in the phenomena of social influence, but also of specifying the instrument through which influence is affected, namely communication. After Newcomb, Turner, PEConverse (1965) defined that *"Leadership is a facilitating role relationship"* (as cited in Bass and Bass, 2009); driving in fact means actually facilitating the achievement of the group's goals. This definition has the following implications:

- not simply any role relationship that the leader of a group with group members maintains is the expression of leadership, but only that which contributes to the group's advancement towards the goals;
- in a group there is not only one leader embodied in one person, because it is almost impossible for one and the same person to appear as the only facilitator of all important situations to achieve the goals (this opens the possibility of differentiating the formal leader by the informal leader, the leader of the task as the leader in the socio-affective issues of the group;

- It is not always the leader that influences the achievement of the group's goals, but it can be other members of the group - their contribution is to leaders, even if they are not really leaders of the group. This allows talking about leadership not as a phenomenon of the ’all or nothing‘phenomenon, but as one in which the degree and type of facilitation become essential.

The authors' conclusion included “*Leaders’ contributions are effective when they increase the effectiveness of other members. Thus, their own contributions are multiplied*.” Jacobs (1970) opines,

> *“Leadership is an interaction between people in whom someone presents information of a certain kind and in such a manner that the other convinces that its results will be improved if it behaves in the suggested or desired manner”* (Jacobs, 1970 cited in Hunt and Dodge, 2000, p. 442).

Rauch and Behling (1984, p.45) appreciate, *“Leadership is the process of influencing the activities of an organized group to achieve the goal.”*

Cole (1997) states that,

> *“People's leadership is a dynamic group process, through which a person succeeds in determining by influence the other members of the group to engage willingly in accomplishing the tasks or goals of the group along a time periods and in a particular organisational context”* (Cole, 1997 cited in Rost, 1993, p.91).

Hersey, Blanchard, and Johnson (2001) elaborated,

> “*Our leadership definition is that it occurs whenever a person tries to influence the behaviour of another person or group, regardless of his orth. It may be linked to one's own purposes or to the goals of others and these goals may be congruent to organisational goals.”*

Zlate (2004) believes that from the perspective of social psychology, leadership appears as a psychosocial relationship. We cannot talk about leadership beyond the concrete relationships

between people, whether direct, immediate or mediated. Interaction between people generates the intersubjective relationships (communication, inter-knowledge, socio-affective or subordination relationships, addiction, etc.) which when organized and hierarchically give rise to a multitude of informal, psychological structures, which will begin their functionality alongside the formal ones. Informal structures are born in areas of uncertainty due to insufficient information and they duplicate and substitute prescribed procedures, try to recuperate or anticipate the malfunctions of formal structures (Ogawa and Bossert, 1995, p.230). Also because of the interaction, group phenomena (cooperation, competition, conflict, members' solidarity, their sub-grouping, consensus and cohesion of the members of the group) occur with effects on the psycho-behavioural plan. Finally, interaction also leads to the emergence of collective mental structures (attitudes, opinions, beliefs, mentalities, prejudices, etc.) that influence positively or negatively not only group life, but also the productivity of the group or organisation (Miner, 2013).

Driving has been significantly referred to as the concept and perception of working with people, always referring to life, interests, aspirations, wishes, aspirations, whether individual or group. It can be said that the raw material of leadership is people, because only through and with their help can the technical means be manipulated (Morgeson, DeRue and Karam, 2010, p. 25). Equally important is the internal environment of active and efficient leadership, which favours the participation of workers in the achievement of productive goals, the creation of which is one of the basic tasks of the leader (Rukmani, Ramesh and Jayakrishnan, 2010, p.367).

In McGregor’s view, leadership is not merely a leader's individual behaviour, but a network of relationships between different variables as nature and structure (objective and subjective, psycho-individual but also psychosocial and psycho-organisational) (McGregor, 1944). Other authors emphasize the definition of leadership through influence and power. ‘Influence’ is the ability to change the behaviour of others in a certain direction and is exercised in the field of power. ‘Power’ is the ability or potential of a person to exert influence (Fox and Spector, 2000, p.217). The more power a person has, the wider the scope of manoeuvre and the more certain the effectiveness of the applied tactics of influence. An important benefit of power positions is to

reduce dependence on others. However, not all people seek to hold positions of power in groups or organisations.

McClellan (cited in Cashman, 2017) describes the need for the motivating power of a person to control others or to exert their influence on others. Individuals with a strong need for power seek leadership positions in the group, are concerned about the accumulation of status queues, feel comfortable in the competition, agree situations in which they can convince others of a certain point of view, are perceived as expressing themselves clearly and being direct and efficient (Bolman and Deal, 1991). The need for a person's power corresponds to a series of resources that provide him or her with the potential for satisfaction. These resources belong to the leaders but are being capitalized in the context of the particularities of relationship with the subordinates through their behavioural response. Gordon (1987, pp.47-50) lists three sources of power:

- **Power of position** - conferred by the position or function held by the person within the organisation. The authority of the official function in a department ensures the legitimacy of actions of influence over subordinates (legitimate power). Some functions held in the organisational hierarchy provide power due to their central position, being linked to many other positions and, at the same time, are important to accomplishing the tasks of other positions. Positions that control rewards and sanctions are also sources of power (reward power, and power of constraint).

- **Personal power** - sustained by the interpersonal contacts that the person has cultivated over time and that allow them to exert influence over others at some point. This type of power is based, in fact, on projective investments and the identification of the target of influence with its leader and / or the attachment relationship between the two (the charismatic personality or the power of the referent).

- **Information power** - given information and other limited sources (money, influential relationships, etc.) the leader owns. In order for the leader's information to ensure his / her ability to control the behaviour of the subordinates, the information must have

two characteristics: not be substitutable (the leader is its only possessor) and be able to support the subordinates' adaptation.

Yukl (1998) sees leadership as designating influencing processes that affect employees' interpretation of events, choosing the objectives of the group or organisation, organizing work to achieve goals, motivating employees to achieve goals, maintaining a cooperative relationship, and team spirit, as well as displaying cooperation support for people outside the group or organisation. Yukl's definition emphasizes new elements such as the motif function or the maintenance of the positive group climate. On the other hand, leadership is extended beyond the limits of the organisation, because the leader, through his behaviours, can affect the behaviours of some people outside of the organisation (clients, suppliers, beneficiaries, etc.) who, through feedback, will be affected by the organisation.

2.1.1 Levels of Leadership

In one of his most famous and most practical books, "5 Levels of Leadership", Maxwell introduces a leadership model based on his experiences, observations and conversations with global business leaders (Maxwell, 2011). The model describes in a clear and practical way the pros and cons of being on each level and the best behaviour of the leader at a given level, along with strategies that help to move to the next level of leadership maturity (Maxwell, 2003; Maxwell, 2011).

Maxwell describes 5 levels of leadership maturity and explains why each organisation needs level-5 leaders and how everyone can get there. He also describes how from level 1 leadership go through different stages of development, to being a leader who develops other leaders (level 5) (Maxwell, 2002; Maxwell, 2011). For each level of leadership, the model describes how to recognize at what stage in a 5-point scale a person is on the scale and what can be done to go to the next.

It is worth noting that the levels at which someone operates may vary depending on the person they work with. It is possible to be level 3 with one person and level 4 with another. Moreover, when entering a new managerial position, we start our path from level 1 in this new context (Maxwell, 2014). However, learning about the Maxwell model and using it in everyday work (and life outside work) gives us the opportunity to overcome individual leadership levels in a new role more quickly, new environment.

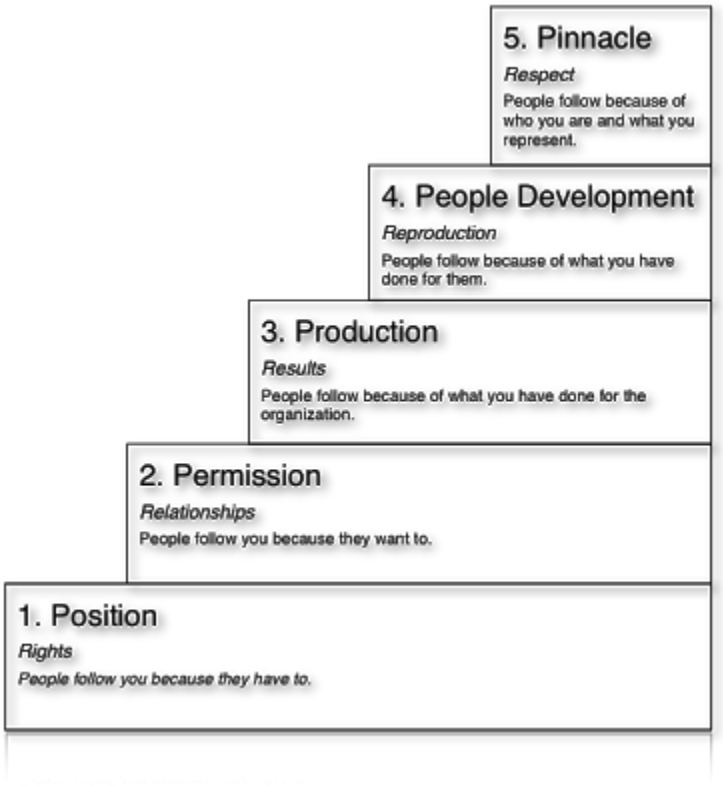


Figure 2: Five levels of leadership by John Maxwell

2.1.1.1 First Level of Leadership

The first level of leadership is based on a formal position. Leaders who work at this level need a title to do everything and spend most of their time protecting their position, often playing political games inside the organisation (Collins, 2007; Maxwell, 2011). This type of leadership is the only one in which leaders do not have a real impact on their team members and therefore cannot even be called leaders. The only and very ineffective tool that people have at this level is the weight of the position (Maxwell, 2014).

People tend to avoid working with people on the first level and even change the organisation or team because they do not want to work with level 1 leaders. People who work for a level 1 leader are usually not motivated to put more effort into work or also devote more time and energy to the implementation of tasks (Bolman and Deal, 2014, p.245; Pendleton and Furnham, 2016). Rather, they only do the minimum of what is required of them. They are simply not involved. The good news is that as a leader it is possible to grow from level 1. Obtaining a formal title or position and being on the first level means beginning on the path of developing leadership skills, and the organisation believes in the leadership potential of such a person (Pendleton and Furnham, 2016). Entering the first level of leadership by Maxwell is an invitation to personal development, and the first challenge will be to grow to being a level 2 leader.

2.1.1.2 Second Level of Leadership

The second level of leadership is called ‘leadership based on permission’, that is, people go with the leader voluntarily and submit themselves voluntarily. Level 2 is based entirely on interpersonal relations (Meyer and Slechta, 2004; Pendleton and Furnham, 2016). At this level, there are leaders who know that the development of positive relationships with team members gives the opportunity to obtain a greater commitment to work. Leaders at this level show sympathy and respect for the members of their team and as a result, they gain something that is the foundation of all relationships – trust (Moss, 2014; Mumford, Campion and Morgeson, 2007, p.160).

Good personal relationships within the team or organisation create energy, trust and a positive atmosphere. The task of leaders at the second level is to get to know their people and develop positive relations and a good atmosphere of cooperation with them and within the team (Pendleton and Furnham, 2016). The simplest step to achieving this level of leadership is to show interest in colleagues at a personal level. Each person is not only an employee of the company, but also has a family, personal character traits, interests and passions and their life values (Mumford, Campion and Morgeson, 2007, p.159).

An important task at level 2 is to get to know team members in such a way as to recognize their strengths, thanks to which in the future they can be positively developed for the benefit of the entire team (Boyce et al., 2010, p.921). Summing up the second level of leadership, Maxwell explains, *"...you can like people without leading them, but you cannot lead people if you do not like them."* The downside of level 2 is that having a great place to work (committed team members, good relationships inside, an inspiring and friendly atmosphere) does not necessarily mean that it will lead the leader to achieve the assumed results (Maxwell, 2014; Mumford, Campion and Morgeson, 2007). Therefore, all leaders should elevate to level 3.

2.1.1.3 Third Level of Leadership

Good leadership cannot be limited to level 2, namely good relations and a friendly atmosphere at work. The third level of leadership is 'leadership based on effectiveness'. This is the level at which the leader achieves measurable results because the team and leader were appointed in order to achieve the assumed results (Cheng, 2011; Bligh, Peace and Kohles, 2006). By achieving results together with his team, the leader deepens his influence and builds his credibility. At the same time, more and more people in the organisation are beginning to follow him / her because they see its effectiveness (Gilley, McMillan and Gilley, 2009, p.42).

Third level leaders are people who use their relationships built on level 2 (and thus influences) to realise their vision. It is important for a leader to define their vision and be able to explain why it is important for the organisation (Bligh, Peace and Kohles, 2006, p.315). Being on the third level, the leader achieves specific results with the team: for example, completed projects in accordance with the assumptions, increase in revenues, increase in sales, reduction of turnover, etc. (Robinson, Lloyd and Rowe, 2008; Gilley, McMillan and Gilley, 2009, p.20). In order to achieve the above-mentioned results, the leader must be able to set priorities and help team members choose the most important tasks and provide tools to carry out these tasks. To help members of their team develop and achieve the results, the leader should divide working time as follows:

- 80% of the time for tasks in the strengths zone
- 15% of the time for tasks in the learning zone
- 5% to work outside the area of strong zones

- 0% in the weakness zone

The level 3 leader is liked (level 2) within the team and leads the team to measurable results. The downside of this level, however, is that the results decrease after the leader leaves the team, because in achieving these results everything is based on a specific person-leader (Kooh and Burch, 2008). Fortunately, every level 3 leader can become a leader at level 4, where the task is to develop team members in order to achieve even better results by increasing the number of effective leaders in the team and organisation.

2.1.1.4 Fourth Level of Leadership

The fourth level of leadership is called ‘leadership based on human development’. If you want to make the workplace pleasant, increase to level 2. If you want to work as an effective team / organisation that deliver the desired results, reach level 3. If you want to develop as an effective organisation thinking about your future, make sure you have level leaders 4 (Walumbwa et al., 2008; Avolio, Avey and Quisenberry, 2010). Developing others means that the leader should work on delegating his operational tasks to others, in order to have time to develop potential leaders. Maxwell suggests delegating tasks to other team members in a situation where another person can do the same task in 80% or more efficiency (Blase and Blase, 1999).

A leader at level 4 should spend about 80% of the time on coaching and mentoring colleagues, and 20% on operational management work (Maxwell, 2003). This is a very difficult step for level 3 leaders who are used to focusing on achieving measurable results. The key element at this level are coaching skills and effective knowledge transfer. The level 4 leader uses their position (level 1), positive relations (level 2) and effectiveness (level 3), to invest time in the development of potential new leaders in the organisation to implement the process of restoring leadership and succession (Avolio, Avey and Quisenberry, 2010, p.638). However, it is impossible for everyone to become successive generations of leaders. That is why leaders at level 4 concentrate on developing people with the highest potential, usually at 20% of the population of the team.

2.1.1.5 Fifth Leadership Level

The fifth and final level of leadership is called ‘leadership based on personal authority’ and this is the most difficult level. Level 5 leaders are leaders who are remembered long after leaving the organisation (Sergiovanni and Davies, 2003; Maxwell, 2003) and those who leave a legacy. They are regarded as leaders who have spent their time creating leaders who create and develop new leaders (Gargalianos, Laios and Theodorakis, 2003, p.151). The most important long-term goal of the organisation is the continuous work on building next generations of leaders who can succeed in today's generation, which means that the leader on level 5 should create the largest possible number of leaders on level 4.

2.1.2 Leadership Style

A range of different leadership styles in the literature can be mentioned. These include democratic leadership, autocratic leadership, bureaucratic leadership and transactional leadership. In this section, the characteristics of all these leadership styles, plus others, are examined.

2.1.2.1 Democratic Leadership Style

Many psychologists who are involved in corporate governance consider the so-called cooperative leadership style to be particularly suitable for achieving highly motivated employees and maximum efficiency for the company, given the multitude of possible leadership styles (Bhatti et al., 2012; Choi, 2007, p.260). Another term for cooperative leadership style is the democratic leadership style. The cooperative leadership style has numerous advantages in professional practice. Psychologists know that most people strive for agency and maximum autonomy in all areas (Gastil, 1994). If precisely this attempt at autonomy in everyday professional life is suppressed, for example by the authoritarian style of leadership, eventually misery, anger and demotivation will set in.

People who constantly live in fear of their boss, and do not even dare to bring their creative potential, are not an asset to a company and feel neither satisfaction nor identification with their job. All these aspects would be very important for the sustainable success of a company (Eagly

and Johnson, 1990, p.233). This is where cooperative leadership comes in. It ensures the greatest possible degree of satisfaction and thus ensures that employees identify with their job, even within the framework of honest joint target agreements. This ensures that the employees themselves are genuinely interested that the company is progressing and that goals are being achieved (Choi, 2007). Only those who are satisfied with their personal situation and feel that they are taken seriously and valued by all facets are prepared to contribute as much as possible to the world of work.

At the same time, it can be seen that an honestly practiced cooperative management style also relieves managers. Anyone who wants to do everything alone and cannot give anything eventually pays the price to have reached the end of its resources and, at the same time, still have demotivated employees who would like to take more responsibility, but are not allowed (Gastil, 1994). However, anyone who has learned to delegate as a manager in the sense of a cooperative leadership style can experience sustained relief and at the same time serves the employees' desire for participation.



Figure 3: Democratic leadership

Every leadership style has problems and disadvantages, as well as the cooperative leadership style and the cooperative leadership.

- Disadvantages can arise if, in the sense of participation, employees are to be involved in decisions as much as possible, but finding a consensus is difficult, especially with a large number of very different employees.

- Then important decisions may be delayed until there are disadvantages for the operation. This may also have something to do with the fact that in the democratic leadership style the workforce should consciously bring in creative ideas (e.g. through brainstorming methods). On the one hand, this creates a large pool of creative solutions; on the other hand, however, their evaluation and appreciation can delay decision-making processes.

Here, executives are challenged to find a good balance between a level of employee involvement that makes sense in order to gather many ideas and to satisfy people, and at the same time, an economically necessary speed of processes (Jago, 1982; Choi, 2007). It can be difficult if bosses on the one hand endeavour to be perceived as democratic as possible, but then suddenly and surprisingly for the staff, speak in an authoritarian manner. This is not always well received, and some employees then feel betrayed, betrayed and their boss, for example, behaves in a pseudo-cooperative behaviour (Rosenfeld and Plax, 1975, p.205). A necessary balance between the highest possible participation of the workforce and at the same time the necessary exercises concerning management tasks should therefore always be communicated openly and transparently in order to prevent misunderstandings and not accidentally slip into a laissez-faire style.

2.1.2.2 Autocratic leadership style

This form of leadership has been present for many years. According to the autocratic leadership style, there are subordinates and principals and there is a certain reason for their existence (Vugt et al., 2004; Choi, 2007). Leaders give orders and followers do what they are told. Autocratic leadership is also known as dictatorship leadership. Under such leadership, the order is generally

extraordinary, yet it is also the weakness of this leadership as instead, leaders are rather limited because they are not encouraged by their followers who are forced to comply with the rules (Rotemberg and Saloner, 1993; Van Vugt et al., 2004, p. 12).

The autocratic leader is an interventionist leader. Their paths are one-way because they only speak to the group they manage, but they never listen to them. On the other hand, they love to control (Giltinane, 2013). These features are particularly useful in groups of people who are highly motivated but who are very suspicious of performing the tasks assigned to them. The danger is that this leader can be discouraging for highly prepared groups. The leader can cause everyone to roll to the ground without knowing. Finally, the autocratic leaders tend to feel a sense of superiority to the people they govern (Rast III, Hogg and Giessner, 2013; Vugt et al., 2004).



Figure 4: Autocratic leadership

The benefits of this leadership style are that employees know which rules to follow. The time available for making important corporate decisions is extremely short because the employees are

not allowed to have a say (Iqbal, Anwar and Haider, 2015). Many organisations that practice this type of leadership report a short-term increase in employee performance because their work can be easily verified, thanks to the patriarchal leadership style. On the contrary, this type of leadership outweighs the disadvantages. The creativity of the members of the organisation, as well as their motivation through their own ideas to bring the business forward, are completely suppressed (Bhatti et al., 2012). Employees with many years of professional experience as well as graduates who are fresh from university could contribute their knowledge to the further development of the company. It can also lead to wrong decisions, if the decision-making power is the sole responsibility of the supervisor (Vugt et al., 2004, p.10).

2.1.2.3 Laissez-faire Leadership Style

In such leadership, leaders allow their followers to manage their professional lives. It is clear that this leadership style is the opposite of autocratic leadership because the leadership style has even more democratic qualities than the democratic leadership style (Eagly et al., 2003; Spinelli, 2006, p.16). The advantages of this leadership style are attributed to the enormous scope for decisions of the employees, as employee motivation is very high in this type of leadership and the creativity of employees is encouraged. In addition, the high level of personal responsibility promotes employee independence.



Figure 5: Laissez-Faire Leadership

However, the list of disadvantages that the laissez-fair leadership style entails is much longer than the benefits outlined. In an organisation, not all subordinates can do without clear instructions. The discipline factor can be lost in this type of management and decisions that are important for the existence of the company cannot be taken in time (Futner, Baldegger and Rauthmann, 2013; Vugt et al., 2004, p.8). Some employees run the risk of abusing the leeway left to them by executives. In addition, employees who are more reserved are neglected and less integrated in the decision-making process. This in turn means that these employees produce poorer quality work, and therefore eventually enter into conflict with their colleagues (Skogstad et al., 2007; Spinelli, 2006, p.18).

2.1.2.4 Bureaucratic Leadership Style

It is possible to define bureaucracy as more of a mechanism rather than a leadership style, as it allows followers to record, evaluate and adhere to the basic features regularly and meticulously, although they may be avoidable and negligible (Girodo, 1998). Bureaucratic rituals annoy central society as well as the leaders. In bureaucratic leadership, inspiration and discovery are completely neglected, because the strict and strong discipline and mechanism can only be pursued through strict rules which are often-unchanged (Sergiovanni, 1990, p.25). The clear work instructions as well as the regulated internal business processes are among the advantages of the bureaucratic leadership style. In addition, the relatively small number of wrong decisions that can be made in this type of leadership can be attributed to the benefits of bureaucratic leadership (Lok and Crawford, 1999).



Figure 6: Bureaucratic leadership

However, comparing the advantages and disadvantages of the bureaucratic leadership style the latter clearly outweigh the former. The limited scope for decision-making can have a negative effect on the mood of the supervisor. This in turn leads to a long-term demotivation of employees (Benni, 1996). Both executives and their subordinates do not have the opportunity to revolutionize or take the business forward in any other way. The extremely long decision-making processes can also have a negative impact on the company's success (Bensimon, 1989). In the literature, the three leading styles after Kurt Lewin are referred to as the classic leadership styles. They are structured as the authoritarian, the cooperative and the laissez fair leadership styles. The classic types of leadership focus on the four components of satisfaction, productivity, efficiency and the cohesion of the group.

2.1.2.5 Situational Leadership

The main idea behind the Situational Leadership Model is that it is not one single leadership style that is best under all conditions. Effective leadership is associated with the tasks being carried out, and the most effective leader is the one who can set the leadership method that is governed by the maturity of the person or group to be guided or managed (McCleskey, 2014, p.117; Chen and Silverthorne, 2005). In this sense, maturity is defined as the ability of the group

or person to design high yet achievable goals with the appropriate knowledge and/or competence of the group and the willingness and willingness to undertake the task of the project at hand (Hersey, Blanchard and Natemeyer, 1979).

This style of leadership explains that the ideal way to lead a group of people does not exist. The three-dimensional style could be considered as the type of leadership that can best be applied in reality (Thompson and Vecchio, 2009; Chen and Silverthorne, 2005). Reddin (1967) was the founder of the three-dimensional leadership. To illustrate this style, it is based on tasks, people and effectiveness. To lead these three aspects, the research again subdivides into four other leadership styles, which are described in the literature as neutral. These are composed of the relationship, behaviour, and task and integration style (Papworth, Milne and Boak, 2009, p.600). The three-dimensional leadership style emphasizes that there is no good or bad way to lead people. It emphasizes that leadership can be either effective or ineffective. The focus is on the specific situations in which the company is located. Therefore, it is necessary to adapt the management style to the current situation (Chen and Silverthorne, 2005, p.284). This in turn depends on the company, the company's goals, the supervisor and the members of the organisation.

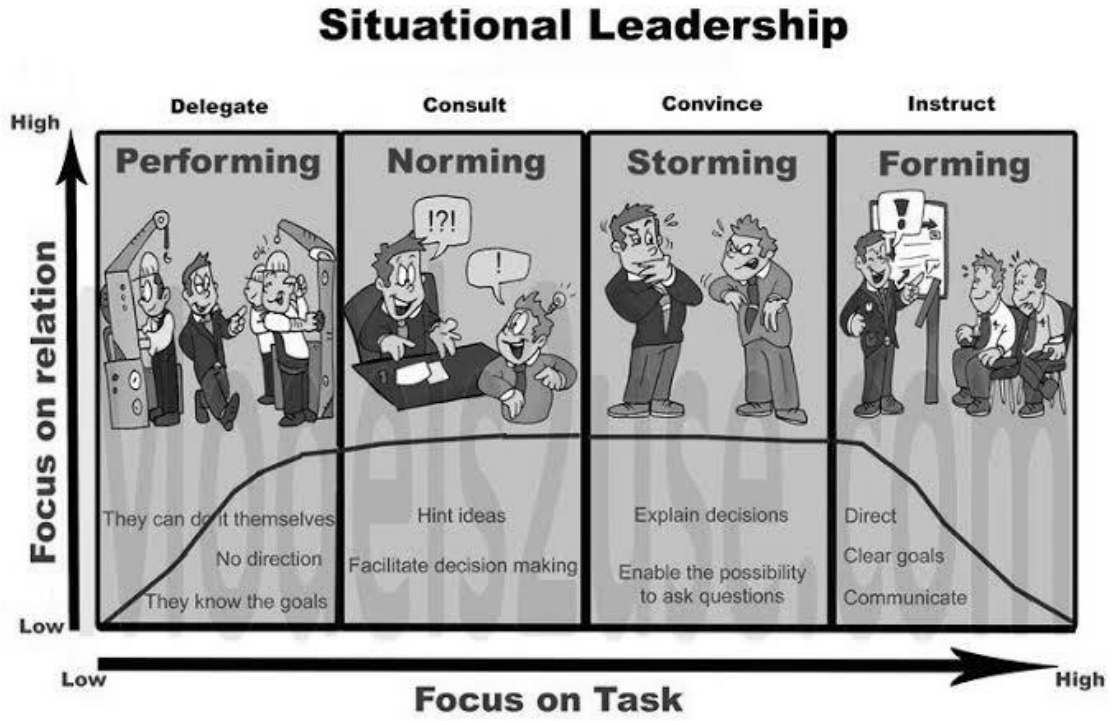


Figure 7: Situational Leadership

The advantages of this leadership style are its flexibility. If the supervisors adapt to the company's situation, it will have a positive effect for everyone involved. The advantage in this case is that different types of management are practiced (Giltinane, 2013, p.41). Thus, this style of leadership does not run the risk of the company stagnating due to authoritarian or permanent laissez-faire leadership. Conversely, the disadvantage of this type of leadership is that it may also be ineffective in some situations. This can have negative consequences for everyone involved (Vroom and Jago, 2007; Thompson and Vecchio, 2009, p.841). The goal of a company is still profit maximization. However, if a type of leadership is practiced that impedes revenue growth and is ineffective; the leadership style should be adapted to the situation.

2.1.2.6 Transformational Leadership

This theory was born in the early 1980s. In 1978, based on the qualitative classification study of political leaders, Burns proposed that the leadership process should include both transactional and transformational leadership behaviour styles (Piccolo and Colquitt, 2006; Leithwood and Jantzi, 2005, p.188). On this basis, Bass formally proposed the theory of transformational leadership behaviour in 1985. At present, research into transformational leadership occupies a central position in leadership behaviour research (Avolio and Yammarino, 2013). The behavioural style of transformational leaders mainly comprises four main dimensions:

(1) Spiritual motivation, that is, motivating subordinates through vision and ideal goals;
(2) Intelligent inspiration, which stimulates creativity and creativity of subordinates;
(3) Leadership charm or the idealized influence, that is, to shape the positive and positive role of the subordinates through their own behaviour;
(4) Individualized care that is the guidance and concern for the subordinates to differentiate (Leithwood and Jantzi, 2005).

A large number of studies have shown that change leadership is the process of superior maturity and motivation between leaders and subordinates (Kearney and Gebert, 2009, p.77). In this process, the leader can stimulate the high-level needs of the subordinates by making employees aware of the significance of the tasks they undertake. In addition, an atmosphere of mutual trust should be established, so that the subordinates can sacrifice their own interests for the benefit of

the organisation and achieve results that exceed the original expectations (Arnold et al., 2007; McCleskey, 2014). Transformational leaders undertake roles such as coaches and mentors and are better at fostering an atmosphere of concerted effort. Under transformational leadership, subordinates can learn to think about problems with a win-win principle and learn to understand people and listen to others to create synergy (Eisenbeiss, Knippenberg and Boerner, 2008, p.618).



Figure 8: Transformational Leadership

Transformational leaders motivate employees by increasing confidence in their skills and talents, aiming to get more results than expected. In this way, employees become more aware of the importance of their duties, and they are altered by helping them to increase their individual interests (Pieterse et al., 2010, p.615; Keller, 2006). The person who leads this change and initiates the changes in the enterprise becomes the transforming leader. The transformative leaders in one place are often charismatic leaders, and they first begin to develop vision for their respective organisations, departments or business groups (Morales et al., 2012; Arnold et al., 2007). The vision in question has their guides on achieving efficiency, quality and targeted performance.

Transformational leaders are people who are called the true leader. Transformational leaders are known for their leadership qualities rather than their managerial characteristics (Kearney and

Gebert, 2009). Transformational leaders are those who want to get out of existing systems and encourage it. The Republic of Turkey's founder, Mustafa Kemal Ataturk, is a good example of a transformational leader.

2.1.2.7 Transactional Leadership

Transactional leadership is based on the perspective of social transactions and the relationship between leaders and subordinates is a realistic contractual behaviour. Burns pointed out that transactional leadership is the process of mutual reciprocity between leaders and subordinates through negotiation (Barbuto, 2005; Stajkovic, 2006). Leaders and subordinates achieve common goals under the principle of maximum benefit and minimum benefit. The behavioural style of transactional leadership mainly includes two dimensions: contingency compensation and exception management. The contingent-reward-style leadership behaviour refers to the leader giving appropriate 'reward and avoidance punishment' to the subordinates as incentive (Chaudhry and Javed, 2012, p.7). When the subordinates complete the task according to the instructions of the leader, they can receive remuneration to meet their needs.

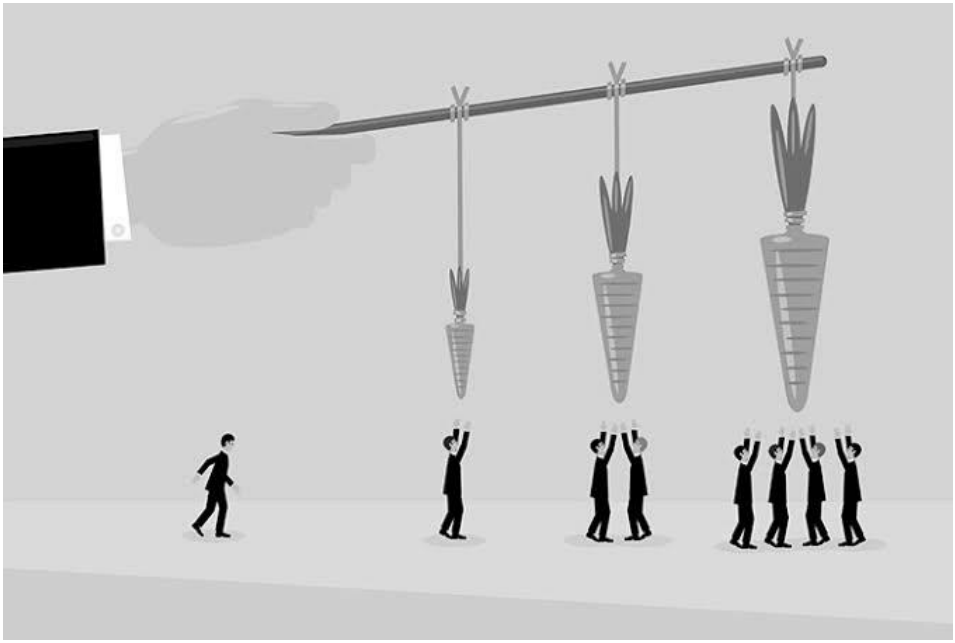


Figure 9: Transactional Leadership

Leaders can achieve incentives for subordinates through different contingent compensation transactions. Exception management is divided into positive exception management and negative exception management (Bass, 1990; Stajkovic, 2006). The so-called positive exception management refers to the leader's initiative to correct the subordinate's mistakes, let the subordinates know the root cause of the mistake, and instruct the staff to correct it to ensure that the subordinates achieve the work objectives (Avolio, Bass and Jung, 1999). Negative exception management means that when the leader and the subordinates jointly set the working standards, the leader does not try to change any working rules, but only pays attention to the deviation behaviour of the subordinates (Judge and Piccolo, 2004, p.755; Barbuto, 2005). Once the deviation behaviour occurs, the leader corrects and takes contingency punitive measures or other corrective actions.

Transactional leadership style and transformational leadership style are twin sisters. The two leadership behaviour styles are complementary structures (Kennedy and Anderson, 2002). The difference between the two is that the values exchanged between the leader and the subordinates are different (Hartog et al., 1994; Stajkovic, 2006). The exchange of transactional leaders and subordinates is mainly the value of material level such as reward, promotion and welfare, and the exchange of transformational leadership and subordinates is mainly the value of the spiritual level of trust, honesty, fairness and responsibility. Effective leaders will combine transformative and transactional characteristics (Stajkovic, 2006).

2.1.2.8 Charismatic Leadership

The word ‘charisma’ comes from the Greek word for ‘gift’, which was first used in the Christian Bible to represent a spirit of the Holy Spirit and mystery (Conger, 1989). The German sociologist Max Weber first proposed the charismatic leadership theory and used it to explain and study social political leaders. In 1977, the organisational behaviourist Robert House introduced charisma leadership theory into commercial organisations and evaluated the behaviour of charismatic leaders (Conger and Kanungo, 1987, p.645). The core of this style of leadership is that the leader has the special qualities of ‘charm’. Charisma may be an extraordinary quality that exists in the leader, and may be formed in the interaction between the leader and the follower (Brown and Trevino, 2006; Barbuto, 2005). The behavioural

characteristics of charismatic leaders include character simulation, image building, displays of unconventional behaviour, impression management, value guidance, vision of drawing attractiveness, and role model setting (Shamir, House and Arthur, 1993).



Figure 10: Charismatic Leadership

Numerous studies have shown that the charismatic leadership style has a positive impact on subordinates, enhances subordinates' recognition of the leader, and can be particularly attractive to followers and guide them to achieve the leader's goals (Ehrhart and Klein, 2001, p.160; Lyons and Schneider, 2009). However, it has also been suggested that charismatic leaders can sometimes be confused with transformational leaders. In both types, the leader inspires and motivates team members. However, the difference arises in their purpose. Transformative leaders try to transform their teams and institutions. Charismatic leaders often focus on themselves and their ambitions, and are not motivated to make changes in the organisation or team. The charismatic leader does not give him the possibility to act in a wrong way; he does not consider these when warnings or advice from other people are followed (Lyons and Schneider, 2009; Barbuto, 2005, p.30). The team and the organisation often misrepresent this behaviour.

2.1.3 Leadership and Economic Growth

Primary leadership is not an authority. The best case that can be considered is that a viable initiative involves taking advantage of the decisive factors that make up the political elements of changing the system, structure and behaviour (Bhatti et al., 2012). For example, an emergency or unexpected impact on regular assets may be an opportunity, but they should give an impetus that provides change, unhappiness and the ability to take a different direction with some sympathy and understanding. Although leadership seems to be a development issue that has not yet been satisfactory to some people, skilful writing has not been able to show the importance of pioneers in developing countries (Baumgartner, 2009, p.110). Work has begun on a project that analyses the economy, government and the fundamentals of financial development in 13 countries. The problem for social researchers is that there is great diversity in terms of financial leaders and development.

The study of parts of the methods and elements of continuous monetary development, as well as fruitful improvements, apparently requires three elements (Avolio et al., 2009, p.430):

(1) the monetary side shall consider the best models of development and progress. In addition, it should consider which types of agreements usually contribute to the continuous development model;
(2) the institutional segment that manages the facilities of organizations that improve and facilitate development and financial progress, and how these institutions appear and become more fundamental;
(3) A segment that governs the problems of government development, highlighting the ways in which countries solve development problems.

Each of these three elements has its own difficulties and problems arising from the assessment and causality of specificity. The ideas in all three areas are impressive and constantly improve experience and attentive academic work, but they are still fragmented (Auld et al., 2015). It seems obvious that each of the three factors is crucial for full development and improvement. Given the experience of development in the field of nations (with achievements in the field of high development and continuous development) and taking into account development and

improvement, an unpleasant expression of the correct combination of financial aspects, organizations and problems (Argomaniz, 2009, p.160), legislation that supports development and progress is read as follows:

(1) An open system of economic development that uses global interests and knowledge. Competition can work and create additional changes that structure macroeconomic dynamics that in turn support further development. Although there is much more, including a high level of open and private funds for companies and reserves, they seem to be at the heart of the most difficult cases that help is provided.
(2) Organizations that are characterized by adoption, the rule of law or a high degree of coherence, competent administrative and motivational structures and supported by government officials who are focused on the long-term prosperity of their residents.
(3) Many cooperative and political structures in which the right attempt to use the right model require sufficient effort until continuous business continues, and then when power is applied and adapted.



Figure 11: Leadership and Economic Development

In addition, it was noted, “key pioneers can accept urgent work in developing countries.” Also, it was found that innovative results have an innovative effect on the results that are usually set in the financial strategy (Aguilera and Cuervo-Cazurra, 2009). This last result is of particular interest not only for using a joint analysis of institutions, since it turns out that the influence of people on more or more funds (budgeted or more) is less or more complicated.

One element of established organizations is the combination of skills and the use of brakes to make decisions about bad approaches, including decisions of the administrative assembly. It is clear that the influence of managers in organizations and the subsequent influence of companies on the development of monetary policy is more difficult to consider (Reicher and Haslam, 2017). The issue of diversity, which is related to assessment issues, is a matter of concern. It is clear that the administration does not have an obvious impact for a number of reasons (that is, the adoption of key procedural decisions, reaching an agreement and adapting policies to solve financial and social problems). The impact of this leadership cannot be accurately assessed (Ricard et al., 2017, p.140).



Figure 12: Economic Development by the Leaders

2.2 Political Leadership

With regard to the concept of political leadership, because of its eternal functioning in the world of politics, there has been a large amount of research, similar to other issues in political science. The literature regarding political and party systems, foreign policy or political doctrines is definitely richer for theoretical and empirical analysis (Frohlich and Oppenheimer, 2015). In addition, the issue of political leadership is an inseparable element of the policy and it was left not only in the margins of research, but also in didactics.

The field of political science focuses on several fundamental issues and in the closest relationship to the subject of interest in the field is policy. Depending on the position of the author, a few or a dozen departments or sub-disciplines are indicated, which are often also names of didactic subjects (Hartley, 2010). However, there is no title issue amongst them. The construct of political leadership can be further illustrated based on the themes in the following section.

2.2.1 Qualities of a Political Leader

The 10 basic features that a political leader has are follows:

2.2.1.1 Honesty

Honesty in politics sounds like a truism to this attitude; people are suspicious because as a politician it is usually a "cheater". However, the ideal leader is the one who tells the truth, even the uncomfortable one (Opper and Brehm, 2007; Frohlich and Oppenheimer, 2015). The leader is a nonconformist who is guided by the good of voters and not by his own benefits or the beautiful words that others want to hear, but not to offend or hurt him.

2.2.1.2 Real promises

A good politician does not make promises without coverage. They do not talk about infrastructure plans that do not translate into reality (Buzo, 2018; Hartley, 2010). Empty promises, unfortunately, are an effective and often used practice, but only in the short term. A politician who has not fulfilled his promises has a poor chance of re-election; he also loses respect quickly in the eyes of voters.

2.2.1.3 Respect

‘Treat others as you would like to be treated’ - this old saying is reflected in everyday life to this day. A good politician is one who counts with voters, with their needs, responds to messages, appeals, is constantly involved in their daily lives, and not just before an election (Mumford et al., 2007, p.160; Opper and Brehm, 2007).

2.2.1.4 Moral spine

A leader with a strong and moral character automatically becomes a leader. Only someone with strong moral attitudes, goodness of heart and respect for others, and at the same time firmness and consistency in action, is able to draw crowds with them. Such a person feels at a distance and easily entrusts himself with power and respect.

2.2.1.5 Interpersonal skills

The natural ability of a leader is the ability to make contacts. Therefore, a leader must be an open person who is able to listen and empathic. They should have the ability to understand the position of others and to pay more attention to people-to-people contacts (Langer, 2007, p.379; Opper and Brehm, 2007).

2.2.1.6 Confidence

Confidence is not arrogance; unfortunately, so many people are still confused with both attitudes. Therefore, we see aggressive, dominant politicians imposing their will on their strength (Sheehan and Sheehan, 2006; Hartley, 2010). Self-confidence is a positive attitude towards oneself, taking into account defects and focusing on strengths, it is the responsibility and defines of the decisions made that also respect for the other person and conviction about their own values and views. Only a confident person can take crowds behind him.

2.2.1.7 Self-discipline

Good politician - the leader does not need external stimuli to start work. He developed a system that motivates him to act in every situation. Sam lands the bar constantly striving for perfection. It sets short and long-term goals that it implements with determination (Langer, 2007; Hartley,

2010). He does not rest on his laurels and he does not act impulsively successively by building foundations even with an ant work.

2.2.1.8 Dissatisfaction

Dissatisfaction with the current state is the main motivation for further actions of the leader. This is not about complaining, but about the desire to improve and develop.

2.2.1.9 Constructive criticism

A real leader never criticizes for pleasure. How to get to know a good leader? People do not feel "small" with him. Regardless of whether it is a politician or the president of a company, he can extract the best qualities from subordinates, focusing on their values, building a sense of self-worth. How criticism is only constructive to bring tangible benefits (Sheehan and Sheehan, 2006).

2.2.1.10 Internal balance

The man that the crowds follow must be balanced. To this end, he is looking for balance, knowledge about himself, about his weaknesses, knows himself very well, but above all he dreams (Sheehan and Sheehan, 2006; Langer, 2007). He translates his dreams into real plans and then implements them. Above all, a good leader has charisma, a talent with which unfortunately, you have to be born. However, it is possible to work on many features and develop a positive attitude towards yourself and the world, which will certainly translate into the confidence of voters.

The prospect of talent is that it is a great place where an organization can reach its competitors at all levels. Recognition is characterized by the best ability of various presentation switches (Iqbal et al., 2015, p.5). These beliefs give pioneers a guarantee of the consolidation of their ability and spiritual truth to carry out such difficult actions. Pioneers with a proven attitude make up a board for themselves and its promotion in groups. They understand that you cannot name them, and therefore make a significant contribution to their ability and help others in the organization strengthen their skills (Jing and Avery, 2008).

2.2.2 Examples of Political Leaders

Of course, leadership is a necessary phenomenon of social life. During all periods of the existence of human civilization, people have needed to organize their activities, regulate the behaviour of individual elements of the social system, which could be carried out only with the help of strong leadership (Helms, 2012). That is why from time immemorial, political leaders took upon themselves the responsibility for the function of governing society. However, not everyone could become a political leader; this opportunity was only afforded to the most influential people who could mobilize society to achieve meaningful goals. As a rule, a political leader must possess a number of qualities that distinguish him from the others, as well as those that are necessary for the management of society (Brown, 2014; Langer, 2007). These qualities include the ability to express and defend their views and interests, the ability to lead the public masses, the ability to achieve goals, and many others.

Political leadership is a subject that has always been attractive to various scientists and has not lost its relevance for many centuries. In the course of the long-standing study of this phenomenon, many classifications of political leaders have been derived, depending on their activities, tasks, management style and various other criteria (Verba, 2015; Weber, 2008). For example, one of the most famous is the typology of legitimate domination, which was developed by Max Weber. It is based on the definition of the roots that allow a person to become a political leader (Beetham, 2018). To characterize a political leader, a typology developed by R. Tucker is often used and is based on tactics that a leader uses to achieve goals, and on M. Hermann’s typology, which depends on the image and role of the leader, (Weber, 2008). In order to better understand the characteristics of one type or another, and also to see whether it is possible to identify which type is the best in a particular classification, this section provides an evaluation of different political leaders using the different typology of political leaders.

2.2.2.1 Vladimir Putin

Vladimir Putin belongs to the leader-reformer type. During the years of his tenure, he has implemented tax and judicial reforms and has increased pensions and salaries to public sector employees. Thanks to Putin’s political activity, there has been a significant reduction in Russia's external debt and the return of the country's prestige in the international arena (Renz, 2006).

Putin's significant reforms include the military, for example in the ground and airborne troops under the new armament program, re-equipment of new and modernized technology, andnew types of strategic missiles and combat aircraft have appeared. The pace of re-equipment of the Russian army means that it now occupies a leading position in the world (Gel'Man, 2008; Burkov, 2014, p.227). On the other hand, it has been claimed that Putin is a democratic leader. The main advantage of this type is the tendency towards management based on the principle of collegiality. The democratic leader listens to the opinions of his subordinates and is tactful and objective. This type of leader tries to attract people to form decisions based on joint activities in order to achieve common success (Burkov, 2014, p.227). Many believe that a democratic leader is the most appropriate type of leader for modern society.



Figure 13: Vladimir Putin, The President of Russia.

2.2.2.2 Donald Trump

Donald Trump's leadership is undoubtedly unusual. His celebrity status and shameless remarks gave him an amazing amount of free publicity and over-sharing of news reports. He has used some very famous political and psychological means in his campaign for the president (Lee, 2017). The question we should care about is, what is the cost associated with his battle and what the outcome might be? Most importantly, Trump portrays himself as a 'tough guy' who can get what he wants through power, money and relationships (Azari, 2016, p.678; Korostelina, 2016). This has great appeal to voters who believe that the United States is 'too soft' in international issues such as terrorism, trade and immigration. Research on leadership shows that followers are

attracted to leaders who represent the prototypes that followers demand for leaders and seem to be role models for specific followers/selectors (Reicher and Haslam, 2017; Sclafani, 2017). What qualities make the leader look strong? Confidence (Trump has no problems there), optimism (Trump promises "to make America better again") and an effective feeling – a "can do" attitude (Donald Trump said that there is no problem). The challenge for Trump is that most of his 'tough guy' roles include threats of force (such as the use of military power), or coercive forces (MacWilliams, 2016, p.720). The problem with coercive power is that it counters the enemy or the goal or threat of leadership. Smart and effective leaders try to minimize the use of threats but let the power speak itself. As President Obama recently said: "*The United States is the most powerful country on the planet*, period." – Show power without using direct threats (Chacko and Jayasuriya, 2017; Korostelina, 2016).



Figure 14: Donald Trump, The President of America

Effective political leadership is complex and for many people, this is mysterious. How do political leaders complete their tasks? Donald Trump is portrayed as an effective business leader and he spares no effort to reinforce this image by talking about his leadership, ("I know how to do things!") (Fitzduff, 2017). Moreover, Trump is well aware that he believes his success as a business leader will make him an effective political leader. Since Donald Trump does not have experience as a political leader, we must assume that it is impossible to determine whether he can become an effective political leader, so this is an effective illusion. Studies have shown that Americans have "role of leadership." (Sclafani, 2017) We often put leaders first, and we see

leaders as the main cause of results – positive or negative – tending to minimize followers, situations and luck in those outcomes. Trump's strategy relies on his commercial success, using it to argue that he will become an equally effective political leader, and his followers agree (Street, 2019).

Donald Trump's main campaign strategy is to use the "we – they" effect, a powerful political tool which involves identification of out-of-groups who pose a threat to the in-group (Larres, 2017; Sclafani, 2017). Whether it is Mexico or not, Trump is talking about drowning our borders in its criminals, China as a barrier to the health of the US economy, or a Muslim that Trump considers to be a potential terrorist, Trang . They are seen as a potential threat to the United States (Goethals, 2017; Fitzduff, 2017). In response to these threatening groups and the damage that Trump calls "we", he frees us – the power they influence. This allows members of the group (Trump's supporters) to be more closely integrated and become more loyal to their leaders (Trump) who will protect them from these "enemies." Our influence is quite powerful, and most politicians use it often, and in most cases portray another party as a threatening group (Conley, 2018). Nevertheless, Donald Trump continues to use this strategy. The great danger of operating us as a political tool is the prejudice that has led to members of the outside world. This is very difficult when you have to work with members of the outside group in the future. Imagine the difficulties of the future. For example, President Donald Trump may negotiate with Mexican or Muslim leaders. Trump's defamation of Muslims or recent political protesters immediately caused internal members to attack and attack so-called "enemies" (Korostelina, 2016).

2.2.2.3 Xi Jinping

Since the 18th National Congress of the Communist Party of China, General Secretary Xi Jinping has demonstrated outstanding leadership style and leadership style in many aspects and fields such as reform and development, stability in internal affairs, foreign affairs and national defence, and governance and administration of the country (Li, 2016). Features, get praise, win praise, use the words of ordinary citizens to describe, show a unique respectable and lovely, "professor Fan" and "Leader Fan". Here, the author makes a description of the leadership style and characteristics of General Secretary Xi.

Firstly, people. Taking the line of the people and the image of the people is the most distinctive feature of the general style of the general secretary. Regardless of whether he is in local or central government, he has always maintained close ties with the masses with the utmost efforts and maintained close contact with the general public as much as possible (Lam, 2015; Li, 2016). When he was the leader of the county, he used to line up with everyone to eat the canteen “big pot rice”, squatting under the tree to eat and chat. In addition, always riding a bicycle to the country to run, deep into the common people, pull the family, ask the cold, and everyone Make a piece, “together, a bitter, together” (Lampton, 2014; Lam, 2015, p. 760). Since the 18th National Congress of the Communist Party of China, this kind of pro-people and folks have emerged from his first visit to Guangdong. When the team travelled, they no longer closed the road, and they no longer closed the park and no longer cleared the scene (Lampton, 2015).

Second, rigid and soft. “Inside the inner circle”, the outer soft inner Gang, the soft middle belt, and the soft gram, is an important feature of the general secretary's acting style. On the one hand, his style is tough, straightforward, and quite ironic; on the other hand, he is sensible, true-minded, temperamental, sincere and honest. In the fight against corruption, punishing corruption, eliminating ugliness, and rectifying cadres' styles, they have always been selfless and unrelenting (Miller, 2014; Lampton, 2014). When he was appointed secretary of the Ningde District Committee, he vigorously inspected cadres for illegally building private houses and decisively handled a group of disciplinary cadres. Every time he goes to work, he warns his relatives and friends that “can't do any business activities in the place where I work, can't do anything with my flag, otherwise don't blame my six parents for not recognizing” (Zhang, 2015, p.10). Over the past year or so, he repeatedly stressed that “the iron still needs to be hard on its own,” and it has promoted the “eight regulations” and “six bans” against the “four winds” by grasping the iron and the traces of the stone. In the face of problems in cadres' style, he has always been outspoken, “singing a black face” and “heavy words” (Fewsmith, 2013). In his words, “It is necessary to shoot a table. It is better to shoot a table than to not take a table. Not enough to shock, not to shoot enough to attract attention.” In particular, he stressed that “flies, tigers fight together”, “heavy boxing”, “heavy code”, never soft, never tolerate (Li, 2012; Zhang, 2015, p.11). He also vigorously promoted reforms, hardened the hardships, climbed the slopes, broke through the barriers of interest, and reformed the “hard bones” on the road.

Fourth, democracy and enlightenment. The leaders of democracy and enlightenment are manifested as open-minded and open-minded, one-minded and inclusive, vain and inclusive (Zheng and Chen, 2009). In October 2013, there was an anime video on the Internet titled “How the Leaders Made It.” In this 5-minute video of “large scale”, General Secretary Xi appeared in a cartoon image, which is also China. For the first time, national leaders appeared in the public and in the media with cartoon characters (Poh and Li, 2017, p.90; Li, 2012).

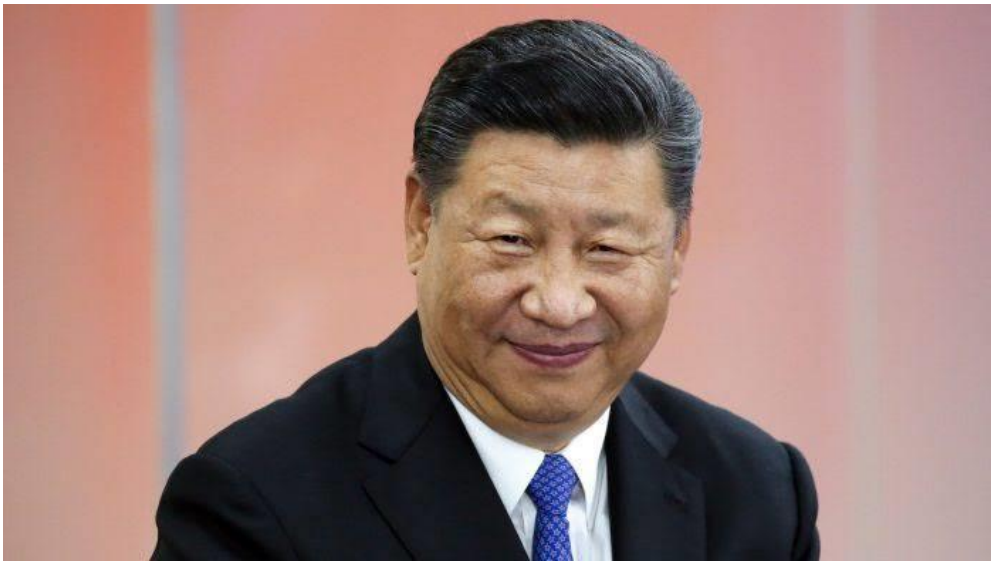


Figure 15: Xi Jinping, The President of China

In February of this year, a group of cartoons, “Where did Mr. Xi’s time go?” the comic’s image of General Secretary Xi appeared again. The general secretary has been working on a panoramic scan since he took office. In the online public opinion field, the general secretary is greatly welcomed by netizens, and is often affectionately referred to as “Xi Da” by them (Brady, 2017). These are also a relaxed and natural state of political leaders and their leadership activities, and reflect the current open and open attitude of the leaders. When people regard leaders as ‘people around them’ and ‘family people’, when they are called ‘big brother next door’ and ‘self-parent generation’, they change not only the form of expression, but also reflect an open and open political ecology (Zheng, 2012; Brady, 2017). General Liu’s style of openness and openness is, in the final analysis, a manifestation of his democratic style. He has always advocated a democratic atmosphere, encouraging people “to be able to withstand sharp criticism”, “dare to

tell the truth, dare to speak the words of the ear", and practice. In this practice of mass line education, he vigorously promoted the development of criticism and self-criticism. First of all, he advocated that the Central Political Bureau should advocate positive, good-will, truth-seeking criticism and self-criticism, and form a faint honesty, At the same time, he personally guided the Standing Committee of the Standing Committee of the Hebei Provincial Party Committee on the topic of democratic life. At one time, there was a good situation of "not so serious for many years" (Li, 2014). This kind of encouragement to tell the truth, to listen to the truth, and to actively carry out criticism and self-criticism is an important manifestation and a clear-cut indicator of democratic enlightenment.

2.3 Governance in Leadership

Leadership and control are closely related terms. While 'leadership' refers above all to persons who exercise a charismatic rule in the spirit of Max Weber and who are also required to have strong moral qualities, 'control' is more neutral (Chait, Ryan and Taylor, 2011; Beal and Pinson, 2014). This is not about the qualifications of the management staff, but about the effects that political action can achieve for its addressees. Control in this sense has always existed. For politics, however, 'governance' is a modern term that is closely linked to the enforcement of the sovereign state (Koch and Dixon, 2007). Only when the community is able to penetrate from the top can one speak in a precise sense of control. However, this also addresses the problems that are associated with this term today. The sovereign state, whose governing bodies make unreservedly binding decisions, is now part of a network of power relations at the national and supranational levels, which makes it questionable that it still has the capacity to certify effective control in the classical sense (Beal and Pinson, 2014; Kickbusch and Gleicher, 2012).

Nevertheless, is the concept of control obsolete? Even if the objections to a classic understanding of governance must be taken seriously, much speaks for maintaining the concept of control (Moos, 2009). It only has to be adapted to the changing conditions. Finally, yet importantly, this serves to extend the concept of control to "soft" control, which is no longer hierarchical but horizontal. The expanded understanding opens up new perspectives in view of the bottlenecks of

the classical concept of control without fundamentally shelving it (Kickbusch and Gleicher, 2012; Koch and Dixon, 2007).

The classical idea of control is primarily related to the state and follows the Platonic pattern "The helmsman steers his ship". The political leader decides as a driver of state affairs at will and with appropriate measures, the "state ship" points in the best direction. In terms of this metaphor, and in particular with the idea of full state sovereignty, control has recently become increasingly problematic, and rightly so (Doh and Stumpf, 2005; Erakovic and Jackson, 2012). Above all, the development of European integration and the increasing awareness of the effects of globalization make it obvious that the simple, classical concept of control, based on the relationship between command and obedience, reflects actual problems in politics and real possibilities dealing with them, is no longer living up to it. Niklas Luhmann's well-known criticism of the classical control concept has succinctly expressed the aporia (Erakovic and Jackson, 2012; Iheriohanman and Oguoma, 2010).

In fact, the idea of purely national-level and top-down governance proves to be increasingly inadequate. Control processes are increasingly interlinked beyond national demarcations (Choi, 2007). Because of these developments, the difficulties of steering, which already exist at national level, have worsened dramatically. It is therefore obvious that the classic control concept is not enough - no wonder that the controller has rethought or questioned the concept as a whole (Valente et al., 2015, p.130). In the recent discussion, therefore, the classical concept of control is greatly withdrawn and either the term is completely omitted, or the definition of control is extended:

- Since the beginning of the 1990s, an initially terminological, but then momentous redefinition can be observed: the term governance replaces the concept of political governance. Renate Mayntz understands governance as "...*the totality of all forms of collective regulation of social facts that coexist*". It remains open, however, whether the concept of control is only pushed aside or replaced in the matter (Othman and Rahman, 2014, p.359). While some authors use, "governance" synonymously with "control," Mayntz is dealing with a fundamentally changed perspective, a "paradigm shift." Governance should now focus primarily on structures or

institutions, and so control acts are replaced by “regulatory structures” in which public and private, hierarchical and network-like forms of regulation interact (Iheriohanman and Oguoma, 2010). However, the question remains whether this shift in perspective eliminates the control problem. How should governance be governed without being controlled?

- Unless the concept of control was renounced, it was expanded. In addition to the direct form of hierarchical control according to the pattern of command and obedience, indirect forms of control increasingly occur (Trower, 2012; Iheriohanman and Oguoma, 2010). In the incentive management, the probability of success is not based on sanctions, which must be avoided, but on the expectation that the addressees actually perceive the advantages offered to them through behaviour that complies with the rules. Control proceeds even more indirectly by shifting to processes of self-regulation: context control or structure control is no longer concerned with the immediate influence of the control subject, for example the state, on the control addressees in order to realize a specific control intention.

- On the contrary, framework conditions are created within which the participants, as it were, perform the horizontal control tasks that are transferred to them by the controlling authority. These are networks, negotiation systems or competitive systems that can be expected to lead to more successful and appropriate results in complex societal problem situations through internal, horizontal coordination of actions than would be possible through the direct intervention of superordinate authorities. At the same time - this is the remaining “shadow of the hierarchy” (Fritz W. Scharpf) - at any time have the ability to change the framework conditions in unwanted developments or to end certain self-regulation processes. Indirect control is horizontal and vertical at the same time (Ozar and O’Neill, 2013, p.162).

Finally, purely horizontal control is gaining importance. Horizontality here means that there is no fixed and unchanging “up” and “down” between the actors and the addressees of control. Control services can also be provided entirely without hierarchies by influencing the orientations and

identities of the addressees. This is the case, for example, with campaigns by non-governmental organisations (NGOs) which are not based on hierarchies, and also in areas of limited statehood, where the state apparatus has little influence (Haus and Klausen, 2011; Ozar and O'Neill, 2013). These are forms of *soft control*, as an alternative to hierarchical *control*. The action format of the control, which was initially extended from direct to indirect control, here again extended to horizontally effective mechanisms in which the influence is basically no longer directly or indirectly "from above" and yet can lead to desirable results.

2.3.1 Control and Power

Overall, the spectrum of control forms ranges from hierarchical control over indirect forms to soft control. This differentiation makes it possible to continue to use the concept of control despite the questioning of the control possibilities of the state. The criticism of the hierarchical concept of control can be undermined if instead, the whole range of applicable forms of control is taken into consideration (Gourevitch and Shinn, 2005; Kettl, 2011). Taxation has to be policy at all times. Politics that does not control at all, because it cannot enforce its intentions, could no longer do justice to its task of creating liabilities for a commonwealth. Therefore, there is little to replace the concept of control with other ideas, but it is to adapt to the new problems (Rhodes, 2007, p.1250).

How can control be captured in the required complexity? For this purpose, it is helpful to situate control systematically within power theory, because this opens up the necessary broad perspective (Morrell, 2009). As we have seen, too narrow a version of control leads to the difficulty that it is questionable whether one can speak of governance in politics even today in a realistic way. If control is located in the context of power theory, there are solutions to this problem on a theoretical-conceptual level, because power theory provides different perspectives (Nicholls, 2005).

Control is a form of exercising power. Power, in the broadest sense, is a social relationship that structures options for action. If power is exercised, the addressee can only follow his own intentions within this framework (Kettl, 2011). Like power in general, control in particular restricts, aligns or expands the options of action of the addressee in the desired direction. In

contrast to power, control is always intentional. The controlling actor tries to influence and structure the options for action of control addressees in his sense. Control is intentionally exercised power in a given social relationship (Culpepper, 2010; Castells, 2011).

The classification of control in the power discussion offers considerable advantages. On the one hand, for the discussion of governance, it brings the factor "power" back into play, the suppression of which is increasingly found and lamented by a more and more technocratic discussion of governance (Frederickson, 2005; Sending and Neumann, 2006). On the other hand, the reference to power enables a reconceptualization of control. The control concept can be freed from restrictions that are bound to the conditions of conventional, hierarchically organized statehood. As long as the control concept is based on the classical idea of sovereignty, as has now been shown, it is only partially applicable. Nevertheless, it cannot be given up, because power-based governance is essential to any form of political order. Therefore, it is important to find out in which way power controls politically even if hierarchically justified sanctions are not or not sufficiently available (Hansen and Porter, 2012, p.420).

The theory of power makes it clear that in the deliberate exercise of political power we are dealing with two extremes at the end of a scale. The one extreme is *hierarchical* or "hard" control. It includes the mechanisms that are designed to directly affect the desired behaviours in a pattern of command and obedience (Barnett and Duvall, 2005; Frederickson, 2005). Hard control occurs in vertical, primarily hierarchically structured relationships and is characterized by a pre-existing imbalance of power and it is mostly formalized and requires established procedures. The other extreme is soft control. This includes the mechanisms with which the steering authorities systematically structure the options for action of their addressees, without the need for a difference between "above" and "below" (Castells, 2011, p.15). Soft control does not take place through hierarchical rule; it proceeds informally and without defined procedures on a horizontal level of social relations. It is *intentional and horizontal exercise of power*. In this way, soft control does not result in a strict causal relation that guarantees that an action as a cause will have a certain reaction as an effect. Soft control always offers only a certain chance that addressees are guided by the intentions of the actors (Sending and Neumann, 2006; Culpepper, 2010).

2.3.2 Soft Control Mechanism

How is soft control exercised? One can try to seek from the everyday experience all those forms of control and classify them as “soft”, which are not hierarchical. More promising, however, seems a systematic, theory-led approach (King, 2007). Since soft control is a special form of power, those theories can be used in which power is taken not only vertically but also horizontally. Three mechanisms of horizontal exercise of power are particularly important: control through discursive practices; control by questions and arguments; and control by symbols (Papadopoulos, 2007, p.469; Tachizawa and Wong, 2015, p.20).

Michel Foucault and Ernesto Laclau / Chantal Mouffe can deduce control through discursive practices from the theories of power and discourse. Discourses in this sense are the meanings that apply in a society. They determine what can and cannot be questioned and they structure the perception and the possibilities of expression of the participants (Peters, 2010). Discursive practices influence the discourses and determine the rules of discourse. Therefore, they “create” reality. In this way, power is always exercised and control is exercised when power - in the context of discourse through discursive practices - is intentionally exercised in order to structure this discourse and thus to influence reality (Tachizawa and Wong, 2015, p.25; Senden, 2005). The structuring of a discourse always means that certain options of action are opened up for the participants and others are closed - this is control, which takes place here horizontally, i.e. “softly”.

Control through discursive practices can initiate a variety of mechanisms to influence reality according to one's own specifications and without the aid of hierarchies. It can categorize, i.e. make certain events such as the 9/11 terrorist attack on the USA, the basis of future action orientations or to produce knowledge which, because it can no longer be questioned, acts as a guide in the discourse, such as modern medicine. In other condition by the use of ‘empty signifiers’ - these either are versatile interpretable ideas, such as those of democracy - support or undermine a political order depending on the interpretation (for example, on the question of direct democracy) (Argomaniz, 2009). In any case, this influences the addressees in their behaviour and the created order of discourse structures their perception and reality and thus their

options for action according to the different positions in the society in which they are integrated (Senden, 2005; Auld et al., 2015, p.115).

Quite different is ‘control by questions and arguments’. Here it is not the framework within which the subjects interact with each other that matters, but the direct influence of the interlocutors themselves (Aguilera and Cazurra, 2009; Auld et al., 2015). With Jürgen Habermas, one can differentiate a success-oriented from an understanding-oriented usage, depending on whether the intention is disclosed, and an understanding is sought, or whether the goal is to be achieved without informing the interlocutor about it. In both cases, however, when questions or arguments serve soft control, a specific mechanism is triggered, namely the requirement of justification (Calliess and Renner, 2009). Questions require answers, the use of arguments calls for counterarguments. In both cases, the justification pressure, though neither forced nor commanded, affects the addressee and thus allows soft control. Through a specific question - for example in Parliament's “Question Hour” - answers cannot only be obtained, but also influence the respondent's options for action, because he will adhere to these answers so as not to be a liar in the future.

If a counterargument is made to an argument that has been put forward, the addressees' options for action are also structured because the addressee chooses, and the more open the argumentation of the controlling actor becomes, the closer the addressee becomes. It is because of the addressee that there is nothing to oppose (in public rhetoric, for example)because they agree on the facts. It is obvious - and here again Habermas comes into play - that the binding effect in the mechanism of justification is all the higher, the more it is based on understanding-oriented action (Filatotchev and Allcock, 2010; Senden, 2005). One may not be able to avoid a question or an argument in a strategic situation, but one will try again in another situation. But if in the process of argumentation, a result has been achieved that convinces all participants, the intention of the controlling person, who openly exposed himself to the argumentation process and accordingly has undergone changes, can finally assert himself through his rational content (Abbott et al., 2012; Calliess and Renner, 2009).

Finally, ‘symbol control’ is always possible because symbols are inherent in the language. They are characterized by the fact that they condense complex issues - such as in a flag, which stands for a community and its values - and address emotions (Li and Harrison, 2008). A flag is always highly emotional, whether it causes enthusiasm and willingness to follow or whether it provokes rejection or demonstrative disrespect. Symbols are always in need of interpretation, and a certain interpretation is hard to enforce. On the other hand, they can influence sustainable orientations and thus the options for action of the addressees. They are therefore important control instruments, but precisely because they are not based on the mechanism of command and obedience, but merely suggest orientations, instruments only for soft control (Malmi and Brown, 2008). Nevertheless, they can be used emphatically in the sense of the control intentions, because when they express common values, they bring a sounding board to vibrate, so that by symbolic condensation control intentions take effect immediately and are intensified by emotionalising (Auld et al., 2015; Calliess and Renner, 2009; Senden, 2005).

Thus, they achieve orientation effects in the sense of the control intention. NGOs, for example, which have no real power - after all, they can neither legislate nor give orders - use the preferred form of soft control (Liang, Ren and Sun, 2015; Johnston and Gudergan, 2007). For example, not just protesting against the hunting and slaughtering of seals - the protest is reinforced by the fact that helpless, cute young animals are shown, which address emotions and conveys the commandment of non-killing pictorially. The steering effect is based on the activated public resonance, which in turn restricts the possibility for governments to allow or even encourage the killing of seals for economic reasons (Aivazian, Ge and Qiu, 2005). Nevertheless, the control remains “soft”, because the addressees cannot be compelled, and even success can be avoided if the economic interests predominate.

Because symbols are usually included in our language, there is also the possibility of control by symbols everywhere, so there is only one soundboard. Totalitarian dictatorships have recognized this very well; here, through the symbolism of architecture or the mass staging, a willingness to follow is produced which alone cannot be established through command and obedience (Hamber, 2007). Nevertheless, even democracies cannot renounce symbols to keep their values present. Due to negative historical experiences in Germany, people tend to be sceptical and

restrained when dealing with symbols, but they are a bit worried about it. Because election campaigns or the public relations of the government show sufficiently, that on the intensifying and escalating effect of symbols to enforce their own intentions is not waived (and cannot be waived) (Johnston and Gudergan, 2007).

The three mechanisms of soft control were considered separately here. They can be described in more detail in this way, but they usually appear together and act together. Soft control, unlike hierarchical control, where everything seems to be rather clear, is a very complex process right from the start (Tambulasi, 2007). To be effective, it needs resonance, as done in the control of symbols. Nevertheless, even arguments and even discursive practices cannot do anything without resonance, and they often have to generate them themselves (Hansson, 2006; Skutsch and McCall, 2010). While questions and arguments require an external occasion to resonate - a conference that is perceived by the public or institutional arrangements such as Prime Minister's Questions in Parliament - discursive practices tend to provide the sounding board for governance.

Greenpeace campaigns can make that clear: first, there is always a need to create a sounding board, which means that the public must be mobilized to pay close attention to environmental goals (Newell, 2008). Through discursive practices, a suitable sounding board has to be established in order to bring out and present the topic through effective speaker positions, the multipliers, and correspondingly interpreted empty signifiers ("environment"). From this, arise casual questions and arguments in order to confront political addressees with the rationality of environmental goals and to include them in options for action. The campaign is reinforced and sharpened by the symbolism used (Skutsch and McCall, 2010). Anchors, which have to be removed by the other side only painstakingly and always documented by public images, make the intention present in such a way that they visibly influence their emotional exaggeration on the - as a sounding board - receptive public and thus exert pressure on the decision-making authorities (Bevir, 2012).

2.4 Culture and Leadership

Leadership is the ability of leaders to unite people, and "employees are the shadow of leadership." Leadership is the fundamental reason for the formation of corporate culture. Leaders want to turn the values and beliefs they advocate into teams. The basic assumptions must be based on excellent leadership – rather than having mandatory power – to allow employees to see that values and beliefs are effectively validated in practice (Schein, 2010; Ofori, 2009; Shirey, 2009). Of course, once the culture is formed, the leader's leadership will be affected. This suggests that corporate culture and leadership are two sides of the same coin. This means that one cannot really understand culture or leadership without looking at culture or leadership (Chhokar et al., 2013). On the one hand, cultural norms define how a country or organisation should define its leadership, for example, who will be promoted? Who can get the attention of their subordinates? On the other hand, the only important thing a leader does is to create and manage culture. The unique talent of leaders is their ability to understand and apply culture. It is widely believed that destroying a culture that is considered to be no longer functioning is the highest performance of leadership (Xenikou and Simosi, 2006, p.572).

This leads to an indication that leaders can play an important role in the creation of corporate culture, where they can advocate. This can be achieved through a range of factors. First, leaders need to be highly focussing, lead themselves and the team to achieve these alignments with outstanding leadership (Danielson, 2007, p.16; Gaines, 2012). These consistencies should not only be reflected in how the team recognizes the elements of how the company adapts to the environment, such as corporate strategy, business objectives, methods of work, assessment criteria and corrective actions, but should also be about the ways to understand all aspects of internal coordination such as having a common language, understanding of power and status, standards of employment, rewards and punishments, etc. (Shirey, 2009; Antonakis and Day, 2017). One of the most common examples is that companies write "fair treatment of every employee" in the cultural manual, but in the actual execution of rewards and punishments, employees with power and relationships are often given a lighter punishment, while for ordinary employees they are increased. This inconsistency creates a "relationship is more important" assumption in the team, resulting in a culture that is completely different from the "fair treatment of each employee" and actually exists in the team (Ayman and Korabik. 2010).

Secondly, leaders need to be able to perceive the underlying assumptions that actually exist in the team and intervene when necessary. Informal communication with employees, understanding the true thinking of employees and observing employees' spontaneous reactions to dealing with vague areas and emergencies are all important ways to discover the basic assumptions of the team (Rodriguez, 2005; Antonakis and Day, 2017). After understanding these basic assumptions, leaders also need to find and act on the behaviours of different levels of managers that lead to these basic assumptions. Among these cognitions and interventions for leadership behaviour, the most important point is the leader's reflection and change on the consistency of his words and deeds (Gaines, 2012).

Finally, leaders must recognize the close relationship between corporate culture and leadership, and avoid excessively evolving the corporate culture with soft power as the core form (Ofori, 2009). For example, writing a corporate culture manual, establishing a corporate culture wall, summarizing corporate culture slogans, and writing corporate culture stories can create a good corporate culture. In fact, this is only the most basic aspect of corporate culture. The real impact of corporate culture, the success of the soft environment of enterprises, is the leadership of leaders at all levels of the enterprise (Yang, 2007). They are leading employees to practice those written on paper from the inside out i.e. the ability to value ideas and values.

This makes culture a very interesting concept. Simply put, Western culture is a ‘bridge culture’, a ‘chess culture’, and the Eastern culture is a ‘Go culture’ and a ‘mah-jong culture’ (Tsai, 2011, p.98). The Americans’ bridges emphasize the combination of strength and strength. The Japanese’s playing chess emphasizes the unanimity of the outside world. The Chinese mah-jong advocates self-touching. One side of the water and soil to raise one person, culture can give people a strong imprint (Tsui et al., 2006). The Western culture respects the rules, while those from Eastern cultures also talk about the rules, but they must add a word, called the unspoken rules. Western culture is sometimes called ‘shaking head culture’, while Eastern culture is ‘nodding culture’. As for culture, there is a simple example of the order of "love", "rationality" and "law". In different countries and regions, their ordering is different (Masood et al., 2006, p.942). If the Americans were asked to rank the three concepts of love, reason and law, they would rank the law first, rank second, and rank third. If a German is asked to answer this

question, his ranking would obviously be different. The German nationality is a nation that admires the rational spirit. Therefore, reason must be ranked first, second law, and third love. If the Chinese were to do the same, the sentiment will be ranked first, followed by the third, and the third is the law. There is no right or wrong problem. (Antonakis and Day, 2017) This is a cross-cultural conflict between different countries and different nationalities.

2.4.1 Leadership in Organisational Culture

In order to command an invincible position in the midst of fierce competition, achieving sustainable and healthy development and building outstanding leadership is key. Cultivating leadership excellence requires companies to build a strong core team and make it work efficiently (Stensaker and Vabo, 2013). Secondly, as the leader of the enterprise, various leadership methods should be applied according to the actual situation and in a targeted manner. Corporate culture and leadership are two aspects of the same problem. To build superior leadership, companies must shape their values and always use this value to guide action (Walumwa, Lawler and Avolio, 2007, p.213).

2.4.1.1 Build a Core Team

To develop, enterprises need to establish a stable and reliable core team. This is what everyone usually calls ‘teaming’. As a business leader, building a good core team is a top priority and an important manifestation of leadership (Mujis, 2011; Mosley, 2007). Consequently, a strong core team can lead to an increase in corporate leadership, and building a failed core team can quickly weaken the leadership.

In order to set up this core team, the first thing business leaders must face is the choice of core team members, which is also the basic work of team building. From the source point of view, there are the two ways of internal training and external recruitment. Whether you create from within or hire from outside, the core team members must have different levels and specialties. This is done so that members can take advantage of each other's strengths and complement each other to get the effect of "1+1=2" (Sharma and Sharma, 2010). If everyone's expertise, abilities, and experience were similar in a core team, the team's expertise in many other important places would be less, and it would result in the famous "barrel theory" of management. "Short board"

will never reach the maximum water storage capacity (Mohelska and Sokolova, 2015; Baumgartner, 2009).

In addition to the complementary aspects of expertise, competencies and experience, when selecting a team member, the stage of development of the company should also be considered. Enterprises are at different stages of development, and the requirements for core team members are not the same in each one. In the period of entrepreneurship, the core members are generally small, ranging from three to four, and no more than ten (Mohelska and Sokolova, 2015; Mujis, 2011). At this time, core members such as students, friends, alumni or fellows who are familiar with each other should be chosen. This can aid the core team very well. The various contradictions or disputes between members due to mutual unfamiliarity are conducive to the rapid formation of the team's centripetal force and cohesion (Sharma and Sharma, 2010, p. 105).

When the enterprise develops to a certain stage, the core members cannot be limited to the people in the entrepreneurial period, but should balance the cultural background and knowledge structure (Baumgartner, 2009), otherwise, it will not only affect the development speed of the enterprise, but also may develop the enterprise for a long time.. For example, if a company's core team members are mostly from the same university or region, on the one hand, it is not conducive to attracting talents from other universities but on the other hand, it is easy to form bad informal organisations or small interests within the company. The group brings many unfavourable factors to the decision-making and daily management of the company (Sharma and Sharma, 2010). What is even more frightening is that if one of the core members leaves the company, it is likely to trigger a "collective resignation" incident. The core team of the company's painstaking efforts will be destroyed, and it could bring a devastating blow to the company (Mosley, 2007, p.134).

2.4.1.2 Trust Relationship

The correct selection of core team members is only the foundation of team building. It is necessary to ensure that these core members can think about one place and make efforts to create a high-performance team (Ellonen et al., 2008). Building trust is the most important. If the team members are distracted and suspicious, how can the team cooperate effectively? How is it

possible to form an efficient, cohesive and combative team? Therefore, as the leader of the company, an atmosphere of mutual trust should be created within the team (Gurr, Drysdale and Mulford, 2006).

Creating an atmosphere of mutual trust needs to be considered both horizontally and vertically. In the horizontal aspect, team members can build trust between each other by strengthening communication, enhancing understanding, and supporting each other's correct views (Gurr, Drysdale and Mulford, 2006; Baumgartner, 2009). In the vertical aspect, as a leader of the enterprise, in addition to the above methods to enhance trust with core members, effective authorization is also necessary, as this is the best way to establish a trust relationship between a leader and their subordinates (Stephenson, 2005). On the leader's side, effective empowerment allows core team members the chance to exercise and develop their leadership skills in practice; on the other hand, they can give themselves more time and energy to focus on strategic decisions. These two aspects are directly related to the long-term development of the company. From the perspective of team members, empowerment allows them to truly feel the trust that leaders have in their own lives, further inspiring them and generating enthusiasm for work, and improving the quality of work (Huhtala et al., 2011, p. 231).

Authorization is an art. It needs to pay attention to various methods, otherwise, it may be counterproductive. It will not only achieve the purpose of enhancing trust, but will lead to unnecessary misunderstandings:

> [1] There must be clear and challenging goals when authorizing. If the goals are not clear or challenging, they will not only fail to motivate the team members, but will also not allow the team members to feel full trust, making them feel at a loss and even causing unnecessary misunderstandings (Huhtala et al., 2011; Stephenson, 2005, p. 350). For example, if you say to a new product manager, "You are responsible for the promotion of a product this year and if you do well, the company will give you a generous reward", then he may look blank and not know his direction. I even wonder if you really trust him. For the same authorization, if you explicitly say to him: "You are responsible for the promotion of A products this year. If you can achieve 30% market

share in the country, the company will give you reward." He may be proud of this challenging task and fully mobilize your potential.

[2] Do not repeat the authorization, and you must not hesitate when you authorize it, otherwise it will destroy the trust relationship between the teams. Unfortunately, this arbitrary authorization often occurs in domestic companies (Brookes and Grint, 2010; Huhtala et al., 2011). When an employee works for a software company, the general manager might authorize the R&D department's travel expenses review to the R&D department manager. In less than three months, the approval authority might have been taken back, making the R&D manager think that the company distrusted him and even humiliated him. The feeling was that the company left the company on the third day of the approval of the approval. Of course, my example is not to say that after the authorization, the power cannot be recovered. Instead, the leader should be warned. Before the authorization, you should consider the risks and the corresponding control measures (Harris, 2013). This may be more recycling than after the authorization. Power is more effective!

2.4.1.3 Effective use of Conflicts

Although the team might be working hard to make members form a partnership, this does not mean that different opinions are not allowed in the team. In fact, team conflicts can happen at any time; some members are dominant, some are recessive, some are constructive, some are destructive; some are cognitive, some are emotional, and some may endanger the survival of the company, and others may not be worth mentioning (Hamlin and Jennings, 2007; Stephenson, 2005). In the face of conflicts in the core team of the enterprise, a business leader should face them correctly, analyse them, resolve them, and thus clear the team atmosphere and improve the overall performance of the team.

Business leaders should take different approaches to conflicts of different natures. Conflicts that are destructive, emotional, and endangering the survival of the company should generally be avoided. Once this sign is discovered, it should be smashed and smashed into the cradle. For constructive and cognitive conflicts, appropriate guidance should be given to use conflicts to

explore different opinions and stimulate more ideas (Hamlin and Jennings, 2007; Kaynak and Darling, 2013). The former CEO of GE, Jack Welch, attaches great importance to the positive role of constructive conflict and cognitive conflict. He believes that enterprises must oppose blind obedience. Every employee should have the freedom to express different opinions, put the facts on the table for discussion, and respect different opinions (Nastase, 2009). This constructive conflict fosters GM's unique corporate culture and has enabled GE to achieve sustained, high-speed development over the past two decades.

With the continuous development of leadership and the in-depth study of leadership practice, many scholars have summarized many leadership styles from different angles (Rahim, 2017). For example, management scientists White and Lipett believe that there are three basic ways of leadership: dictatorship, democracy, and laissez-faire. Jimmy Dawnan and John Maxwell have summarized leadership style as condescending, negotiating, patiently persuading five types of styles, leading by example and decentralized power. Daniel Gorman uses a database of 20,000 professional managers worldwide to summarize the six leadership styles that are prevalent in today's global enterprises (Kaynak and Darling, 2013; Stephenson, 2005).

As far as leadership style itself is concerned, there is no good or bad point, as long as it is good for the completion of the task, while achieving efficiency and maximizing the effect (Fry and Slocum, 2008). As a leader of an enterprise, understanding the strengths and weaknesses of these different leadership styles will help a leader to shape their own unique leadership style, which will affect the potential of their employees and affect the entire enterprise.. From the practice of many leaders at home and abroad, successful leaders should use various leadership methods to guide, educate and motivate employees, and freely convert between various ways according to the actual situation (Kaynak and Darling, 2013).

2.4.1.4 Adapt to the Cultural Background

Each country or region has its own unique cultural background. For example, Western culture is very direct, while Eastern culture is subtler. Even China and Japan, both of which belong to the Eastern culture, have great differences in their ways of thinking and values (Mujtaba and Sungkhawan, 2009; Dreachslin, 2007). Therefore, for business leaders of cross-cultural

management, different leadership styles should be adopted for teams or personnel with different cultural backgrounds or else it will affect the influence of leadership. In serious cases, cultural conflicts may also arise, and the consequences are unimaginable (Francoeur et al., 2008).

One example is the ‘brainstorming method’ that companies often use when making decisions. When brainstorming in countries such as Europe and the United States, participants put their own opinions on a piece of paper, explain their own ideas and viewpoints in front of everyone, and then put ideas together into a framework. For the discussion of the entire framework, the effect is very good (Lumby and Morrison, 2010, p.15). But in Japan, brainstorming in this way is completely unworkable. You can let participants write their own ideas in private, but it is difficult for them to explain their own ideas to a large audience, or to others. The opinions are objectively commented, so it is impossible to achieve the desired effect. In this case, we must change the way we lead (Dreachslin, 2007, p.151). For example, it would be preferable to concentrate on the ideas or opinions that we have put forward in private, so that the opinions raised are anonymous and there will be fewer concerns when discussing them.

2.4.1.5 Corporate Culture

Culture and leadership are two aspects of the same problem and they cannot be understood separately. On the one hand, corporate culture is the culture of corporate leaders, and their recognition and support are the key to the success of corporate culture (Kinrad et al., 2005). Therefore, leaders must have unique capabilities to create, integrate and manage culture. On the other hand, in the formation of corporate culture, corporate values are widely recognized by members, so that each member of the enterprise has a sense of mission, and will further enhance the leadership of the enterprise (Noe et al., 2017; Heck and Hallinger, 2005).

The core of corporate culture is shared values, and different types of companies need different values to match them. For example, R&D-based high-tech enterprises can regard organisational innovation and technological innovation as one of the corporate cultures, because only continuous innovation can bring competitive advantages to those enterprises (Noe et al., 2017). Under the guidance of the innovative concept, the famous chip manufacturer Intel has continuously improved the design of the chip, transformed the ordinary chip manufacturing

process into the most efficient and cutting-edge process in the world, and has always been in the leading position in the industry (Noe et al., 2017). For traditional processing and manufacturing enterprises that focus on production lines, front-line employees are only carrying out regular work with uniformity and with no variables. Untimely innovation can not only bring about improvement in efficiency, but may produce more. Defective products, even more serious will also lead to casualties (Heck and Hallinger, 2005; Noe et al., 2017).

The success of a company is not only to have a core set of values, but more importantly, to always be guided by this value, so that corporate leadership can be sublimated. If you just use the values of the company as a slogan, leaders will make a show at the small meeting of the conference (Wooten and James, 2008). In fact, they do not guide their actions with the values of the company. Then you will only give people a false impression. The loss of prestige in front of employees and customers will overwhelm your leadership over time.

Nike, the world's leading footwear manufacturer, has two basic values: innovation, and destruction of competitors. The principle of competition is the supreme belief that goes beyond all other norms (Heck and Hallinger, 2005). Such values may not contribute much to society, but Nike has always followed these values and this has led to its success. Enron, once known as the model of the new US economy, shaped the core values of “communication, respect, integrity, and excellence”, In the case of profiteering, that is the ability to guard against values and to guide actions with values, the final outcome can only be bankruptcy (Hunt et al., 2015; Noe et al., 2017).

Of course, sometimes the values of the team can also bring disaster to the team. If the core values of the company and the values of the society are in abrupt, then the company should recognize the strategic significance of adapting to social values. Society can exert pressure on enterprises, but they cannot impose values on enterprises. As leaders of enterprises, they should give full play to leadership and initiate amendments to corporate values (Hunt et al., 2015). For example, as the public's awareness of environmental protection increases, if a business has not established environmental awareness, then their product or service will not be welcomed by the public. In

this case, the values of environmental protection have become a strategic need for business development.

2.4.2 Culture as an Iceberg

Culture, and more specifically organisational culture, is an iceberg. The iceberg is often used to describe something that should be learned from a new perspective. The iceberg comparison can be seen when talking about culture as such (Tolfo et al., 2011; Manetje and Martins, 2009). The man learns from his new learning only the tip of the iceberg and the deepest part of the iceberg remains in the dark. Gaining in-depth knowledge requires more in-depth knowledge of the matter (Lago, 2005; Kirton and Greene, 2007).

The point of these thoughts is that there are as many management means as the leaders themselves. Each leader has their idea of culture. Of course, the importance of culture for leadership is great. Culture creates the basis for personality, and thus the values and attitudes promoted by the person (Mazur, 2010). First of all, it is worth taking note of the difference between the organisational culture in Sweden and Finland. In Sweden, leadership is manifested in social leadership. Organisations do not generally hurry decision-making and various options can be discussed in several configurations before the Director makes a final decision (Sagiv and Schwartz, 2007). Where possible, the opinions of all employees are taken into account, within reason. So, the Swedish organisational culture is more social and cross-border than the Finnish equivalent. Yet Finland and Sweden are neighbouring countries. This shows that there is no need to look for differences in organisational culture. However, in contrast to this, there is a large number of similarities in organisational cultures, both at a country and organisational level. It is thought that these similarities are due to the interaction that will be presented later (Kirton and Greene, 2007). Organisational culture is reflected in the way in which work methods and values are defined in the organisation. Culture enables commitment to the goals and meaning of the organisation. Organisational culture determines the basic assumptions, values, and habits of an organisation (Milne, 2007).

Organisational culture can hardly be fully understood or understood in a shorter time frame. The short working time at the workplace gives information on how the organisation is working with

the characteristics of the iceberg, but the bottom of the iceberg, deep knowledge remains invisible (Bititci et al., 2006). For example, summer work in an office is likely to show that during a short period of time, it is hard to see all the relationships, values, attitudes and other potentially negative things that a longer career can experience. The longer working hours in the same site are that the identification of the entire iceberg, that is, the acceptance of the culture of the organisation can create conflicts and confusion. Managing organisational culture is a challenging task, as culture is manifested in many ways within the company and its formation can take a long time (Manetje and Martins, 2009; Milne, 2007). A scattered organisation can be almost impossible to steer.

According to the integration perspective, an organisation's culture is strongly and widely accepted. Management decisions are seen as acceptable and can be influenced. Instead, the separation perspective shows how sub-cultures can become harmful influences and how different cultures are within the organisation. The fragmented cultural perspective sees culture as unstable and temporary (Manetje and Martins, 2009). In this case, looking at the organisation and its culture in general requires more detailed knowledge and various practical studies.

If the word ‘organisation’ is considered, it comes to mind as word pairs: company, community and company. In addition, one feature is that there might be a consortium in the organisation, but it is possible to differentiate between levels, such as management and employees. In addition, it is possible to distinguish between those who work between them, who staple together management and other employees as if they were one. Such an intervening person could be described as an employee trustee. The word ‘culture’ again reminds us of ethnic details and diversity. Culture is something very deep and historical and something you cannot choose for yourself (Milne, 2007). For example, if we consider cultural heritage, a child is born in a country where culture includes the fact that women cannot wear anything other than a burka. That cultural heritage can be very difficult to distinguish.

Through the above ideas, it may be difficult to try to reconcile the words ‘organisation’ and ‘culture’. However, the organisation is the ‘country of birth’ in which the culture of the organisation arises. The organisation *is* culture. As a result, organisational culture is created

within the organisation over time (Bititci et al., 2006). Culture defines how a company or group is managed within a company. Culture contributes to how the power of an organisation is divided and how its different levels work to achieve a common goal. Can the organisational culture then appear outward? Often this is not the case. In general, the organisation does not appear outwardly just as the tip of the iceberg discussed above. The appearance of organisational culture is tangible in the form of interaction (Manetje and Martins, 2009; Milne, 2007).

Interaction also makes it possible to change the organisational culture. Thus, information is needed on how other organisations work and how their icebergs are built. Changing organisational culture can be seen as an outgoing strategy. A change in strategy can mean changing the attitude of a company and its search for results (Kirton and Greene, 2007). The beginning of a change in organisational culture starts with middle management, as top management is often not fully aware of the need for strategy change in the company. However, top management makes all the choices about how the company's strategy is going to change. Thus, this circle means the interaction between the members of the organisation and the different perspectives through which change is possible. Organisational culture is specifically about solving employee values and conflicts of interest.

2.5 Organisational Structure and Leadership

Leadership was a recurrent theme in the latest contributions: the leadership process and the qualities of good leadership were the focus of attention. For good leadership to become possible, it also requires appropriate organisation of the processes within a company (Lok and Crawford, 2004). If there is disagreement in the area of responsibility, if communication fails, if responsibility is shifted to others, then the management approach can still be so good and consistent, but it will still fail. Good organisation is therefore a prerequisite for flawless operation.

The organisation contains lasting and fundamental regulations that influence the cooperation of the people in the company. These regulations ensure efficiency, which is obvious. But what does that mean exactly? On the one hand, synergies are to be created: cooperation creates more output

than the sum of individual part-work. For this cooperation to be organized, it must be organized (Benett et al., 2003). A distinction is made in organisational structure and process organisation (also called structure and process organisation). Today, it should first go to the organisational structure, as this regulates the responsibilities: who is responsible for what? The organisational structure is strongly linked to the respective strategic orientation of the company and must reconcile the goals of customers, employees and companies (Roodt, Rieger and Sempane, 2002). It is always an individual solution that clarifies the distribution of tasks, authority and decision-making tasks. Ultimately, this results in three basic forms: the functional, divisional and / or matrix organisation.

2.5.1 Functional

The functional organisation is organized into activities. Reference relationships are subject to a one- line system; individual points only receive instructions from one instance and the decisions are highly centralized (Honttonen and Kettunen, 2011; Benett et al., 2003). For which companies is this form suitable? It is important to realize that the strength of this organisation is the efficient use of corporate resources. This means that it is particularly suitable if cost / price leadership is desired. However, if cross-divisional processes are necessary, this form of organisation quickly reaches its limits. The biggest problem is the cumbersome market orientation. Customer needs and competition can easily go under. Every employee is focused on his or her area, there is no view of the big picture, which quickly leads to a lack of motivation (Honttonen and Kettunen, 2011; Roodt, Rieger and Sempane, 2002).

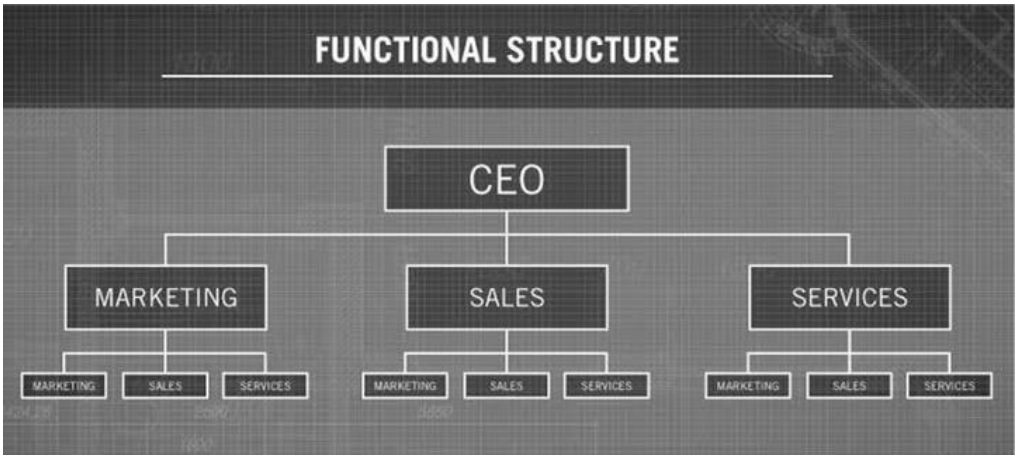


Figure 16: Functional Organisational Structure

2.5.2 Divisional

The divisional organisation is structured according to products, regions or customer groups. In any case, task specialization is more object-oriented and decisions tend to be decentralized. The advantages are obvious: a division into regions makes a flexible adaptation to regional markets possible, analogous to that with products and customer groups. Executives are mostly more motivated than in functional organisation because they act more autonomously through decentralization (Honttonen and Kettunen, 2011; Roodt, Rieger and Sempane, 2002). At the same time there are several disadvantages result: resources (in this case also special skills of employees) are used less efficiently and a higher number of required executives provides correspondingly higher costs. The overheads will also be much higher.

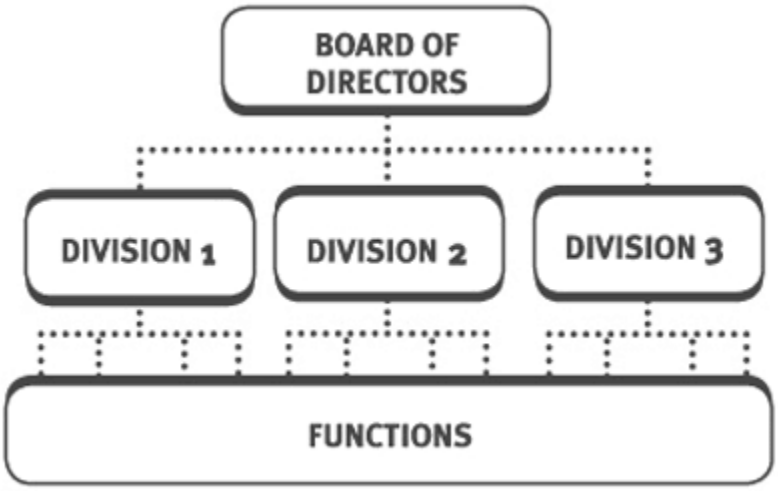


Figure 17: Divisional Organisational Structure

2.5.3 Matrix

The matrix organisation is a hybrid. Tasks are distributed functionally and are object-oriented, authority is distributed over several dimensions and a multi-line system is created. The advantages are fast communication and flat hierarchies. Professional services are promoted while relieving the management of the company and more flexible in responding to competition (Honttonen and Kettunen, 2011; Roodt, Rieger and Sempane, 2002). Another decisive advantage is that utilization fluctuations can be handled better. Of course, the matrix organisation has a flip side in that the communication effort is much higher, it can quickly face power and competence

struggles and the decision-making is tedious. In matrix organisations, success depends heavily on team collaboration.

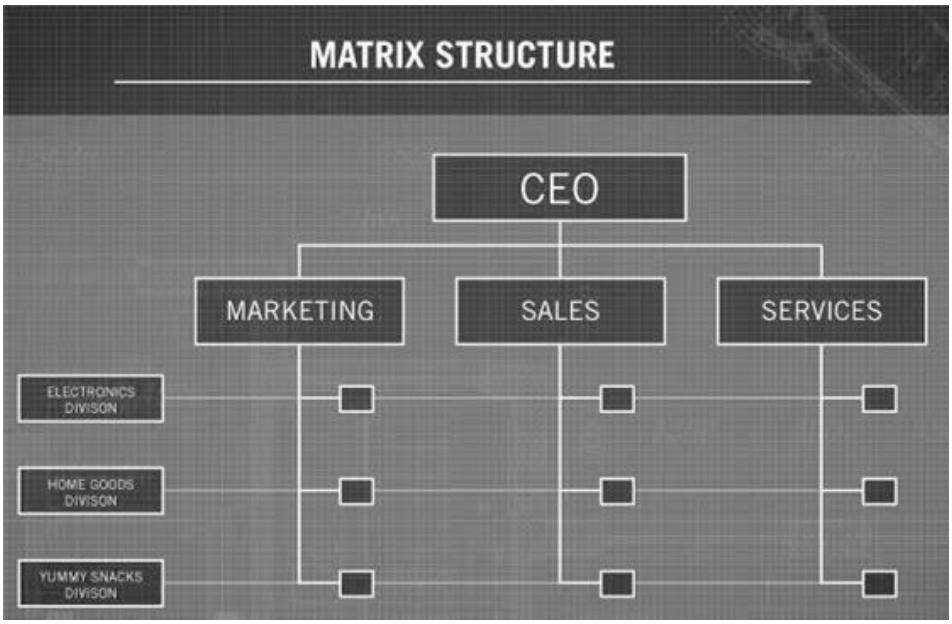


Figure 18: Matrix Organisational Structure

2.6 Leadership and Innovation

Innovation is the conscious introduction and use of ideas, processes, products or programs by individuals, teams or organisations. These ideas, processes, products or procedures are not only novel, but also beneficial to individuals, teams, organisations and even society as a whole (Borins, 2002). For example, Microsoft introduced a new operating system, Windows 7, to the market through a complex R&D process to provide users with a more comfortable operating experience. Of course, most of the organisation's innovations are carried out by their employees individually or in teams. Team innovation is the process by which team members develop and implement novel ideas through continuous thinking and discussion (Barsh et al., 2008; Rosing, Frese and Bausch, 2011). For example, the process by which Kaspersky Anti-Virus' R&D team developed and introduced a new mobile anti-virus program to the market was a team innovation.

Although individual employees' attempts and explorations of new methods and technologies may not immediately become the ultimate innovation, these attempts and explorations are the basis

for team and organisational innovation (Bel, 2010). These behaviours that create novel and valuable ideas are called employee creativity. Employee creativity, team and organisational innovation are closely related: creativity exists in everyday work, while innovation highlights the cumulative results of creativity. In actual research, “creativity” is mainly used to describe individual employee innovation activities (Rosing, Frese and Bausch, 2011; Fumuslupglu and Ilsey, 2009). “Innovation”, although adopted at all three levels of research, is more often used to describe the introduction and implementation of new methods and technologies by teams or organisations.

In the process of innovation, many factors (including personal characteristics, policy factors, and organisational conditions) affect the smooth implementation of the final innovation (Correa et al., 2007). Among them, the organisation of leaders at all levels is one of the most important factors. ‘Leadership’ is the process of influencing others to achieve certain goals, and “leaders” are the executors of this process. From the perspective of management practices of leaders, leaders can influence their subordinates to achieve established individual, team and organisational goals through their different qualities, different behaviours, and relationships established with their subordinates (Fumuslupglu and Ilsey, 2009). From the perspective of leadership, we will explore the influence mechanism of leadership on different levels of innovation and creativity within the organisation, starting from the three characteristics of the leader's traits, behaviours and relationships. At the organisational level, the leaders include the organisation's top decision makers and team leaders, as well as the direct head of individual employees.

In the organisation, leaders are an important environmental factor that affects individual creativity. Promoting employee creativity has become one of the core tasks of contemporary leaders. On the one hand, leaders can directly influence individual intrinsic motivation, domain-related skills and creativity-related processes through different leadership factors. On the other hand, leaders can indirectly influence individuals through other factors that act on the work environment (Fumuslupglu and Ilsey, 2009). Leaders control a large number of resources in an organisational context. By interacting with other environmental elements in the organisation, leaders can use a variety of resources to influence these elements and create an environment

conducive to the development of individual creativity, thereby enhancing individual creativity (Morales et al., 2012; Fumuslupglu and Ilsey, 2009).

Moreover, leadership exists at multiple organisational levels, and the behaviours, traits and subordinate relationships exhibited by leaders at different levels have different effects on individual creativity. Relative to organisational leadership, employees' direct leadership is closer to employees, and is more likely to directly affect employees' intrinsic motivation, domain-related skills and creativity-related processes and organisational-level leaders are also more likely to pass the work environment (Horth and Buchner, 2014; Fumuslupglu and Ilsey, 2009).).

The realization of individual creativity requires the synergy of these internal and external factors, each of which is critical to the process and outcome of individual creativity. In general, the higher the level of each types of factor, the higher the ultimate level of creativity (Horth and Buchner, 2014; Diliello and Houghton, 2006). More importantly, the promotion of creativity by these internal and external factors is not only reflected in the improvement of individual creativity, but also in the improvement of the innovation level of teams and organisations. Innovation in any organisation and team is carried out by their employees, who are the cornerstone of innovation. While team and organisational innovation may also be affected by other factors (such as team processes, technology development, etc.), the increased personal creativity of the team and organisational members will benefit the team and the organisation's level of innovation (Morales et al., 2012).

Because the existing relationship between the test leader and creativity is mostly to explore the impact of direct superiors on employee creativity at a single level or the impact of team leadership on team innovation, organisational leaders have received less attention than the promotion of individual and team creativity. In fact, it is not enough to focus solely on the research that explores the cross-layered impact of leaders on individual creativity (Elenkox and Maney, 2005; Diliello and Houghton, 2006). Only by fully considering the influence of different levels of leadership on different levels of innovation and creativity can we fully understand the role of leadership in innovation. To this end, the model proposed in this paper not only helps to

integrate the existing research results, but also helps to find out the factors that have not yet been fully studied, and indicate potential areas of research in the future (Diliello and Houghton, 2006). Innovative ability is especially important for leaders because leadership activities are, to a considerable extent, a creative activity. From the general meaning of leadership, leadership is leading and guiding (McMillan, 2010). From the point of view of the most important part of the leadership activity, decision-making, all major strategic decisions, as well as a considerable part of the decision-making process, require creative thinking. Leaders are required to have a strong sense of innovation and pragmatic ability in place (Diliello and Houghton, 2006; Elenkox and Maney, 2005).

2.6.1 Deep Insight

'Deep insight' is a keen, rapid and accurate ability to grasp the key points of a problem. Creation begins with the problem, and all those who have made major creations in history are those who first find problems in a particular field (McMillan, 2010; Elenkox and Maney, 2005). In a sense, insight is an intuition, and having this ability requires a high degree of qualification. Of course, diligent study, practice and thinking can help to develop this ability.

2.6.2 Accurate Foresight

Accurate foresight ability is the ability to grasp the development trend ahead of time. So-called innovation is not a subjective and arbitrary behaviour, but it accurately grasps the possibility that it is most likely to develop into reality among all the possibilities of objective existence (McMillan, 2010). Foresight is the forward extension of insight. If insight is an intuition about existing relationships, then foresight is the imagination of future relationships.

2.6.3 Determination of Boldness

A strong decision-making power is the ability to make choices quickly, make up their minds and form a plan, that is, the decision-making ability that the actual work people are familiar with. In the process of leadership decision-making, every choice is necessarily related to opportunities, risks, risks, pressures, responsibilities and so on (McMillan, 2010; Elenkox and Maney, 2005). Therefore, policy makers must have the power and courage of decisive administrative decision-

making. Decision-making power is a kind of willpower. Innovative activities require a strong will. Of course, this should be based on correct understanding and adequate research.

2.6.4 Driving Force

Enough motivation refers to the ability to motivate subordinates to achieve innovative intent. No matter how brilliant the leader is, it is absolutely impossible to achieve the goals of the party and the government solely by personal strength (McMillan, 2010). Therefore, as an important part of the innovation ability and work content after the formation of a policy plan, the leader must have the enthusiasm to mobilize all aspects and promote the excellence of the entire organisation through policy orientation, public opinion propaganda, role model demonstration, environmental creation and many other methods, in order to implement an orderly and effective organisational promotion, and to better converge the people, invigorate the spirit, and steadily advance and achieve the goal.

2.6.5 Resilience

Sufficient resilience refers to the ability to adapt to unexpected events in a timely manner during the development of things, and to maximize the sudden accidental factors into favourable factors for innovation. In the current stage of reform and opening up, in the extraordinary period of contradictions, whether it is possible to correctly deal with and effectively deal with emergencies, maintain social stability, adhere to people-oriented, and promote scientific development is of paramount importance (Vaccaro et al., 2012; Elenkox and Maney, 2005). The SARS incident in 2003 was sudden and harmful. At the same time, from the point to the face, to see the big and small, also gave people a deep warning (Shaw, 2006). This is to attach great importance to people's livelihood, pay attention to people's livelihood, comprehensively improve the level of public health management, effectively protect the life and health of the people, and comprehensively solve the problem of people's livelihood and general wellbeing.

2.7 Theoretical Background

2.7.1 Leadership Theories

2.7.1.1 Behaviour Theory

Leadership behavioural theory no longer seeks to find those innate characteristics or special abilities, but instead focuses on the actual behaviour of leaders. In fact, if success can be defined by a series of descriptive behaviours, it can be more easily learned and imitated by others (Larsson and Vinberg, 2010; Lakshman, 2006). Compared to those mysterious "features" or "abilities," behavioural theory is easier to understand and communicate.

Behaviour theory is a huge leap from feature theory. For the first time, leadership ability can be learned through learning, where it is not inherently intrinsic. This opens up a whole new horizon for the development of leadership and gives more hope to those who have never had a chance. It also avoids continuing to screen people who are likely to be leaders through a series of complex psychological assessments as before (Lakshman, 2006). Compared with previous theories, behavioural theory is relatively easy to develop, and its development process is to evaluate the behaviour of successful leaders, as long as there is a large enough research sample. It is possible to find out the correct relationship between success and behaviour, and even find out which behaviours lead to leadership failure.

2.7.1.2 Great Man Theory

Early research on leadership focused on the study of the personal characteristics of successful leaders, which may include IQ, personality and even family history. Successful leaders are mostly from the aristocratic class. The poor have not had many opportunities to take up leadership positions. Therefore, many people mistakenly believe that leadership is an innate ability (Spector, 2016). The theory of great men appeared roughly in the mid-nineteenth century. Although no one can scientifically point out which features or combinations of features that make up great leadership, many people admit that only with certain characteristics can they succeed in leading. The characteristic of the Great Man theory is that a leader's ability is innate, and when the appropriate environment is encountered, the leader will stand up (Glaser and Stauss, 2017). The famous historian Thomas Carlyle is an advocate of this theory. He once said: *"The history of the world is but the biography of great men."* (Carlyle, 1840, p.41).

2.7.1.3 Transformational and Transactional Leadership Theory

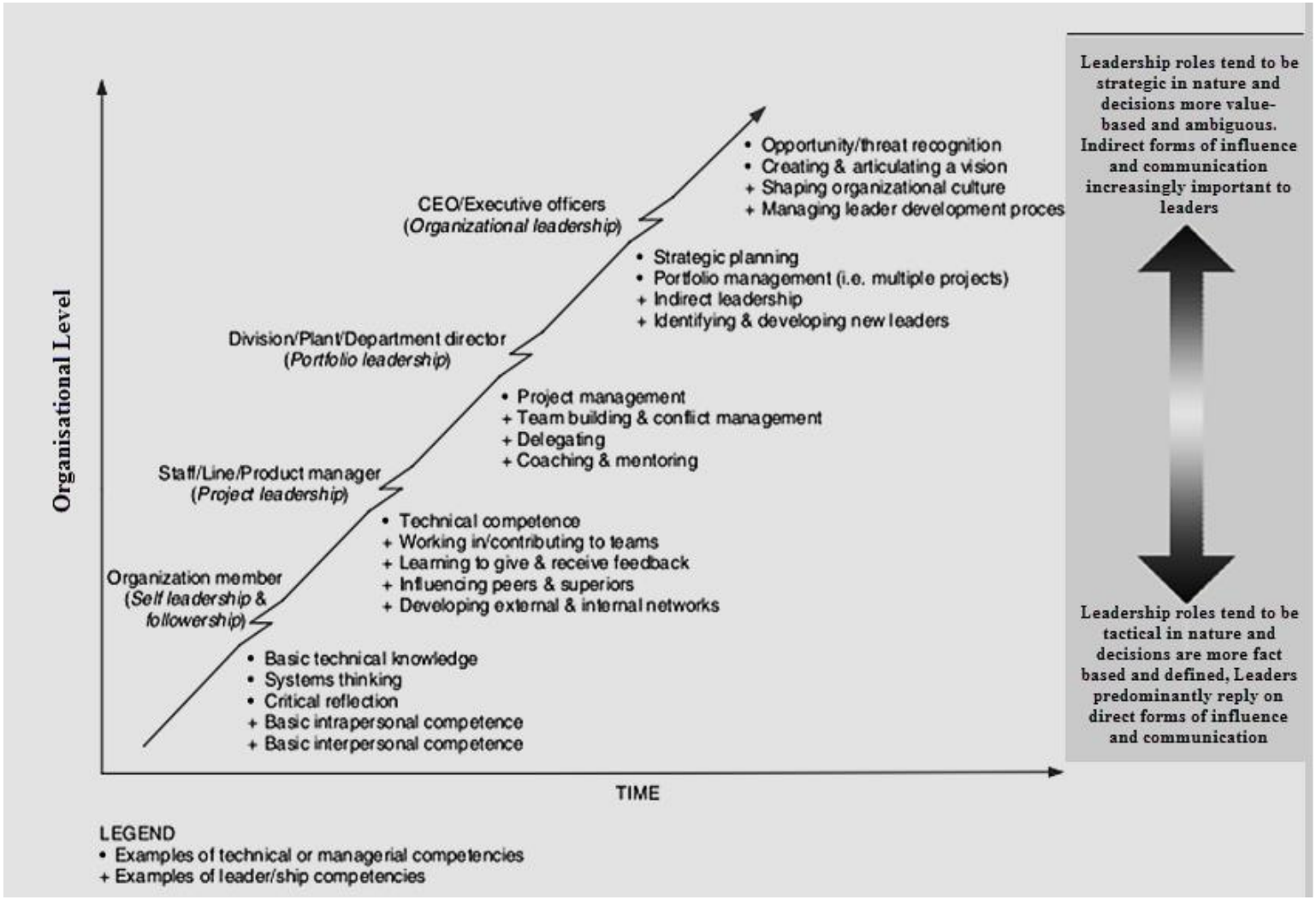
Transactional leaders emphasize the exchange of interests, whereby employees serve the organisation, organisations provide compensation for employees, employees are completely passive and they do not actively work to achieve organisational goals (McCleskey, 2014). The relationship between leaders and subordinates is a contractual relationship. This leadership process is a process of reciprocity through negotiation, and the leaders and subordinates achieve the common organisational goals under the state of mutual psychological balance. Transformational leadership is the process by which subordinates describe the corporate vision, let them realize the importance of the work undertaken, and give guidance and care to stimulate the potential of the subordinates to achieve organisational goals (McCleskey, 2014). This is a process in which leaders and subordinates promote and influence each other. Therefore, transformational leadership is not limited to the level of interest exchange. Burns pointed out the direction of the two leadership types for future leadership theory research.

The Transformation Leadership Theory was developed in an organisational context. In 1985, transformational leadership theory system was described for the first time in the book *The Performance of Leadership and Beyond Expectations*, and further pointed out that transformational leadership and transactional leadership are two styles of concept independence and different connotations and that they are not both ends of a continuum (McCleskey, 2014). Bass believes that transformational leadership emphasizes the organisational environment of innovation and change, that leaders can create a climate of change that adapts to the external environment, and that they can work productively and promote organisational change in a timely manner. Leaders have strong personality traits and ethical standards and they not only have professional expertise, but also lead by example and play a leading role in the work, thus becoming a model for subordinates to follow by inspiring subordinate intelligence, inspiring their creativity and letting subordinates dare to challenge. In addition, they allow them to surpass themselves and realize the significance and value of the work, depicting a beautiful vision through the subordinates, inspiring them and giving individual care to the different situations of the subordinates, thereby creating a kind of learning and innovative organisation that unites and helps each other, and where the members of the organisation learn from and promote each other

(McCleskey, 2014). As mentioned above, transformational leadership emphasizes the dual transformation of employees and organisations. Not only do employees need to change their working methods, but organisations also make timely changes based on the external environment. At the same time, in the process of work, subordinates and leaders must have full communication and interaction, the leaders can carry out the vision incentives for the subordinates, and the subordinates must creatively complete the work to achieve the organisational goals.

2.8 Conceptual Framework of the Literature

In the investigation into the leaders, organisational structure, culture and innovation within the UK Conservative Party, the following conceptual framework has been developed:


Organisational Level
TIME
CEO/Executive officers
(Organizational leadership)
• Opportunity/threat recognition
• Creating & articulating a vision
+ Shaping organizational culture
+ Managing leader development proces
Division/Plant/Department director
(Portfolio leadership)
• Strategic planning
• Portfolio management (i.e. multiple projects)
+ Indirect leadership
+ Identifying & developing new leaders
Staff/Line/Product manager
(Project leadership)
• Project management
+ Team building & conflict management
+ Delegating
+ Coaching & mentoring
Organization member
(Self leadership & followership)
• Technical competence
+ Working in/contributing to teams
+ Learning to give & receive feedback
+ Influencing peers & superiors
+ Developing external & internal networks
• Basic technical knowledge
• Systems thinking
• Critical reflection
+ Basic intrapersonal competence
+ Basic interpersonal competence
Leadership roles tend to be strategic in nature and decisions more value-based and ambiguous. Indirect forms of influence and communication increasingly important to leaders
Leadership roles tend to be tactical in nature and decisions are more fact based and defined, Leaders predominantly reply on direct forms of influence and communication
LEGEND
• Examples of technical or managerial competencies
+ Examples of leader/ship competencies

2.8.1 Explanation of Framework Employed in the Research Study

The theoretical system used in this study depends on four key areas: administration, structure, culture and progress. In each of these parts some angles have spoken. For example, a project was demonstrated depending on the different styles that it contained. The company is based on the law, totalitarian, free, bureaucratic, situational, value, transforming and terrible. These innovative styles were then applied to political pioneers who also talked about the affairs of Vladimir Putin, Donald Trump and Xi Jinping, about how these political leaders used power styles and the influence of administrative styles. This is this behaviour and character. An internal and external lifestyle study showed that the most important parts of the culture are based on the political initiative of trust that conflicts and an additional cultural factor arise because the ice sheet was included in the exam.

For a substantial structure, it was found that associations are based on a functional or departmental structure, each of which has its own specific qualities and weaknesses. This provided a grid structure for reaching hierarchies, to reinforce the weaknesses associated with these structures, and allow associations to enhance their individual qualifications. The significant progress that was studied in a written survey is seen as progress and demonstrates creative skills and abilities that pioneers must understand in order to separate themselves from others.

2.9 Key Themes in Literature

The key themes that have been discussed in the literature are set out in the following table;

Theme	**Authors**	**Key Terms**
Leadership	Choi (2007), Vugt et al. (2004), Rast III, Hogg and Giessner (2013), Iqbal, Anwar and Haider (2015), Bhatti et al. (2012), Futner, Baldegger and Rauthmann (2013), McCleskey (2014)	'Leadership styles', 'levels of leadership', 'Transformational and transactional leadership', 'autocratic and democratic leadership'
Political Leadership	Hartley (2010), Frohlich and	'Qualities of Political leaders',

	Oppenheimer (2015), Opper and Brehm (2007), Buzo (2018), Langer (2007), Helms (2012)	'Politics and Leadership', 'Confidence and trust', Public 'relations', 'Honesty and Integrity'
Governance	Koch and Dixon (2007), Beal and Pinson (2014), Kickbusch and Gleicher (2012), Erakovic and Jackson (2012), Iheriohanman and Oguoma (2010), Ozar and O'Neill (2013)	'Control and power', 'authority', 'soft control', 'exercising power', 'command and obedience', 'transparency and accountability'
Culture	Schein (2010), Ofori (2009), Shirey (2009), Chhokar et al. (2013), Danielson (2007), Gaines (2012), Antonakis and Day (2017), Ayman and Korabik (2010)	'culture and leadership', 'culture as iceberg', 'trust in corporate culture', 'conflict management', 'diversity inclusion'
Structure	Lok and Crawford (2004), Benett et al. (2003), Roodt, Rieger and Sempane (2002), Honttonen and Kettunen (2011),	'organisational structure', 'functional structure', 'divisional structure', 'matrix structure'
Innovation	Borins (2002), Rosing, Frese and Bausch (2011), Barsh et al. (2008), Fumuslupglu and Ilsey (2009), Morales et al. (2012), Diliello and Houghton (2006)	'Leadership and innovation', 'boldness and innovation', 'resilience and leadership', 'creativity and innovation'

2.10 Summary of the Chapter

This chapter has presented an in-depth analysis of the literature relating to leadership and various related theoretical models and frameworks, as well as the ways in which leadership plays an important role in exerting control and power to ensure an optimal level of government. Furthermore, this chapter has also shed light on the importance of leadership in politics and has presented several examples depicting the leadership styles of prominent world leaders. Lastly, the chapter has presented a brief exploration of the ways in which leaders promote culture, and the ways in which leadership encourages and engaged employees to be more interested in innovation and creativity.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

Research methodology can be considered as a blueprint of a research, since it offers valuable insights into the available methodological approaches and the methodological approaches that have been selected to uncover new information or to create better understanding of the topic being investigated (Kothari, 2004; Kumar, 2019; Marczyk, DeMatteo and Festinger, 2005). This makes research methodology a systematic plan that the researcher creates to conduct the investigation related to a specific topic (Flick, 2015; Quinlan et al., 2019), which in this case is related to the leadership and effects of different leadership styles on the economic performance/growth in United Kingdom with specific reference to the Conservative Party. Considering this particular topic, this research methodology chapter sheds light on the research paradigm (i.e. ontology and epistemology), research philosophy (i.e. positivism, interpretivism, and pragmatism), research approach (i.e. deductive and inductive), research design (qualitative and quantitative, or mixed design), and type of investigation (i.e. exploratory, explanatory, or descriptive).

3.2 Research Paradigm

The research paradigm creates a holistic view of the ways in which knowledge is viewed, along with the ways in which people view themselves in relation to the particular knowledge, and the methodological approaches used for the discovery of knowledge (McGregor, 2018). From this particular perspective, it has been suggested that awareness of philosophical assumptions can play an important role in increasing the quality of research, and the ways in which the researcher can further contribute by enhancing creativity (Klakegg, 2016; Holloway, 2018; Guyon et al., 2018). Taking the latter into consideration, research studies are frequently based on either ontological or epistemological paradigms, which are briefly described in the following sections.

3.2.1 Epistemology

According to the information available in academia, epistemology focuses on studying the nature and scope of knowledge, while focusing on justifying beliefs (Dana and Dumez, 2015; Pernecky, 2016). From this perspective, it can be argued that epistemology is used for the purpose of

analysing the nature of knowledge, along with the ways in which knowledge is related to similar notions including belief, trust and justification (Ryen, 2016; Bowleg, 2017). Moreover, it also deals with the production of knowledge, coupled with scepticism about different knowledge claims. This means that epistemology essentially deals with the issues that have a direct relationship with the creation and dissemination of knowledge, especially in areas of inquiry (Bowleg, 2017; Tadajewski, 2016).

Since epistemology is commonly referred as the theory of knowledge, it not only takes account of the knowledge that is known, but is also related to the meaning of knowing something (Lehrer, 2018). For this very reason, epistemology frequently asks questions about the ways in which knowledge can be acquired, or about what is already known to people. In addition, it also looks into the conditions that must be met to acquire knowledge (Hetherington, 2018; Pritchard, 2018). This means that the knowledge that is frequently discussed in this paradigm is propositional knowledge, hence making it 'knowledge-that' instead of 'knowledge-how'. For instance, people may already know that 2+2=4, but in the case of epistemology, the focus is to know about the ways to go about adding two numbers (Locke, 2016; Audi, 2010).

3.2.2 Ontology

Ontology, in research studies, can be defined as the study related to being, since it deals with the nature of reality. In this particular paradigm, the focus remains on the system of belief reflecting the individual interpretation related to the constitution of fact (Poli, Healy and Kameas, 2010). In simpler words, ontology is focused on addressing whether the social entities should be perceived in subjective or objective manner. Being a brand of metaphysics, it is concerned with the identification of things in reference to their existence. This makes ontology the study of what is true, instead of the methods of figuring out the truths (Arghode, 2012; Mate et al., 2015).

Since ontology is derived from *'ontos'* a Greek word, which means 'being', and 'logos' meaning 'study', it can be argued that ontology is more concerned with pinpointing the things surrounding people that actually exist (Kang, Li and Wang, 2012). Ontology revolves around becoming existence or the nature of being, and their similarities and differences (Poli, Healy and Kameas, 2010; Kang, Li and Wang, 2012). Taking this into consideration, the questions addressed in

ontology initiate with ‘what’, and this makes the scope of ontology related to and generalised from philosophy, in addition to other important fields like information science, medicine, and even physics (Kang, Li and Wang, 2012; Ormston, Spencer, Barnard and Snape, 2014). In simpler words, ontology is commonly used to understand questions such as, ‘What is a disease?’ or ‘What is artificial intelligence?’ This makes this field dedicated to understanding whether things exist in reality or not (Poli, Healy and Kameas, 2010).

Ontology	Metaphysics	Epistemology
Do souls exist? Are they the sort of things that obey physical laws?	What physical laws would have to be true in order for souls to exist?	How can we know whether souls exist?
Is there a God?	What rules, if any, govern God’s actions?	Can human beings ever know whether there is a God?

3.2.3 Selected Paradigm and Justification

With the difference between ontology and epistemology clarified, the current investigation prefers epistemological paradigm over ontology. This decision of selecting epistemology can be argued to be embedded in the fact that it deals with the study of knowledge (i.e. how we know what we know), which can be quite helpful to understand about the core constructs of leadership and leadership styles, and their overall influence on the economic growth/performance in United Kingdom. This might have not been possible if the study had adopted ontology, as this particular paradigm is more interested in dealing with nature of reality, and might have not yielded any fruitful results (Yilmaz, 2013); hence, the only feasible approach to move forward with the study was to select epistemology. By selecting epistemology, the researcher is in the position to gain lucid information through the process of reason applied to reality (Ormston, Spencer, Barnard and Snape, 2014)

3.3 Research Philosophy

The earlier section clearly represented the distinction between the paradigms of ontology and epistemology, and since the study has clearly shown preference towards the selection of epistemological paradigm, this section of the research sheds light on the available philosophical constituents available under it (Mkansi, 2012; Hughes and Sharrock, 2016). However, before moving ahead with the different philosophical constituents, it is important to understand the concept of research philosophy. According to Saunders et al. (2009), research philosophy has been argued to be about the belief of the ways in which the data and information related to a phenomenon can be gathered, analysed and used. Considering the latter, studies have claimed that although the idea of creating knowledge is profound, researchers can engage in knowledge creation that can further create awareness about beliefs and assumptions.

Generally, research philosophy is acknowledged to have different branches that directly have a relationship with a range of disciplines and within the scope of business studies, the three main research philosophies include positivism, interpretivism and pragmatism (Goldkuhl, 2012; Hamlin, 2015; Parvaiz, Mufti and Wahab, 2016). The following section sheds light on each philosophy, followed by a section justifying the philosophy selected to move ahead with the topic being investigated.

3.3.1 Positivism

Positivism, as a philosophical constituent, affirms that all knowledge is driven from experience, which can be further supported through scientific methods. From this perspective, it can be argued that positivism rejects any form of knowledge prior to experience (Kincheloe and Tobin, 2015). In epistemology, positivism means without prejudice and/or without value; hence, the philosophy does not believe in previous ideas or *a priori* ideas, since everything is available and open until it is objectively demonstrated by the use of scientific methods (Lindlof and Taylor, 2017). During the mid-19th century, positivism as a philosophy was first mentioned by a French social philosopher, Saint Simon, but it was the work of Auguste Comte and the British philosopher John Stuart Mill that led to the popularity of this philosophical constituent (Haac, 2018; Cowen and Shenton, 2017; Marietti, 2018).

Comte and Mill believed in the idea the all scientific activity and knowledge should be initiated on the basis of real facts, which can be further proved through the application of scientific methods, hence indicating that both rejected the notion of any knowledge prior to experience (Fisette, 2018; Cowen and Shenton, 2017; Marietti, 2018). Being rooted in French Enlightenment, this philosophical constituent was consistently used by individuals and societies, where their concern was always the experience. From the latter, it is evident that there are several characteristics that define positivism, but the most prominent characteristics include:

- the rejection of *a priori* notions or any concept that has not been proven through scientific methods
- positivism argues in favour of empirical facts and figures and these are constantly used as the base of knowledge
- it only considers knowledge as valid and it the knowledge is supported by scientific method
- knowledge can be applicable to both humanistic and scientific research
- the nature of knowledge obtained via scientific method is objective
- interpretation of document tests is not important, but the most important element is the testing of documents (Fillafer and Feichtinger, 2015; Fisette, 2018; Cowen and Shenton, 2017; Marietti, 2018).

3.3.2 Interpretivism

Interpretivism, in relation to epistemology and ontology, is based on the belief that there are multiple and relative ways to understand reality. This has further been elaborated by Lincoln and Guba (1985), where it was explained that multiple realities are dependent upon other systems for meaning, which further complicates the interpretation of realities, especially in terms of fixed realities. From this perspective, interpretivism focuses on acquiring knowledge which is socially constructed instead of being objectively determined, as done in the positivism philosophy (Carson et al., 2001), and perceived (Hudson and Ozanne, 1998). Rigid structural frameworks are constantly avoided in interpretivism philosophy, but these are frequently adopted by positivist researchers, thereby indicating that interpretivism is based on more of a flexible and personal research structure (Carson et al., 2001) that not only helps in capturing meaning based

on human interaction (Black, 2006), but that is also helpful in making sense of what is being perceived as reality. In this context, Hudson and Ozanne (1988) argued that researchers using interpretivism consider the subjects (i.e. informants) as interdependent and mutually interactive, as researchers that use this philosophical constituent have some sort of valuable insights into the research context.

However, researchers relying on interpretivism philosophy are aware that prior insight might be insufficient in terms of developing a fixed research design, considering the range of complexities coupled with the unpredictable nature of what is being perceived as reality (Mackenzie and Knipe, 2006; Leitch, Hill and Harrison, 2010). This makes interpretivists to be more open to new knowledge throughout their findings and further ensures obtaining knowledge through the informants. Furthermore, Hudson and Ozanne (1988) argued that interpretivists have constantly used collaborative and emergent approaches, as it further promotes their abilities to adapt, since they believe that prior knowledge of time cannot be gained by being bounded by social realities. From the latter, it is evident that the foremost goal of interpretivism, as a philosophical constituent, is to understand and interpret the meanings associated with the human behaviour instead of generalising and predicting their causes and effects (Neuman, 2000; Mackenzie and Knipe, 2006; Leitch, Hill and Harrison, 2010). Hence, it can be argued that it is significantly important for interpretivist researchers to not just understand the motives and reasons, but also other subjective experiences that are context and time bound (Neuman, 2000; Hudson and Ozanne, 1988).

3.3.3 Pragmatism

This philosophical constituent focuses on the inclusion of ideologies and/or propositions that are claimed to be true, but only if they work satisfactorily. This means that the proposition is accepted based on its practical consequences, therefore leading to the rejection of ideas that are practically impossible (Shusterman, 2016). An important factor in the philosophy of pragmatism is human experience. Locke believes that when a human heart is born, it is blank like a whiteboard. Ideas come from experience, from feelings and reflections. For Dewey, Locke's view of the mind is too negative because it means that the formation of a person's concept depends mainly on external resources (Turri and Buckwalter, 2017; James, 2019; Locke,

2015). He also believed that people should act sensibly in finding their own real world because their actions cannot be isolated from others, isolated from nature or isolated from human society.

Peirce believed that the acquisition of any real knowledge is inseparable from the test of people's ideas in practical experience because the concept itself is merely a hypothesis before being empirically verified (Turri and Buckwalter, 2017; Locke, 2015). James appealed to thinkers to focus on the substitution of experience with essence, abstract concepts and commonality; because empirical research reveals to him that the universe is open, pluralistic and emerging. Dewey was greatly influenced by Peirce and James (Sceffler, 2013). However, he mainly began his philosophical journey from Hegel's philosophical tradition. Hegel's main influence is his research on historical development and his mutual interaction. In Dewey's view, experience stems from the natural world and exists in the natural world. Some things are fairly stable, while others change rapidly, whether we refer to biology, social systems, or political things (Sceffler, 2013; Bomconpagni, 2016; Malachowski, 2014). For Dewey, nature includes not only physical entities, but also social relationships. He also believed that people must work hard to build a better life, as far as they can. This can be achieved by achieving those more desirable outcomes, as well as the rational use of this process – a process that can help alleviate or even solve some of the problems in human society. If scientific methods and empirical thinking are used properly, then they can help us achieve those things that we expect (Bomconpagni, 2016; Malachowski, 2014).

3.3.4 Selected Philosophy and Justification

By understanding the prominent differences in the existing philosophical constituents and by reflecting on the purpose for conducting the research, the researcher has come to conclusion that interpretivism philosophy is more suitable for this study. This means that the researcher acknowledges the importance of integrating human interest into the study to further appreciate the differences that exists between people (Petty, Thomson and Stew, 2012; Ormston Spencer, Barnard and Snape, 2014). By relying on this strategy, the researcher intends to generate meaning to the existing knowledge, which may further help in deconstructing the role of leadership and leadership styles adopted by political leaders in the UK Conservative Party, with specific reference to economic growth. This means that by working on this particular philosophy,

the intention of the research is to understand what political leaders think when they adopt a particular strategy, along with the problems that encourage them to do so, and the ways they have positively affected the economy of the country.

3.4 Research Approach

Research approach, in research studies, reflects the direction of the information being presented and this is the prominent reason that research approach is generally divided into deductive and inductive. The following section sheds light on both of these concepts, while justifying which of the approaches is more appropriate for the current investigation;

3.4.1 Deductive Approach

The deductive approach is a type of reasoning used to apply laws or theories to singular cases. It is the method used in formal sciences, such as logic and mathematics. In addition, deductive reasoning is key in the application of laws to particular phenomena that are studied in science (Jahn, 2011; Pearl, 2014). It is a hierarchical form of reasoning, since it is based on generalizations, which are gradually applied to particular cases. This makes the deductive method very useful for producing knowledge of previous knowledge. It is also practical when it is impossible or very difficult to observe the causes of a phenomenon, but the consequences that it produces (Vogel, Herron, Cole and York, 2011; Hyde, 2000).

Some of the prominent characteristics of this approach include;

- following the top-down direction, from the general to the particular
- it is the method used in the formal sciences
- it is based on theory to predict observable phenomena by means of hypotheses
- the conclusion is contained in the premise
- if the premise is valid and true, the conclusion is also true
- its conclusions must lead to logical and rigorous consequences
- by itself, it does not produce new knowledge (Vogel, Herron, Cole and York, 2011; Hyde, 2000; Jahn, 2011; Pearl, 2014).

The concept of the deductive approach can be further clarified through the following classical example:

- **Premise 1:** All men are bad.
- **Premise 2:** Your grandfather is male.
- **Conclusion:** Therefore, your grandfather is bad.

From this particular example, it can be stated that the argument being made is valid. However, it might not be true. Its validity lies in the fact that the conclusion is implicit in the premise. But the statement contained in premise 1 ("all men are bad") is not a true statement, since its veracity does not emerge from the premise, so it is still necessary to prove it (Jahn, 2011; Pearl, 2014). In this sense, the conclusions of the deductive method are valid and correct when the premises are also correct. From this perspective, it can be argued that if the premise taken into consideration is truthful, the conclusion will also result in truthful insights.

3.4.2 Inductive Approach

The inductive method is used starting from particular cases to arrive at a general proposition. The use of inductive reasoning was and is of great importance in scientific work in general, since it consists of the collection of data on specific cases and their analysis to create theories or hypotheses (Thomas, 2006; Thomas, 2003). Some of the prominent characteristics that differentiates inductive approach/reasoning from deductive approach are as follows:

- follows the direction from bottom to top, from the particular to the general
- part of empirical observations and then build theories about the observed
- it is still used in the sciences, but within the hypothetical-deductive method
- it is limited to the observation of phenomena
- conclusions are likely and may be false (Smart, Witt and Scott, 2012; Thomas, 2006; Thomas, 2003).

The most prominent aspect in inductive approach is that of observation. The experience of the phenomena is important in scientific areas where data of observed facts and phenomena are

collected, in order to arrive at a hypothesis or general theory (d'Amato, Fanizzi and Esposito, 2008). For scientific knowledge to have weight, it is important to make numerous observations about a fact so that if similar conditions are met, a generalization can be made. In addition to observation, the inductive method uses experimentation to obtain the necessary data that lead to the formulation of a general conclusion (d'Amato, Fanizzi and Esposito, 2008; Cova, Mazet and Salle, 1994; Eisenhardt, Graebner and Sonenshein, 2016).

This concept of inductive approach can be further illustrated through examples, which are set out as follows:

- First, the internal angles of a triangle are added together, and it is noted that this results in a total of 180º. Then, the same activity is performed with another triangle and the result is the same, 180º. This action is repeated (observation and comparison of each sum) several times. The result remains the same. When all the information is gathered, the general conclusion is reached that the internal angles of a triangle add up to 180º. In other words, from this series of observations and their comparison, it is concluded that this will continue to happen (Eisenhardt, Graebner and Sonenshein, 2016).

- Another example is given when it is observed that all the objects that go up tend to fall. If you take a series of objects and then let them fall, you can see that each of them falls to the ground. In this way it is concluded that there must be some property or force that causes the objects to attract each other (in this case the mass of each object). It was thus that, through this type of observations, the law of gravity was formulated by the English naturalist physicist, Isaac Newton (1643-1727). This law basically proposes that all bodies that have mass attract each other. This is how Newton proved it through several observations. It can be said, then, that "*anything that goes up has to come down"* (d'Amato, Fanizzi and Esposito, 2008, p. 291).

Deductive and inductive approaches are prominently different, and their differences can be further illustrated through the following figure;

	Deduction	Induction
Logic	In a deductive inference, when the premises are true, the conclusion must also be true	In an inductive inference, known premises are used to generate untested conclusions
Generalizability	Generalising from the general to the specific	Generalising from the specific to the general
Use of data	Data collection is used to evaluate propositions or hypotheses related to an existing theory	Data collection is used to explore a phenomenon, identify themes and patterns and create a conceptual framework
Theory	Theory falsification or verification	Theory generation and building

3.4.3 Selected Approach and Justification

The current study is inductive in nature, which was in accordance with the findings of Saunders et al. (2009), where it has clearly been suggested that the decision of research approach must be in accordance with research philosophy. Since the study has selected interpretivism, it was important to select the inductive approach to explore the phenomenon, while identifying themes and patterns that can help in understanding the role of leadership and leadership styles, adopted by the UK Conservative Party, on the economic growth/performance of the country. With the inductive research at work, in this study, the researcher can gain some valuable insights in the political leadership in the Conservative Party and the strategies that they have taken to boost local industries and business performance, which have a direct impact on the economic growth and performance of the country. More importantly, the inductive approach was selected based on subjectivity, which means that by integrating the personal interest of the researcher, the study can provide meaning to the infrequently discussed constructs of political leaders and economic

conditions in a country, and this would further be assured through the use of grounded theory and exploratory data analysis techniques.

	Concepts associated with quantitative methods	*Concepts associated with qualitative methods*
Type of reasoning	Deduction Objectivity Causation	Induction Subjectivity Meaning
Type of question	Pre-specified Outcome-oriented	Open-ended Process-oriented
Type of analysis	Numerical estimation Statistical inference	Narrative description Constant comparison

3.5 Research Design

Research design offers information related to the nature of the information being presented within a piece of research, which can either be empirical or theoretical (Bernard, 2017; Creswell and Creswell, 2017; Hussein, 2015). Empirical knowledge is generally attributed as the result of quantitative design, and theoretical knowledge is generally associated with qualitative design; hence it is important to understand the differences between both designs, and to select the most appropriate design for the current investigation.

3.5.1 Qualitative Design

Qualitative research focuses on the collection of information, where the intention is to describe a topic instead of measuring it (Lampard and Pole, 2015; Morgan, 2013). For this reason, qualitative research is more frequently utilised when it comes to views and opinions, as these are aspects that cannot be measured, but are a result of knowledge that must be described to better understand them (Vankatesh, Brown and Bala, 2013). From this perspective, it can be argued that conceptually qualitative design focuses on understanding human behaviour from the perspective of the informant and assumes that there exists a dynamic and negotiated reality (Bernard, 2017; Creswell and Creswell, 2017; Hussein, 2015). This is the reason that this design focuses on the collection of data from participants through either observations or interviews,

which are later used for analysing the themes that are generated from the information provided by the participants.

3.5.2 Quantitative Design

Quantitative design focuses on the collection of hard facts and numbers which are further analysed through statistical tools and techniques to draw empirical conclusions from the research (Allwood, 2012; McNabb, 2015; Brannen, 2017). From the latter, it can be argued that quantitative design is more interested in discovering facts about social phenomena, and it conceptually assumes that there is a measurable and fixed reality (Bernard, 2017; Creswell and Creswell, 2017; Hussein, 2015). In this design, data is collected for the purpose of measuring things where numerical comparisons and statistical inferences help in further providing empirical findings that are generally considered to be more credible.

The prominent differences between both designs can be further illustrated through the following figure:

	Qualitative	Quantitative
Conceptual	Concerned with understanding human behaviour from the informant's perspective	Concerned with discovering facts about social phenomena
	Assumes a dynamic and negotiated reality	Assumes a fixed and measurable reality
Methodological	Data are collected through participant observation and interviews	Data are collected through measuring things
	Data are analysed by themes from descriptions by informants	Data are analysed through numerical comparisons and statistical inferences
	Data are reported in the language of the informant	Data are reported through statistical analyses

Source: Adapted from Minchiello *et al.* (1990, p. 5)

3.5.3 Selected Research Design

Since the study is more interested in understanding the phenomenon surrounding political leadership and economic growth/performance, it was more appropriate to consider a design that can offer valuable insights and the ways that political leadership styles can influence the economic conditions of the country. Hence, qualitative design was considered more appropriate under the given circumstances, since it not just deciphers the importance and significance of political leaders and their leadership styles, but also the dynamics of political leadership with specific reference to the economic conditions of United Kingdom.

3.6 Grounded Theory and Qualitative Research

In the process of analysing and understanding the complexity of the phenomenon to be studied, several aspects of a different nature come together (Glaser and Strauss, 2017; Charmaz and Belgrave, 2012; Morse et al., 2016). These include both the world view and the interests of the researcher that can lead him to approach the facts in one way or another, as well as the intrinsic particularities of the chosen theme. Regarding the researcher, his active participation is evident not only in the choice of the problem but in the methodology, i.e. "*the way of thinking about social reality and studying it"* (Strauss & Corbin, 1998) with which he will work. As for the theme, it develops with its complexity and the degree of depth with which it has been studied by others. In those issues that have been little addressed and as a result where no formal or substantial theories are available, or in those that claim to go beyond theories require a fresher vision, Glaser and Strauss (1967) proposed the Grounded Theory as a way to approach social reality in a different way. In opposition to the hypothetical-deductive approximations, Glaser and Strauss defined the it as an *"inductive approach, where the starting point is the development of a theory based on the immersion of data, about a specific phenomenon"* (Guillemette, 2006, p.40), which results in "*the generalisation of the theoretical ideas, while resulting in the development of theories, instead of providing information that can act as a theoretical proof"* (Hunt and Ropo, 1995, p. 400). From this particular aspect, it can be argued that the core purpose of grounded theory is to take account of the previous discoveries (i.e. useful insights and information) to present a more credible way of approaching a specific phenomenon (Hirschman

and Thompson, 1997; Glaser and Strauss, 2017; Charmaz and Belgrave, 2012; Morse et al., 2016).

This particular grounded theory methodology was developed in reaction to the existing positivism in the majority of social research studies. Specifically, Glaser and Strauss collectively worked to challenge the existing assumptions presented under the grand theory, which was based on the pragmatic philosophy, as presented by Pierce (1839-1931) and on the symbolic interactionism of Mead (1863-1931). In particular, Mead clearly rejected the notion that only external reality and independence can be reflected through scientific truth (Sudabby, 2006). From this perspective, it was argued that scientific results are the result of observations, which have been widely approved in the emerging community of observers. In simpler words, Sudabby (2006) argued that even *"the empirical reality is based on the interpretation of meanings that are produced by individuals, who are frequently involved in making observations."* Furthermore, Charmaz (1983) unveiled that Strauss and Glaser were more interested in covering the existing gaps between empirically not informed and theoretically uninformed by relying on rooting the theory in the data.

According to both Glaser and Strauss (1967) and Hammersley (1989), grounded theory works by the identification of theoretical categories derived from data through the use of a constant comparative method, which may be further useful in drawing upon the researcher's theoretical sensitivity. However, Barnes (1996) and Wells (1995) argued that through this particular theory, researchers are able to compare and contrast the content obtained from either interviews or observations with that of the concepts in literature, which may further help in the identification of the fundamental issues. By working on grounded theory, researchers can observe the similarities and differences that may further help in understanding the derivation of the theoretical categories that might be useful in understanding the phenomenon under study (Glaser and Strauss, 1967; Glaser, 1992; Robrecht, 1995). With specific reference to this research, grounded theory was specifically used to identify the existing relationship between leadership and leadership styles on the overall economic performance/growth of the UK, with specific reference to the Conservative Party. This theory can play an significant role in the collection and analysis of the data, while allowing the researcher to examine the existing literature on the core

themes and constructs, which may further help in understanding the nature of the data, instead of just considering the already established information in the literature (Hirschman and Thompson, 1997; Glaser and Strauss, 2017; Charmaz and Belgrave, 2012; Morse et al., 2016).

According to Goulding (1998), grounded theory has a range of important features that differentiates it from existing theories, but the most important feature is the in-depth and detailed examination of the empirical data, rather than just focusing on reading the information available in the literature. Based on this particular characteristic, the current investigation prefers the use of grounded theory, which means that the study is not just interested in reading information from the available literature on leadership and politics and the ways in which they affect economic performance/growth, but to ensure that previous results are adapted to present more of an in-depth exploration of the relationship with specific reference to the UK Conservative Party. Furthermore, the current study was initiated by examining the phenomenon, instead of just relying on the information coming from the theories, thereby allowing the researcher to take advantage of the opportunities resulting from the investigation to be not just theoretical, but based on accurate information related to the role of leadership in the UK Conservative Party in influencing economic performance.

The grounded theory is also reliable since it has a particular focus on the socially constructed nature of reality. Not just this, its objectivity further makes it possible to interpret the existing information for the purpose of explaining and providing valuable insights into the behaviour of the subject (Glaser and Strauss, 1967; Corbin and Strauss, 1990; Cho and Lee, 2014). This simply means that by adopting grounded theory into this research, the author was able to undertake an in-depth investigation into the major leadership issues and challenges, especially with reference to the UK Conservative Party, that may have led to the hindrance of effective economic growth and performance. Moreover, the adoption of grounded theory may also help in identifying Conservative Party leaders as the instigators of change and their underlying behaviour. This may further help in the exploration of other areas of the research (i.e. control and governance, and change). Since the main strength of grounded theory is embedded into the recognition of complexity associated with the social world, its use in the study can help to understand the leadership styles that have proved to be the Conservative Party's strength in

promoting and enhancing economic growth and performance, as well as other important factors such as governance, innovation, change and even the organisational structure.

Because it is interpretive and has its roots in symbolic interactionism, the application of grounded theory is more relevant to social phenomena in which the relationships between the actors are very close, which has been reflected in the study conducted by Bryant (2002). In particular, it was argued that actions taken by humans are the result of the meaning that they consider appropriate, whereas the other meanings are either modified or reconstructed based on the social experiences and interpretations made by them. From this particular perspective presented by Bryant (2002) and Cho and Lee (2014), it can be argued that leadership is considered exceptionally important, as these leaders influence others to bring exemplary changes within them. However, their role in political sphere and their impact on economic conditions are still vague. This means that there is a need to study the role of political leadership in economic growth and the impact of the actions undertaken by political leaders (i.e. that they consider appropriate) on the economic performance/growth. This is not just the reason for considering grounded theory, but it is also based on the fact that this methodology is considered more appropriate when it comes to solutions to certain types of issues. For instance, Sudabby (2006) argued that grounded theory is suitable for studies that are interested in discerning the processes through which actors can construct meanings which are generally beyond their intersubjective experience. This means that if the study has taken account of the political leadership of the UK Conservative Party, it can help in understanding whether or not the style of leadership can have a significant effect on the economic performance of the country.

According to Strauss and Corbin (1998), grounded theory can mainly be used in the field of social science. The main requirement is that it is an investigation oriented to generate a theory of a phenomenon, or that it develops in an area in which there are not enough satisfactory explanations. Jones et al. (2004) showed several cases in the health sector where the theory was applied. For instance Martin (2007) studied the tourism behaviour of different agents; Scriber et al. (2001) reported on their application in nursing; Strube (1992) designed, in his doctoral thesis, a model of self-administration of patients; Curry (2003) proposed the use of grounded theory as an instrument of knowledge development; and Maijala et al. (2004) used grounded theory to

study the interaction between health personnel and family members of patients. Moreover, grounded theory is also relevant at the administrative level. For instance, Joannides and Berland (2008) mentioned some uses in management control; Sutton (1987) designed a model to determine how organisations make the transition to their demise; Avena (2005) studied the experience of decision making in the administration based on responsibility; Leonard and Mcadam (2002) proposed a model to capture the total management of quality in organisations over time; Pauleen et al. (2007) used grounded theory and learning action as a knowledge management strategy when people work with new technologies; Bakir and Bakir (2006) discovered the hidden complexity in the strategy of cultural organisations; Komives et al. (2006) created a leadership identity development model; and Hindle (2002) used grounded theory to learn about entrepreneurship by resorting to simulation games.

3.6.1 Implementation of Grounded Theory in Current Research Study

Based on the application of grounded theory in different fields, the current investigation has adopted somewhat of a similar approach, but instead of just focusing on organisation, the current investigation has considered grounded theory in order to learn more about the business-oriented Conservative Party in the UK, the leadership styles adopted by party members and their overall impact on the economic performance/growth of the country. In particular, grounded theory has been used by incorporating theories and findings that are grounded in data, and these have been used in the formulation of a conceptual model that may be tested by others in the near future (Hirschman and Thompson, 1997; Glaser and Strauss, 2017; Charmaz and Belgrave, 2012; Morse et al., 2016). Since the methodology is constantly emerging, the current investigation was factored the content obtained from one interview into subsequent interviews, which helped to ensure that other interviews are different from that of the initial interview.

This was ensured through the constant comparative method, which consisted of data collection, coding (referred to the process by which the information obtained during the investigation is analysed and grouped in categories) and the analysis of data in a systematic way, contrasting incidents and categories that arise during the collection and analysis process (Charmaz and Belgrave, 2012; Charmaz, 2014; Burnard, 1991). That is, it is the constant comparison of similarities and differences of incidents identified in the data in order to discover patterns of

behaviour that are repeated. This method of analysis, which contributes to the development of a theory based on data, is based on a coding process that is divided into three phases: open, axial and selective (Starks and Trinidad, 2007; Charmaz and Belgrave, 2012).

As evidence and prevailing implementation of the open coding, the data was divided and coded into concepts and categories. During this stage of analysis, the different incidents were coded into categories, which means that if any of the incidental themes occurred, they were further divided into significant categories, which is in turn beneficial for the identification of themes. For instance, these open codes were identified in the research study: grow quickly, seeking experience, hungry for responsibility, ambitious, want to feel valued and appreciated, want to be recognized, want feedback, want to be rewarded for good work, and creating and accepting new ideas. On the other hand, axial coding was carried out, which consists of comparing the new data with the categories resulting from previous comparisons. This means all open codes were compared and combined, which helped in forming new axial codes, such as: believing they are ready to be set loose on accounts, and seeking external validation and wanting a meaningful experience. By relating the categories to each other, it was possible to establish relationship. When the established relationships were found to be insufficient, the theoretical sampling was taken into consideration with the purpose of searching for new cases that could have provided more information and allowed the explanation of concepts and specifying the theory. Selective coding was continued, and this consisted of integrating the categories to reduce the number of concepts and thus delimit the theory (Kendall, 1999; Moghaddam, 2006; Starks and Trinidad, 2007; Charmaz and Belgrave, 2012). In particular, selective coding assisted the selection of the central category, that is, that category that explains and gives meaning to all the data and their relationships, and therefore explains the pattern of social behaviour that is the object of study. For instance, selective coding included the evidence of wanting to make a difference.

Although there are several computer programs, such as AQUAD, ATLAS / or NVivo, designed for the analysis of qualitative data, NVivo was taken into consideration, since it allows information to be stored in categories and thus favours the elaboration of theory. In this context, it can be argued that these computer packages represent a useful tool for the storage, organisation

and searching of data, although in no case can they replace the researcher as an active agent of the analytical process.

The final important element that should be highlighted in respect of the grounded theory is that of theoretical sensitivity (Stern and Porr, 2017; Thornberg, 2017). This refers to the ability to have insight (i.e. the ability to understand and separate what is relevant from what is banal). To do this, the researcher consistently focused on the constant interaction with the data collection and analysis, instead of elaborating hypotheses regarding possible results and suspending their judgments until all the data are analysed (MacLaren and Mills, 2015). Therefore, it can be argued that it was necessary to maintain theoretical sensitivity in each step of the research process to generate a theory that is based on the data and not on preconceived ideas or existing theories.

3.7 Type of Investigation

This section of the research offers some of the available types of investigation that are frequently taken into consideration by researchers, while offering sufficient justification for the selected type of investigation for the current study.

3.7.1 Exploratory Research

Exploratory research is generally conducted for the purpose of collecting preliminary information so that the nature of the problem can be understood and may further help in determining the direction and scope of the research (Haig, 2015; Sulis and Toland, 2017). This means that exploratory research is of significant importance in understanding the situation, which may further help in identifying the problems. Being a small-scale research, exploratory research is generally used for defining the nature of the problem, which further enhances their knowledge and understanding in relation to the environment of the problem (Tetnowskim 2015). Taking the latter into consideration, it has been suggested that this type of research is particularly helpful in expressing large and vague problems as subtle, and helps in the identification of the information that needs further investigation (Bell, Bryman and Harley, 2018; Sekaran and Bougie, 2016).

Similarly, it has also been suggested that the quickest and most economical manner of conducting exploratory research is by referring to secondary data, which is data that can be obtained and extracted from previously conducted studies. In such studies, non-probability sampling techniques are considered, as these are the ways through which the researcher can solve problems by investigating those who are familiar with the concept and may have sufficient knowledge to share (Bell, Bryman and Harley, 2018; Sekaran and Bougie, 2016). Likewise, group discussions can also be considered an effective way of exploratory research, where people are encouraged to discuss the topic of interest leading to the key findings that are sufficient to resolve the problem being faced.

3.7.2 Explanatory Research

This type of research is frequently considered by researchers for problems that have not yet been well-researched and call for immediate attention. Therefore, by using this type of research, scholars can initiate their research by focusing on general ideas that help them to move ahead with the subjects in a more effective manner (Taylor, Bogdan and DeVault, 2015; Smith, 2015). Although this type of research does not offer conclusive evidence, it helps in understanding the problem in the most efficient manner. From this perspective, it can be argued that the purpose of explanatory research includes:

- **Increased Understanding:** explanatory research studies tend to increase the general understanding of the researcher; and although they do not offer conclusive research, they help the researcher to determine other crucial aspects of why and how things happen.

- **Flexibility of Sources:** in this type of research, secondary sources are commonly preferred, but it further offers balanced and wide comprehension of the subject (Patten and Newhart, 2017).

3.7.3 Descriptive Research

Unlike the previously discussed type of investigation, descriptive research focuses on the investigation according to different aspects and factors related to the situation, while collecting

and recording data that may present some valuable information (i.e. objective facts) (Walliman, 2017; Hair et al., 2015; Berger, 2019). This is the prominent reason that this type of research is commonly considered in marketing since it can present companies with a relevant description of its competitors. Considering the latter, studies have unveiled that descriptive research is more commonly relied on based on its unique characteristics, which are as follows:

- **Quantitative Research:** this type of research is quantitative in nature, and further helps in ensuring that quantifiable information is collected and used for statistical analysis of the population sample. This is the reason that makes descriptive research more popular amongst marketing professionals, since it allows them to collect and describe the nature of the demographic segment (McNabb, 2015).

- **Uncontrolled Variables:** the variables taken into consideration in descriptive research are not influenced in any manner. This means that observational methods of conducting the research are generally considered, therefore indicating that the nature of variables, specifically in reference to behaviour, is not influenced by the researcher's bias or prejudice.

- **Cross-sectional:** this type of research is general cross-sectional, which means that the data is collected and analysed in a specific time period rather than collecting and analysing data at different time intervals.

- **Future Research:** data collected and analysed through this particular research type opens significant room for improvement, which future researchers can capitalise upon through the use of different research techniques (Walliman, 2017; Hair et al., 2015; Berger, 2019).

3.7.4 Selected Investigation Type

Although there is an abundance of information related to the impact of leadership style on organisational performance and growth, there seems to be a particular gap in the literature in

respect of the leadership styles adopted by political leaders and their overall influence on economic growth/performance. Since this particular aspect is understudied, there is no particular way of connecting leadership style with economic growth/performance. Therefore, the current investigation has selected exploratory research, since this particular type of investigation is more useful in situations where the problem or construct has not yet been clearly defined (Walliman, 2017; Hair et al., 2015; Berger, 2019). This means that by relying on exploratory research, this study was able to develop better understanding of the existing problem, which may further bring some exemplary changes in the ways in which political leadership and their leadership styles have been perceived.

With exploratory research as the base, the researcher was able to gain more valuable insights into the degree of political leadership and leadership styles, which was further supported through the grounded theory. This means that every time new information was unveiled through the interviews, the researcher immediately noted it down so that others could be asked about it. As a result of doing so, the study was not only able to investigate the problem in a more critical manner (Creswell and Creswell, 2017), but a better understanding of the variables were further developed that helped in reaching more credible evidence related to the influence of leadership and leadership styles on economic growth/performance.

3.8 Data Collection Method

3.8.1 Data Collection

Data can either be primary or secondary, where primary data is often acknowledged as raw data that is directly obtained from the participants through the use of available instruments. In particular, it has frequently been suggested that primary data is frequently collected, since it assures that the purpose of the study can be adequately achieved, even when obtaining primary data requires heavy investment (Creswell and Creswell, 2017). Generally, primary data is collected through questionnaire, interviews, case studies, etc. but the decision related to the instrument selection is primarily in accordance with the purpose. On the other hand, secondary data is acknowledged to be the information that has already been collected by others during their research process. These data are faster to obtain and at a lower cost, but in many cases they are

not updated, so this can affect the success of the research. Secondary data is generally collected through publications such as peer-reviewed journal articles, websites, books and published reports (Johnston, 2017).

Before moving ahead with the identification of the data collection method used within the current investigation, it is important to understand the difference between primary and secondary data, which played an important role in the decision related to the selection of a data collection method.

- **Search for information:** Generally, primary data is created and published by scientists, while secondary data comes from the interpretation of the first, or is collected by government and organisations.

- **Reliability in data:** One of the most important aspects of primary and secondary data is its veracity. Secondary data often becomes obsolete over time and the content may make the conclusion of the investigation unsound. In contrast, primary data is collected in real time, which makes it much more credible.

- **Data application:** Primary data sis generally more complex and slower to apply compared to secondary data. The former is used to solve the phenomenon that is currently being studied, while secondary data is collected primarily for the purpose of solving different problems that could arise in the future.

- **Cost of data collection:** Collecting primary data requires resources such as time, labour, and money. In contrast, secondary data can be obtained much more quickly and is very cheap and often obtained for free.

- **Data specificity:** It is intended that primary data be always specific and cover each of the needs of the researcher, who is responsible for its verification and quality, while secondary data is more general, and the researcher cannot verify its truth or quality easily.

- **Availability of data:** Primary data is obtained raw, on the other hand, secondary data are obtained from the curing of the former. Similarly, secondary data arises when statistical methods are applied to primary data (Creswell and Creswell, 2017; Neuman, 2000; Saunders et al., 2009).

3.8.2 Research Instrument

The earlier section clearly shed light on the selection of primary data to move ahead with investigation into the leadership and effects of different leadership styles on the economic growth/performance in the UK, with specific reference to the UK Conservative Party. Since it has already been established that primary data can be collected through interviews, questionnaires and case studies, the current investigation prefers in-depth interviews based on the qualitative research design and grounded theory. There were several reasons that led to the decision of selecting interview as the research instrument instead of the other available instruments. Firstly, qualitative interviews can provide richer understanding gleaned from personal interaction, and since the purpose of this study was more inclined towards the influence of leadership and leadership style on the economic growth/performance of the UK, with specific reference to the leadership in Conservative Party; this could only be ensured through personal interaction with the participants. This means that interviews were selected to probe further into the role of leaders and the basis of their decisions in reference to the entire economy. This might be not have been possible if the study had considered any other research instrument; for instance, if the study has preferred open-ended questionnaires, no participant would have wasted their time in writing down their responses and this might have led to a failure in collecting information.

Secondly, face-to-face interviews with prospective participants can allow the researcher to quickly assess the participant's attitude and what he can contributed to the research. This is amongst the foremost strengths and the basis for the selection of the interview as the research instrument. Although the costs associated with conducting in-depth interview are higher since the researcher has to travel, it can surely offer some valuable insights into the UK Conservative Party and the ways in which the party has managed a business-oriented policy that has helped to boost economic performance and growth. Lastly, interviews were preferred as these can open doors for creative approaches and learning, an aspect that is absent in other research instruments.

3.9 Sampling and Sample Size

Sampling is the distribution of population into segments and the selection of segment or segments in accordance with the purpose of the study. Considering this, the two most prominent way of segmenting and selecting participants in accordance with the overall purpose of the study are set out in the following sections.

3.9.1 Probability Sampling

Generally, this sampling is referred to as random sampling, where everyone has equal chance of being selected in this particular strategy. Specifically, probability sampling has a range of characteristics, but the most prominent characteristics include, 1) the principle of randomness is the foremost consideration of this strategy; 2) probability sampling is achieved through a randomised procedure; and 3) the error of probability sampling is controllable and computable (Etikan, Musa and Alkassim, 2016; Sharma, 2017). With reference to the sampling error, probability sampling focuses on the exclusion of the subjective influence of the researcher, while playing a critical role in the selection of sampling that can be argued to be more representative in comparison to other methods.

Over the years, it has been suggested that probability theory has played a significant role in probability sampling, since it argues that the occurrence of events is random, and accidental. Moreover, probability sampling reduces the possibilities of predicting the results in advance, but the random phenomena are not absolutely irregular (Teddlie and Yu, 2007). In simpler words, a large number of repeated random sampling will eventually represent certain regularity, and this can be achieved through one of the following techniques:

- **Simple Random Sampling:** this technique is the most bases, since it argues that the participants for the study should be randomly selected, which further reduces the likelihood of researcher bias. The most important element about this technique is that the participants are selected randomly, which is why this technique is also known as the ‘method of chances’ (Kadilar and Cingi, 2006).
- **Stratified Random Sampling:** this sampling technique focuses on the division of population into segments or sub-groups, commonly known as strata. This further

enables the researcher to divide the population into homogeneous subgroups and then select participants from them based on their relevance to the research (Stehman, 1996).

- **Cluster Random Sampling:** in this strategy, the population is divided into separate groups called clusters, which helps in the selection of participants from the cluster. The most prominent reason that this technique is considered is embedded into the fact that clusters are formed based on one variable, which means that this strategy can help researchers in providing valuable knowledge in most convenient manner and higher margin on data accuracy (Thompson, 1990).

- **Systematic Sampling:** this technique focuses on the selection of participants from a larger population in a random manner, but at a fixed and periodic interval. This means that participants are selected in advance, which makes it more effective and efficient than other techniques (Yates, 1948).

3.9.2 Non-probability Sampling

On the other hand of the spectrum is non-probability sampling, which does not follow the principles related to random sampling, but is more inclined towards the extraction of a sample in accordance with either the subjective experience or other conditions of the researcher. In simpler words, this technique is often used by researchers who have relevant experience and deep background knowledge of the constructs being studied (Etikan, Musa and Alkassim, 2016; Sharma, 2017). Considering the latter, non-probability sampling is generally divided into different strategies including:

- **Convenient Sampling:** in this particular strategy/technique, researchers only consider those portions of the population that are easily accessible. In this particular technique, studies have suggested that the most commonly adopted strategy is occasional sampling, in which the total units encountered at a certain point of time

and environment are only considered as the sample of the study (Farrokh and Hamidabad, 2012). However, since voluntary participation of participants is extremely important, researchers have to obtain consent before these participants are questioned in relation to the topic being investigated. This technique is generally adopted based on its advantages associated with saving money and time (Sedgwick, 2013).

- **Purposive Sampling:** this sampling technique is also referred to as judgemental sampling, where the participants are selected based on the judgement of the researcher. However, this technique is generally utilised by researchers who are very familiar with their own research field, and their experience and knowledge can guide them in the selection of participants that can offer valuable insights into the topic (Tongco, 2007). More importantly, it has also been suggested that this sampling technique is generally applied to cases where there are internal and small differences at large and when the overall boundary cannot be determined due to the limited availability of time and material resources.

- **Snowball Sampling:** in this technique, the researcher begins with people that meet the required characteristics and then relies on them to refer other qualified respondents for their response. By doing so, the researchers can experience a significant growth in the number of respondents, consequently making this technique quite influential, especially when there is insufficient information or observational research (Etikan, Alkassim and Abubakar, 2016).

- **Quota Sampling:** this technique is used for the purpose of stratifying the population in accordance with a certain standard (group) and then subjectively selecting the sample in accordance with the principle that the number of respondents is proportional to the number of layers.

3.9.3 Selected Sampling Technique and Sample Size

Since it has already been established that the study intends to rely on qualitative interviews, the study prefers the selection of non-probability sampling. This means that even when the participants may not have equal chance of being included in the study, the study can still present some valuable findings based on the selection of participants that have knowledge about the UK Conservative Party and the leadership styles adopted by political leaders. Additionally, it can also provide some in-depth information related to the style of leadership and the overall influence on the economic growth and performance of the country. Taking the latter into consideration, the study prefers the use of judgmental and snowballing techniques. In the initial phase, the researcher selected a participant based on personal judgement and evaluation who can provide some valuable insights into the business-oriented Conservative Party and after the completion of the interview process, the participant was asked to refer other individuals that he/she knew to have in-depth information about the constructs being studied (Etikan, Alkassim and Abubakar, 2016). The use of both sampling techniques was quite favourable for the researcher, as not only time and money were saved, but the researcher was able to interview a range of individuals that had key information about the UK Conservative Party. With both these sampling techniques at work, it was possible to interview a total of 15 participants who had valuable insights and knowledge into leadership styles being adopted by Conservative Party leaders and their overall influence on the economic performance and growth of the country. Moreover, interviewing these participants also reflected some other important constructs like culture, innovativeness and organisational structure, all of which further helped in moving ahead with the topic being investigated in the most effective manner.

3.10 Data Analysis Plan

Considering the adopted methodological approaches, the study has a specific plan that can help in assuring that the data obtained via interviews are analysed and interpreted to represent the overall influence of leadership and leadership styles adopted by political leaders of the UK Conservative Party. This is further illustrated in the following sections, which highlight the adopted technique for analysis and the plan through which the obtained data is to be analysed and interpreted;

3.10.1 Thematic Analysis

Since thematic analysis is frequently used for qualitative research studies, the current investigation has also considered this technique for analysis, especially since the study is qualitative in nature and the fact that primary data was obtained via interviews. By relying on this analytical method, it was possible to focus on rich description as presented within the content offered by the participants, and instead of just relying on the counting of words, the study emphasized the identification of implicit and explicit ideas within the data set (Braun, Clarke, Hayfield, and Terry, 2019; Vaismoradi, Jones, Turunen and Snelgrove, 2016). This was specifically achieved by coding the primary data that helped in the development of themes that helped in recognising the key moments prior to the coding for interpretation. Though, it is a well-known fact that the interpretation of codes can lead to the comparison of theme frequencies and may further help in the identification of co-occurrence theme that may help in displaying the existing relationship between the themes.

By working on thematic analysis, the study was able to take the concepts supporting the role of leadership and leadership styles, with specific reference to the economic conditions of the country from the grounded theory. This further helped in designing and building information that was rooted in the dataset obtained from the participants (Braun, Clarke, Hayfield, and Terry, 2019; Vaismoradi, Jones, Turunen and Snelgrove, 2016). This was only possible through the thematic analysis, and was further supported through the inductive approach, where the themes were found to be strongly linked to the information obtained, while taking account of the assumptions in reference to the data driven. Within the current investigation, the coding process was quite important, as it took place without any specific focus on trying to fit the data into the existing frame. More importantly, it was impossible for the researcher to assume their theoretical epistemological responsibilities due to the inclusion of inductive process.

3.11 Ethical Consideration

Research studies and the use of research methods, such as participatory observation or problem-centred interviews; bring about a change in the research subject simply because of the presence

of the researcher. These changes can lead to unscheduled side-effects in terms of the validity of corresponding results or on the vulnerability of people involved in the research. In order to minimise these side effects, this project is subject to ethical principles and ethical principles, where the highest principles included in the research study were human dignity and human rights. Apart from these ethical considerations, the study also ensured autonomous and free decision-making, including informed consent. This was further assured through the following criteria, which were adopted before and during the field phase:

- participants are sufficiently informed and informed about the subject matter and background, meaning and purpose of the study, as well as the rights of the person and the possible risks;
- participants always have the opportunity to decide in sufficient time, for or against participation;
- for persons who are not responsible or unconscious, informed consent must be obtained from the parents or a legal guardian. This also allows for sufficient time to decide for or against participation;
- consent for participation is always voluntary and can be withdrawn at any time.

The data collected from observations and interviews is subject to data protection. The collected data is pseudonymised, so that the identification of the actual person is not possible. The data is kept safe for protection and is only accessible to the research team. Upon completion of the research, the data will be destroyed or only used for secondary analysis or for secondary use in replication studies.

3.12 Chapter Summary

The research methodology chapter has set out the direction and scope of this research, and this has been achieved by first presenting the available methodological approaches, followed by the justification for the selected methodological approach. This has eventually helped in justifying which methodological approaches have been selected given their relevance and applicability in this research. Apart from this aspect, this chapter has further clarified that the research has

worked with primary participants to ensure that the research questions and objectives can be sufficiently met through interviews, while elaborating on the data analysis strategy (i.e. thematic analysis) to ensure that the data obtained from the participants is sufficiently analysed and presented. The use of grounded theory and interviews has significantly helped in identifying new codes and themes, which in turn has helped to identify the prominent codes and themes associated with the underlying motivations, perceptions, attitudes, behaviours and concepts in the minds of the participants. Based on the application of grounded theory in different fields, the current investigation has adopted somewhat of a similar approach, but instead of just focusing on organisation, the current investigation has considered grounded theory to learn more about the business-oriented Conservative Party in the UK, the leadership styles adopted by the party members and their overall impact on the economic performance/growth of the country. In particular, the grounded theory has been used by incorporating theories and findings that are grounded in data, and these have been used in the formulation of a conceptual model that maybe tested by others in the near future. This is the reason that qualitative design has been employed in the study, as this design focuses on the collection of data from participants through either observations or interviews, which are later used for analysing the themes that are generated from the information provided by the participants.

CHAPTER 4: DATA ANALYSIS AND FINDINGS

4.1 Introduction

The purpose of this chapter, i.e. data analysis and findings, is to present the key findings regarding the impact of leadership and leadership style on the economic performance and growth in the United Kingdom. Considering this, the earlier chapter has succinctly mentioned that the study has employed a qualitative research design along with grounded theory, and has adopted non-probability sampling in order to ensure that the subjects (i.e. participants) being included in the study have valuable information and knowledge about the UK Conservative Party, along with their leadership style. With qualitative design and primary data collection at work, the current investigation employed thematic analysis, which was of significant help in focusing on the rich description and knowledge shared by the participants, hence reducing the likelihood of just relying on their words, but instead on the identification of the implicit and explicit ideas within their knowledge.

This chapter categorises the findings into different themes, which have already been mentioned in the earlier Research Methodology chapter, and attempts to triangulate the findings with the literature to depict the influence of leadership and leadership styles on the economic growth and performance in the United Kingdom.

4.2 Findings

The key findings of the study are as follows:

4.2.1 Leadership and its Effectiveness

Leadership, undoubtedly, has been acknowledged as the most important element in an organisation, which is quite self-explanatory because without an effective leader an organisation may not be able to influence the employees to transform themselves into extraordinary beings, collectively working towards the achievement of organisational goals and objectives. The case is quite similar with leadership and politics in that politicians have also relied upon a range of leadership styles that not only differentiates them from other political leaders, but have also

created a persona around them based on which they are known and recognised for. Considering this very aspect, the purpose of this question was to investigate into the participants' perception and knowledge regarding leadership and its overall effectiveness in any given field and to explore whether or not the participants were well-aware of the concept surrounding leadership.

In this context, Participant A suggested,

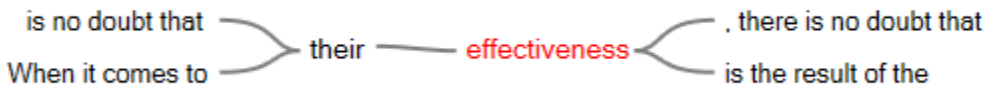
> *"Leadership is all about change, leaders influence their followers to embrace change, as without change nothing is possible. This is quite similar in the multinational and local companies operating across the globe, where leaders have the most critical role – they are not just responsible to keep the employees motivated and engaged with the business operations, but are also responsible to assure that they are continually aware of their surrounding so that their decisions can be most effective. Simply put, without effective leadership an organisation cannot survive and thrive, which means that leaders have the most prominent role in the organisation. When it comes to their effectiveness, there is no doubt that their effectiveness is the result of the style they prefer, though each style has its limitation and strengths, these styles are extremely important for leaders."*

On the other hand, Participant C suggested,

> *"Leadership is the ability of influencing, which helps ordinary people to perform extraordinary tasks and responsibilities. Without leaders, organisations may fail as it would never experience any radical and fundamental transformation, even if there is an opportunity because of the ever-increasing threat of resistance. This means that leaders not only reduce the resistance, but they also encourage the people to work in team – all of these factors cannot be achieved by individuals given the current circumstances and situations."*

This can even be confirmed through the statement by Participant F, who believed,

> *"Organisations are surviving because of their leaders given the current intensity of competition, where leaders continually monitor and analyse the given circumstances, and decide on the practices and policies that must be employed for survival, growth and profitability. This makes their presence to be very effective."*



On the other hand, there were some participants who believed leadership to be exceptionally important, but they were very clear about its effectiveness; for instance, Participant E suggested,

> *"Leadership is about encouragement and motivation, as leaders motivate and engage so that employees can work together, and without them there would be no harmony, and everyone would be doing their job in complete isolation, which may be due to a range of factors – cultural, social and even religion. However, leaders reduce and eliminate their barriers so that everyone can learn about their existing differences, and to assure that these differences must be reduced for personal and professional development. I simply want to say that without leaders, an organisation cannot be acknowledged as effective or efficiency, as they are the ones paving the way the employees, and encouraging them to work as a team, rather than working in isolation."*

Similarly, Participant G had a different opinion of leadership in terms of its effectiveness; for instance, it was stated,

> *"Leaders are only effective when they respond to the needs and demands of the people, if they fail to do so they might not be followed by the people, but instead the people would be more interested in following someone that has the same level of interest in meeting their demands and needs. So, basically leadership has a minor role of influencing, but the major role is associated with addressing the needs and demands of the people, without whom they cannot achieve their goals. The point here is leaders cannot influence people, if they cannot feel what people needs, and if they fail to do so there would be no reason for the people to follow him/her."*



Figure 19: Search Query Results

The search led to a content query, as shown in the NVivo image in Figure 19, which illustrates that the most commonly used navigation was administrative supervision and was used as a guide for various points of view. For example, some members used credentials to prove their suitability. Meanwhile, others used it in terms of a club structure. This indicates that the initiative was at the centre of member responses. As part of the figure, instances of political pioneers exist such as Donald Trump and his style of origin and is associated with his remarkable qualities that distinguish him from other political leaders around the world. The most incredible words that can be seen in a relationship should start with culture, voice system, ingenuity, execution, authoritarian structure, political management, inspiration and monetary progress.

However, there were some participants who believed the effectiveness was directly associated and related with leaders' abilities to make decisions for the greater good, instead of short-sighted decisions. For instance, Participant B argued,

> *"A leader is no good, if he/she cannot make decisions that work in favour of the people, by this I mean that leader can only be effective if he/she understands what needs to be done, but this does not mean that every decision to be made is short-sighted. A leader must have the skills and competencies to judge the situation that can be leveraged to create a balance between short-term and long-term decisions, as this can help in ensuring that immediate issues and challenges are addressed, while having a sufficient plant at work to assure that the long-term challenges can be addressed in most proactive manner."*

From these particular responses, it became evident that these respondents, along with others, acknowledged leaders for who they are and the task they undertake within the organisation, which is impossible for others. This aspect has even been reflected in a range of studies, where it has been suggested that the roles and responsibilities performed by leaders are different from that performed by their counterparts and the reason that they can undertake such important responsibilities can be attributed to their traits and attitude towards work. This is what makes them different and extremely important in the given scenario; hence, they are the centre of attention across the globe. For instance, it has been indicated that leaders are different as they are more interested in knowing other people, even if they are from a completely different culture and religion, and try to develop positive relations and a good atmosphere of cooperation with them and within the team. They do so by showing interest in others and help them overcome their challenges and problems, which makes their interaction to be at personal level, indicating that leaders treat everyone within the organisation as a family member, which might be impossible for others to do, and this is the reason that organisations prosper under effective leadership.

4.2.2 Leadership Styles and Politics

The earlier responses helped in understanding that the concept of leadership is not just applicable to companies, but is directly related to politics as well. This has been supported in a range of studies which clearly argue that leadership in politics is somewhat similar to that of leadership in

organisations, but there are several areas that differentiate both as well. Considering this perspective, the purpose of this theme was to shed light on the understanding and perception of the participants about the applicability of the leadership concept in politics. In this context, Participant C suggested,

> *"Leadership has the same relationship with organisations, as it has with the politics. Leaders in political arena have also shown resilience and commitment, and the ways through which they perform their duties and responsibilities like decision making clearly reflect that even they have relied upon leadership styles."*

Similarly, Participant F suggested,

> *"Yes, obviously. When it comes to politics, political leaders do have adopted a range of leadership styles, as these styles have helped them in policy development, while assuring that the policies that they are proposing are adopted, and this can only be achieved through influence and communication – both of the aspects are highly important for an effective leadership. Not just this, a political leader does not make promises without coverage, he/she does not talk about infrastructure plans that do not translate in reality; this means that they make promises that are real, which helps them to connect with the people and this influences them to trust the political leader."*



The above figure refers to the most common combination of passwords used by respondents, including some key terms used by respondents. Pioneers, strengths, change, progress, duty, relationships, tutor and Brexit. This picture is very useful for understanding the most common facts and their significance for this particular topic.

On the other hand, there were several other participants who believed that concepts of politics and leadership were interconnected. For instance, Participant A shared his opinion by giving an example of a Russia's leader – Vladimir Putin. In particular, Participant A suggested,

> *"Political leaders have taken the responsibility for the function of governing society, but it does not change the fact that not every leader has the potential of becoming a political leader, since it is only available to those influential leaders who can mobilize the society for the achievement of achieve meaningful goals. I believe that a political leader must*

possess a number of qualities that distinguish him/her from the others, as well as are necessary for the management of society; for instance, Putin relied upon democratic leadership style that has helped him in showing greater tendency towards management based on the principle of collegiality. Not just this, I recently found that Putin, being the political leader of Russia, has continually prioritised listening to what his subordinates have to say about the policies, and this has helped in changing the policies that required immediate attention; hence making him tactful and true to his objective of making Russia a successful country. I believe that this is the type of political leadership that tries to attract people to form decisions based on joint activities in order to achieve common success."

However, other also gave examples of political leaders like Donald Trump and Theresa May, but all of the opinions were quite negative when it came to Donald Trump and his leadership style. For instance, Participant I suggested,

"Donald Trump and his leadership is undoubtedly unusual, he has constantly leveraged his celebrity status and successful entrepreneurial skills to prove himself worthy of being a political leader, and this is the exact reason that he has consistently given shameless remarks on not just his political opponents, but people that he has never met. I believe that this leadership style is quite toxic, as it intends to escalate tension between political leaders, which Trump has exceptionally used in his favour to gain popularity. Not just this, I believe that Trump is also well aware of the fact that his success as a business leader will make him an effective political leader; however, it does not change the fact that he does not have experience as a political leader, so it can be assumed that it is impossible to determine whether he can become an effective political leader, so this is an effective illusion."

Another participant shared her opinion about the construct by stating,

"Political leadership is quite relevant in the multicultural society we live in, whenever we see any political leader giving a speech or statement, he/she is clearly portraying their leadership style; for instance, the Can-do-attitude of Donald Trump has made him the centre of attention, but I believe that the President of United States has been relying on

his coercive power to counters the enemy, and this is the actual threat of his leadership style. I believe that smart and effective global leaders have tried to minimize the use of threats, which has helped them in establishing relationship based on trust and confidence. But this is quite different in the case of Trump, as he only trusts people that praise him, as he does not have the capability to take criticism, and whenever he does; he responds by name-calling and demeaning insults. So basically, there is a relationship between leadership and politics."



Figure 20: Text Search Query Concerning Leaders

The above figure helps to study the content request on NVivo in order to understand the repetition of the use of word “initiative” in the various responses of the participants. There are some suggestions that show how the viewer uses it to show it, while some proposals appear in a

clear reference to the characteristics of a viable project. This is especially useful in this particular issue, which emphasizes the nature of the initiative and the legislation, which indicates that it has given a lot of knowledge about the qualities of political leaders and the attitude of these political pioneers to politicians and masses around them.

4.2.3 Role of Leadership in Economic Development

The role of leadership in the development of an economy is essential since economies do not develop themselves overnight. Economic development depends on leaders that possess good and effective leadership qualities (Bosworth, 2016). The economic performance of a country is greatly affected by the types of leader present. In order to develop an economy, a good leader should know the difficulties that are present and work effectively to solve them. Leaders should be intelligent and hard working in order to facilitate economic prosperity. According to (Sosik and Jung, 2018), it is not necessary that a leader should be an expert regarding economics, as leaders can get help from different economists and collect their various methods for the wellbeing of an economy. After collecting different methods, a leader should only use, implement or adopt those methods and techniques that are the most effective. A good leader can also obtain advice from different economists to develop strategies regarding the development of an economy. Effective leaders should also study the country's history in order to observe different strategies adopted to reduce the problems faced on economic basis and for the development of economy. The challenges and problems of the economy must be known to the leader, such as the youth unemployment rate , the effect of poverty on the economy, development of industries that are essential for the economy, inequality between the various population groups, low agricultural production and such undeveloped areas that have positive economic impact. Certain steps should necessarily be taken by the leader for the progression of the economy.

Regarding this context a participant referred as Participant A suggested,

> *"A good leader does play a significant role in the economic development of a country. In order to develop the economy, the leader should provide better environments to the people of the country, where they can work effectively and productively. Leader should reduce the unemployment rate among the youth, by producing such industries that are*

essential for the development of the economy, hence providing employment to the youth. A good leader should be able to motivate the people of his country for the progression of the economy. For the wellbeing of the economy, good quality and quantity of both export and import must be maintained by the leader. Leader should work to low the corruption rate because corruption has massive effect on the economy. To maintain the economy of the country high quality as well as quantity of agricultural products should be provided to the people of the country."

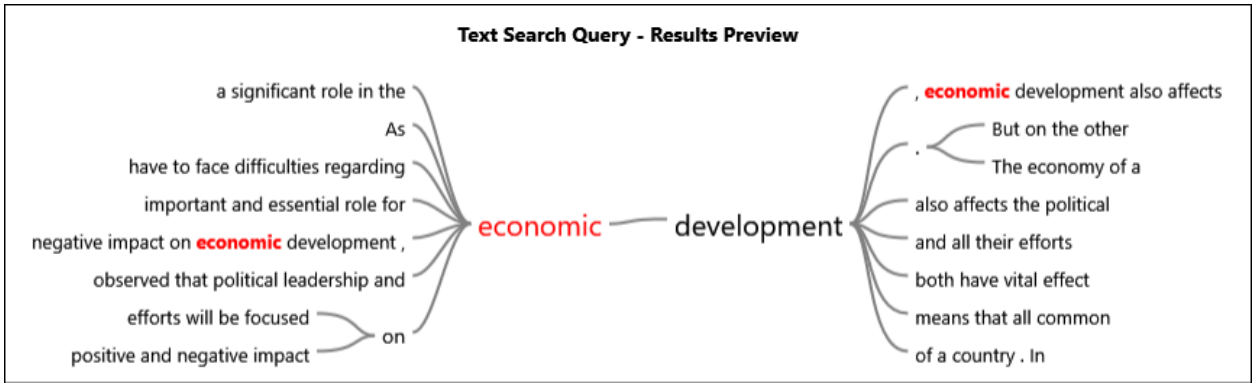


Figure 21: Text Search Query of Economic Development

This thematic topic was dedicated to the "financial progress" of recitals, which suggests that respondents rarely used both passwords during meeting meetings. However, this request showed that the respondents knew the position of authority in terms of monetary progress and compliance.

Political leaders have shared a deep connection and relation with the economy of a country for decades. After the observation of history, it is clear that political leaders have played an essential role in the economic development. However, this role can be both positive and negative.

In this regard one of the participants stated,

"To save the economy from crises, political leaders play an essential and vital part and in case the economy is facing crisis the political leader should be able to take necessary measures. It is observed that political leadership and economic development both have

vital effect on the wellbeing of each other. Economy of a country often takes a turning point because of the performance of the political leaders. Where political leaders have both positive and negative impact on economic development, economic development also affects the political leaders by its development or challenges faced during development. For example if a new leader is elected and the economy is facing crises then the political leader will have to make drastic decisions for the development of the economy and if the leader is lacking to develop the economy then there is a good chance that the political party will crash."

On the other hand, if the economy is well developed and progressing then political leaders will face no problems during the development of the country. The financial, human and physical resources of a country play a vital role in the development of an economy. The resources of a country should be equally spread among the people as the meaning of economics development is raise in the living standards of the common man.

As suggested by Participant E,

"*As economic development means that all common people of the country must be provided with equal resources and good standards, the political leaders of the country should take essential steps to confirm the equal distribution of resources. In my opinion political parties are greatly affected by the status of the country's economy, if the economy is not developed then the political parties have to face difficulties regarding economic development and all their efforts will be focused on economic development. But on the other hand, if the economy of a country is strong then political parties can focus on making such policies and arrangements that will provide common people with more opportunities to work more effectively, thus developing the country. Political leader should work on the prosperity of the economy by using the available resources rather than wasting time and effort on those resources that are not present."*

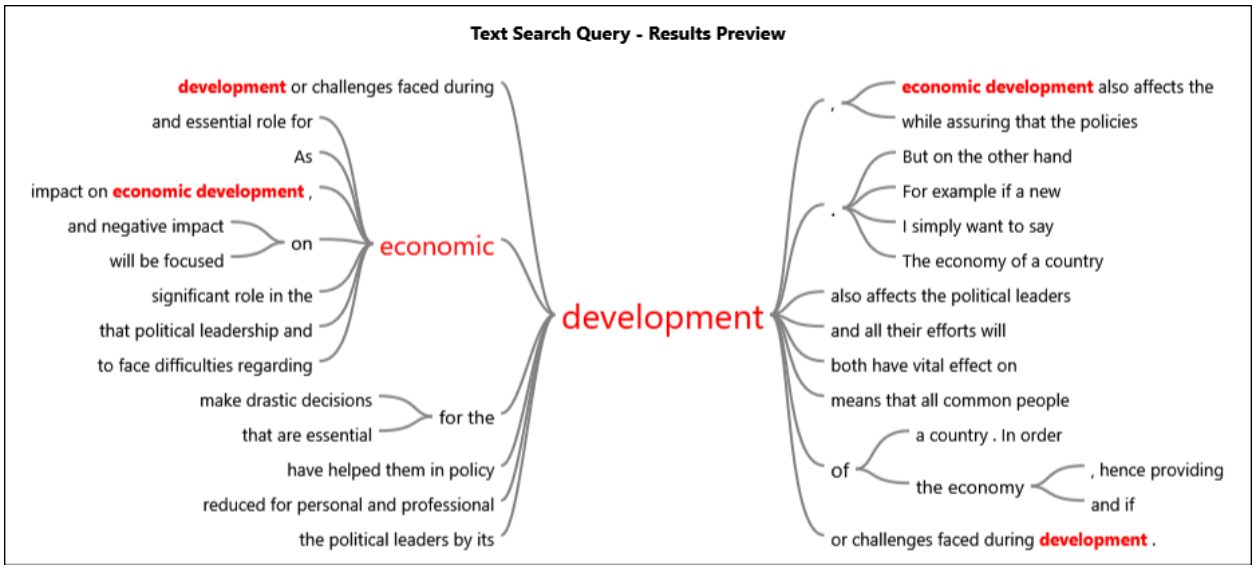


Figure 22: Results of Search Queries concerning Economic Development

Studies on this topic directly referred to “progress” and noted that participants showed positive and negative prospects due to their connection with management and business. The figure also shows that the political initiative in the nation plays an important role in improving the monetary policy of the nation and that it can influence its efforts in connection with the difficulties encountered in solving problems in moving towards development in projects.

Effective leaders not only work for the betterment of the economy, but also affect the hearts of the people following them. Affecting the hearts of the followers is an effective way to develop the economy. Passionate leaders are also known as game changers because even during the economic crisis, passionate leaders are able to encourage their followers to work together to reduce various problems and to increase economic progression. Out of the five basic principles presented by authors after researching for 25 years, to become an inspiring leader, inspire a shared vision is described. The first step of this principle is to envision the future; the leader should be passionate to help his followers or the people of the country. The leader should have a desire to create such an environment where all the people can live a good quality life. A leader should share the envisioned bright future with the people, so that they can help the leader to achieve that future. In order to develop the economy a passionate leader should know the needs of the common people and then try to provide them with their basic needs. A good leader also informs the people about the plans and development policies, so the people know the desires and

passions of the leader. By doing so a mutual understanding is developed between the leader and the people of the country and achieving goals on long as well as short term basis becomes easy. The second step of the principle is enlisting others; in this step it is explained about the connection between the leader and the people. It is very important that the leader should develop the connection with the people on loyal basis, and this can be achieved by informing them about his future goals, expressing his emotions about the economy in a genuine way. In other words, a leader should also be a good communicator. A leader should let the people know that his beliefs and desires to achieve a mutual goal are genuine, so that they can all work together even in worse conditions towards prosperity and development. A magnetic nature must be possessed by the leader so that he can attract the people.

As suggested by the Participant H;

> "*According to me a leader must possess the ability to inspire and encourage the people of the country to achieve different goals by his own actions. Moreover, leader should pay attention to the problems faced by common man on daily basis and also listen to the suggestions of the people to solve their problems. By doing so the people will know that they are of great importance to the leader. A mutual understanding must be developed between the leader and the people so that they both should know what the other party desires? And can focus their efforts to accomplish a common goal."*

As good leadership is vital for economic development, in the same way poor or insufficient leadership is also a reason for the downfall of the economy. Bad or poor leadership lacks all the qualities that are required for the development of an economy. Due to poor leadership of the leaders many situations are born due to which economy of the country starts getting damaged and in the long run the economy faces crisis in future. Some of the main reasons of insufficient leadership are uneducated leaders and leaders lacking in the good leadership qualities. Due to bad leaders' corruption in the country rises and the daily needs of the people are neglected, thus resulting in damaging the economy. Another reason for the underdevelopment of economy is wars and despites among the people of the country. Due to these disputes all the available resources are used by the leaders to end the disputes. So, the resources which were meant for the development purposes are now being used for other purposes. Another drawback of the economy

is that the leaders fail to use the resources where the resources were to be used as a necessity for the development.

As proposed by Participant D,

> "*According to my belief leaders pay an important and essential role for economic development. The economy of a country suffers a tremendous loss if poor or uneducated leaders are present. As uneducated leaders are not able to reduce the disputes and problems present among the people. They are also not capable of utilizing the resources in the best profitable manner possible. Because of the presence of leaders having poor leadership qualities corruption starts growing at a high rate and corruption is the reason that can completely destroy the economy of a country. When leaders are not able to provide citizens with their desired resources a mutual understanding is not developed between the leaders and citizens. Because of this both citizens and leaders cannot work together towards a common goal."*

4.2.4 Leadership Styles Used by the Political Leaders of the Conservative Party of the UK

As stated by Gargalianos, Laios and Theodorakis (2003), the decisions made by the political leaders depend on the quality possessed by the leaders to a greater extent. A politician is generally considered a "cheater" with no honesty in his attitude and towards the people, leading for his own benefit. The politicians are often observed to be making empty promises. However, a politician who does so has a greater chance of losing the opportunity of being re-elected by the voters. The purpose of this theme was to explore the leadership styles used by the Conservative Party leaders, and it was a bit surprising to find that all of the participants believed that the leadership style was pro-business. An internal party problem in relation to Europe has been increasingly seen to be faced by the Conservative Party. The pro-business leadership style has impacted the decisions made by the party to a greater extent.

In this context, research participants responded that,

> "*Leadership by the political leaders should be results-oriented and process-oriented and no such thing is observed to be in the leadership style of the leaders of the conservative party."*

The Conservative Party has obtained political stewardship at the time of momentous change. Transformational leaders rest on idealised influence, intellectual stimulation, motivation and individual consideration. Only a little evidence of change in policy, however, has been observed. History, as well as rigorous studies of leadership, always teaches us to consider a less directive style, especially when ruling a country. The history has further revealed it to be a challenging task as when making such decisions, opposition from the other political parties is common. The history, however, has further revealed it to be achievable (Eagly and Johnson, 1990).

Like any other political party, the UK Conservative Party represents a variety of political ideas. Out of these political opinions, a compromise must be achieved, however, the leaders of the Conservative Party lost their major votes (Hobolt, 2016). To deliver a majority, the leader of the Conservative Party Theresa May lost her majority as she did not consider the formation of alliances across parliament and within her party to be important than ever. May failed in reaching out across parliament. Theresa May's resilience in the Brexit deal is an indication of one of those several qualities that define the leadership style of the political leader (Ford and Goodwin, 2017).

When asked about the leadership style of the leader of Conservative Party Theresa May, one of the interview respondents stated that

> *"May kept a relatively low profile in comparison to David Cameron or Boris Johnson. In the case of Brexit, her relentless drive to achieve the Brexit deal was, "I have been clear Brexit means Brexit". The handling of Brexit by Theresa May can be considered as a classic case of bad leadership."*

It is an undeniable fact that any incident can bring political leaders into the limelight, and the delivery of Brexit has that thrust. The most senior leader is the most important one as he has the power to persuade reluctant colleagues to do what he wants (Gastil, 1994; Rosenfeld and Plax, 1975). The government of May stated that parliament would vote on the final Brexit but failed to reach out across parliament. As a result, May along with a small group of advisors, worked with the European Union to negotiate the Brexit deal and to finish it at an extraordinary level. The deal, when communicated to the cabinet, resulted in disagreements and resignations by ministers.

This is an indication that the other political leaders, even within her own party, did not agree with her decision (Ford and Goodwin, 2017).

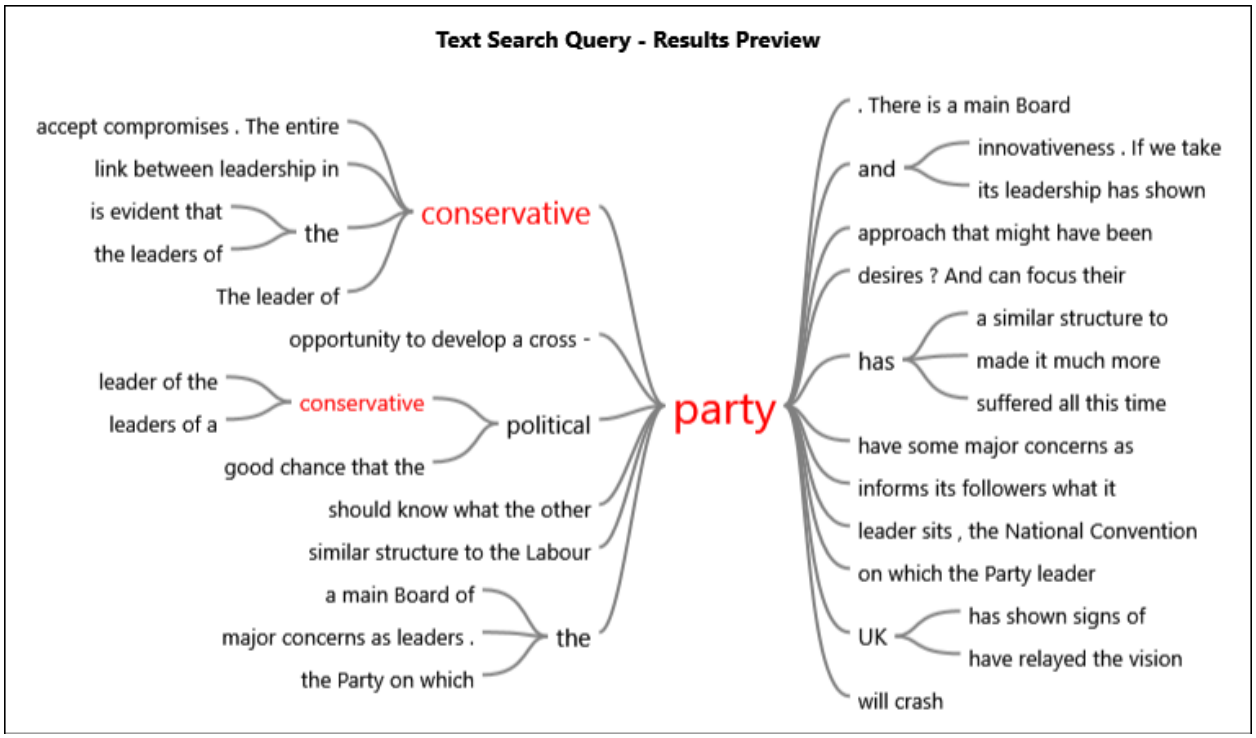


Figure 23: Text Search Query concerning Conservative Party

The topic of 'professional practice' in NVivo was used to illustrate the responses, and it was particularly attractive to note that members took advantage of this unique collective approach among political leaders. This suggests that the members were aware of what they said, which is very important, since the use of clear or suspicious data can affect the generality and nature of the test substance and move on to the meaning.

The autocratic or dictatorship leadership style is a form of leadership that involves directing the members rather than listening to them or involving them in the decision-making process. They consider controlling others as the best option to rule them with a sense of superiority over the governing people (Rotemberg and Saloner, 1993). The majority of researchers have discouraged this leadership style to be adopted by a leader as they are generally not encouraged by followers (Bhatti et al., 2012). Contrary to this, Vugt et al. (2004) have supported the adoption of the autocratic leadership style considering that in this way, the followers are aware of the rules and

regulations to be followed especially when the time for making some important corporate decisions is extremely short. A short-term improvement in the performance of the followers has also been observed under the autocratic leadership style but it can also lead to making the wrong decisions. One of the respondents, in context of the autocratic leadership style and the leadership style of the leaders of the Conservative Party in the UK, postulated that,

> *"The leaders of a conservative political party have some major concerns as leaders. The party informs its followers what it has decided rather than considering if the followers would agree with this decision. This closed style of leadership may work well in some cases but it, definitely was not suitable when making decisions regarding the issue of Brexit."*

Reflecting again upon the leadership style of Theresa May, the leader of the Conservative Party, it can be stated that one of her main problems as the leader was that she led by informing others what has already been decided by her rather than involving them in the decision-making process. Theresa May had seen calm when she said, "Brexit means Brexit", however, it appeared less suitable as the time passed. The leadership style of May is truly an indication of an autocratic leadership style. As a result, her position within the party was fatally compromised and this made the conditions difficult for her to pursue the plans that she had decided. Rotemberg and Saloner (1993), in this regard, have also stated that such issues are generally faced by autocratic leaders and would have been difficult for their position as a leader. Such leaders, however, have also been observed to be making situations more challenging for themselves by not considering the opportunities that have been presented to them.

A similar issue was observed with the leadership style of May as one of the interview respondents stated that,

> *"Her decision to work her base with her Brexit plans meant losing the scope to reach across the aisle. This further indicates losing an opportunity to develop a cross-party approach that might have been more durable. It also left her at the mercy of her increasingly-disruptive backbenches."*

Eagly and Johnson (1990) have postulated that managing a crisis needs reasonable decision-making. The failure to effectively communicate decisions to followers or colleagues can also result in poor implementation of that decision. The democratic leadership style ensures the greatest possible degree of satisfaction by the followers and their genuine interest in achieving the goals and objectives. Democratic leaders do not consider it suitable to work alone, rather they prefer involving others in the decision-making process in order to motivate them to pursue a similar cause. An honestly practiced management style does not only provide relief to the leader, but also at the same time results in sustainable success (Jago, 1982; Rosenfeld and Plax, 1975).

Considering democratic leadership style in the context of the leadership style of political leaders of the Conservative Party, one of the respondents stated that,

> *"The failure to effectively communicate a vision of what the leader wants the country to look like and what its role in the world should be. The leader of the conservative political party has made it much more difficult to persuade her colleagues in Parliament to accept compromises. The entire Conservative Party has suffered all this time in part as no other person wanted to take on the heavy responsibility that was carried by their leader with resilience and determination."*

This indicates that the other members of the Conservative Party in the UK do not agree with the decisions made by the leader. The decisions made by the leader are an indication of the classic sign of introversion. Choi (2007), in this regard, has postulated that the leader that does not consider it necessary to at least engage in small talk with his colleagues, does not focus on regular networking with its followers and colleagues and keep information to himself cannot make it to the top and lose support of his people. In a similar manner, May also lost the support of her colleagues, as indicated by the resignations that have further disrupted careers. She neither includes party colleagues, cabinet colleagues nor the opinion of the wider country when making decisions nor plans regarding Brexit negotiations (Hozić and True, 2017). Such political leaders that were opposed by the wider country are generally not considered for a similar position. The flawed leadership is the one who, rather than undermining the risks and not truly knowing what is expected from him, can be considered to be harmful for his position and for the rest of the country as well (Eagly and Johnson, 1990).

4.2.5 Political Leadership and its relationship with Organisational Structure

Morgeson, DeRue and Karam (2010) have defined leadership as a socio-political process that is enacted by the people while making interactions with others. Effective political leadership depends greatly on the qualities possessed by the political leader. The dichotomy of the leadership process in a political context also ranges from the transactional, transformational and autocratic to democratic leadership styles. Political leaders, however, have always been criticised for being dishonest, slow in fulfilling their promises and being arrogant towards the people they rule, which leads to an indication that effective leadership can affect the organisational structure. A political organisation, in a similar manner, contains fundamental regulations that influence the corporation of the people associated with the political organisation as well as those that support them. An efficient organisational structure of a political party is an indication of better communication among its members (Hazy and Uhl-Bien, 2015). One of the interview respondents, when asked regarding effective leadership in the political context, stated that,

> *"Effective political leaders bring people together and empower them to work together to achieve a common goal. These leaders ensure organizational success by establishing a vision, communicating a strategy and motivating both its members and followers to cooperatively solve problems."*

Another respondent, in this regard, stated that,

> *"An effective leader can impact the organization's structure by developing the leadership dimensions of experience, problem solving ability, personality and self-awareness."*

However, it has further been argued by Snyder and Diesing (2015) that a highly political decision process involves making decisions regarding complex problems, especially those for which there exists no proper or ready-made solution. There still exist many such political parties that have conflicting interests with the diffusion of power in the parties. Effective political leadership is more than formal authority. Besides this, the concerns with leadership power often divert attention from the organisational structure.

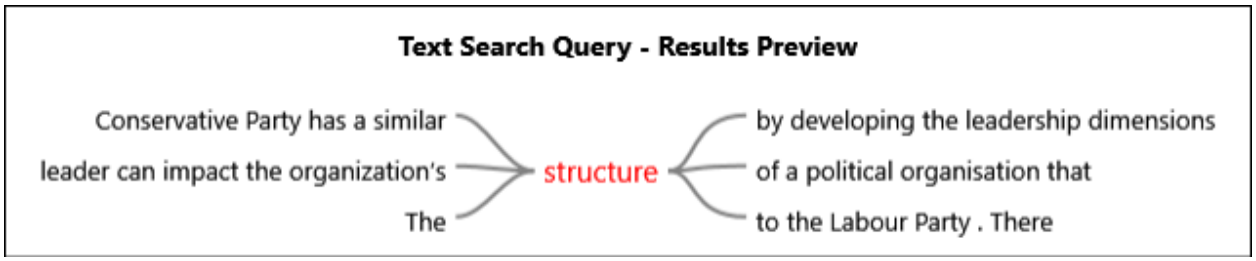


Figure 24: Text Search results concerning Structure

The search for this material was specific to the oversight structure, as this issue was identified by a political body and combined with the corresponding structure. A password search found that members of the Conservative Party's constituent structure in the United Kingdom knew how ideological pioneers could have a significant impact on hierarchical governance.

A functional organisation is the one that is organised into activities while highly centralised decisions are made by the leaders (Honttonen and Kettunen, 2011). Some of the mainstream political parties within the United Kingdom have similar structures. They are led by a certain political leader who is considered to be the most powerful person in the party, its spokesperson and the party secretary who is responsible for overseeing day-to-day work as well as the records of the meetings conducted by the party. Another member is responsible for membership dues, donations and recruitment and retention of the party members. Thus, political parties are generally formed considering the bottom-up approach (Mac Ginty and Firchow, 2016). Upon asking an interview respondent regarding the organisational structure of Conservative Party, it was stated that,

> *"The Conservative Party has a similar structure to the Labour Party. There is a main Board of the Party on which the Party leader sits, the National Convention and then constituency associations. Organising the grassroots level, selecting parliamentary candidates and planning election campaigns is the responsibility of constituency associations. The branches below the constituency associations correspond to local council ward."*

The bottom-up organisational structure of a political party is an indication that it is organised into activities to be performed by individuals. An effective political leader is the one that has the

ability to attract the other potential followers to join and serve for a cause (Morgeson, DeRue and Karam, 2010).

An organisational structure that promotes communication is the most successful. A functional structure that specifies the organisation into specific areas also ensures effective communication within the organisation (political party) as well as with the other external parties (Honttonen and Kettunen, 2011). An interview respondent, when asked about the communication in political parties being carried out by the political leaders, stated that,

> *"The structure of a political organisation that considers the inclusion of all members, their ideas, and their perceptions to make the most informed decisions are often successful. This is an indication that they consider it necessary to communicate. Communication and an all-encompassing approach is a vital aspect of the efficient management of a political organisation."*

The political leadership style determines if they would prefer bottom-up communication style. As previously discussed, most of the political leaders of some of the well-known political parties such as the Conservative Party or the Labour Party have followed the bottom-up hierarchy, and thus bottom-up communication, and they already have been benefiting from such an approach. An increased organisation-wide communication, in case of such political parties, can be observed along with the members and followers feeling included and valued (Römmele, 2003).

The main issues with the other forms of organisational structures such as those following a division or matrix-based structure is poor or lack of communication among the members. The issues of communication gaps are generally observed in organisations with broad hierarchies. Considering effective leadership in political organisations and its association with the organisational structure, it can further be stated that an efficient political leader focuses on increased collaboration. Thus, not only the party members but an individual follower is granted the opportunities by the leader of a political party that follows the bottom-up approach to raise issues, discuss the problems so that they can be resolved. Thus, the bottom-up leadership style of a political leader includes keeping the members and followers in mind and encouraging input

from all the areas of his organisational structure (Mac Ginty and Firchow, 2016). In this context, another respondent stated that,

> *"The leadership style of a political leader that allows for communication and continued fluidity while considering a greater number of opinions from the members when making decisions are often successful in getting support from the wider population across the country."*

A number of political leaders prefer communicating with followers themselves through press conferences or various other means. Leaders consider the most suitable organisational structure for their organisation. They work on a clear mission for their organisation and in this way; inspire others to follow them by their commitment to achieve the defined goals.

4.2.6 Relationship between Political Leadership and Organisational Culture

Leaders across the globe must have a clear understanding of cultural differences and similarities, as the world has drastically changed over the last decade. In this context, the purpose of this theme was to elaborate on the relationship between leadership and organisational culture, with specific reference to the political leadership of the UK. Considering this particular aspect, all the participants had some valuable insights into the relationship; for instance, Participant D suggested,

> *"Leaders form culture, which is the result of their unique talent which I believe is reflected through their ability to understand and apply culture. Like others, I also believe that destroying a culture that is considered to be no longer functioning is the highest performance of leadership, which is the reason leaders have challenged the status quo, even it has brought them negative attention from others."*

Similarly, Participant E suggested,

> *"The multicultural society has pressured and enforced the leaders into playing an important role in the creation of corporate culture, where they can advocate. I believe that this has been done and achieved by remaining highly focused, which has helped them in leading their teams and even themselves to assure that outstanding and remarkable alignments. However, I also believe considering the given situation that the*

consistent alignment should not only be reflected in how the team recognizes the elements of how the company adapts to the environment, such as corporate strategy but also how to understand all aspects of internal coordination such as having a common language, understanding of power and status, standards of employment, rewards and punishments, etc."

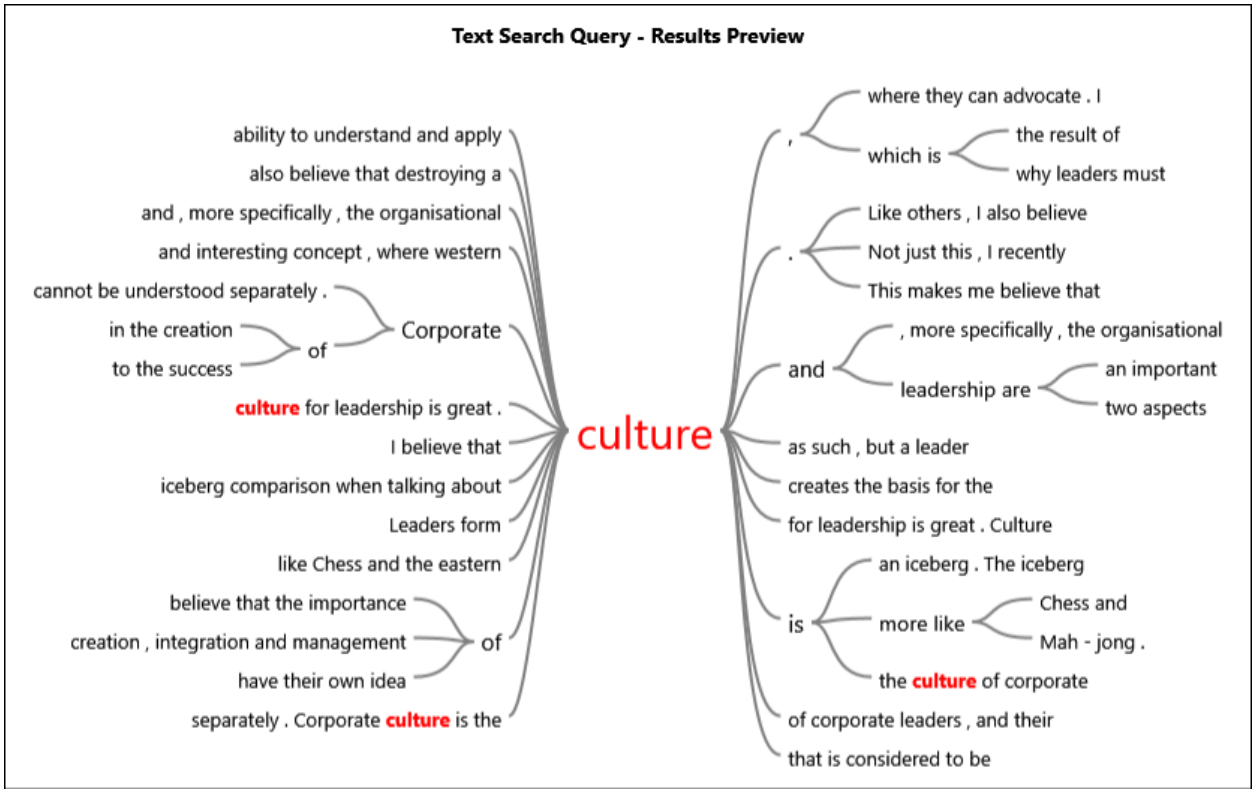


Figure 25: Text Search Queries and Results concerning Culture and Leaders

This study was conducted in NVivo and directly addresses the definition of repetition of "cultural" instructions for reagents. It was discovered that members were involved in corporate governance and culture. Meanwhile, there is only one clue. More importantly, this issue of cultural exploration helped confirm that respondents were sufficiently informed about the relationship between political power and hierarchical culture.

On the other hand, Participant J suggested that leaders have played an important role in the formation of organisational culture, which was quite evident from her response, where she suggested,

"Leaders have been able to perceive the underlying assumptions that are actually existing in the team, which allows them to intervene as per the requirement i.e. out of necessity, instead of just intervening out of their habit. This overall relationship is further supported through the informal communication with people that further helps them in understanding their true thinking, and observing employees' spontaneous reactions to dealing with vague areas and emergencies are important ways to discover the basic assumptions of the team. I believe that this gives them a basic understanding of the assumptions that helps them in finding and acting on the behaviours of different levels of managers that lead to these basic assumptions."

Similarly, Participant G elaborated on the relationship between leadership and organisational culture by giving some important examples, but these examples were just an approach to elaborate on the relationship. In particular, it was suggested,

"Culture and leadership are an important and interesting concept, where western culture is more like Chess and the eastern culture is more like Mah-jong. I believe that people playing chess has helped them in reflecting their unanimity of the outside world; whereas I believe that playing mah-jong has helped leaders to advocate self-touching. Not just this, there are some unspoken set of rules wherever you go; for instance, Chinese are punctual, and Brits aren't. So, leaders can use this information to ensure that the differences are well-understood before they make any decisions."

Unlike the previous responses, there were some participants who shared some other information to show the relationship between organisational culture and leadership; for instance, Participant I suggested,

"I believe that culture and leadership are two aspects of the same problem, and the two cannot be understood separately. Corporate culture is the culture of corporate leaders, and their recognition and support is the key to the success of corporate culture, which is why leaders must have unique capabilities for the creation, integration and management of culture. Not just this, I recently found that the corporate values are widely recognized by members, so that each member of the enterprise has a sense of mission, and will further enhance the leadership of the enterprise. From this aspect, it has become evident

that the success of a company is not only to have a core set of values, but more importantly, to always be guided by this value, so that corporate leadership can be sublimated. If we only use the values of the company as a slogan, the leaders will make a show at the small meeting of the conference. In fact, they do not guide their actions with the values of the company. Then you will only give people a false impression. The loss of prestige in front of employees and customers will overwhelm your leadership over time."

A similar response was obtained from Participant A, who suggested,

"Culture, and more specifically the organisational culture, is an iceberg. The iceberg is often used to describe something that should be learned from a new perspective. You can come across an iceberg comparison when talking about culture as such, but a leader learns only the tip of the iceberg through books and information over the internet, and the deepest part of the iceberg remain in the dark. This is the reason that leaders are more interested in gaining in-depth knowledge, which makes different leaders react to things different as they have their own idea of culture. This makes me believe that the importance of culture for leadership is great. Culture creates the basis for the personality, and thus the values and attitudes promoted by the person."

4.2.7. Links between Leadership within the Conservative Party of the UK and Innovativeness

By definition, leadership is a soft skill of an individual whereby he/she can lead other individuals to fulfil a set of goals, be they short-term or long-term. Another definition states that it is a process involving social influence using which a person can accomplish a common goal by enlisting assistance of others. When the participants were asked about the links between leadership and innovativeness, with specific reference to the UK Conservative Party, some valuable insights were put forward; for instance, one of the Participants suggested,

"Conservative Party UK has shown signs of idealized influential leadership, as the leader have behaved in a manner which is idealized by the subordinates. Such leaders tend to have charisma due to which the nation does stand behind them at times, even if not everyone supports the leadership style. However, the disadvantage is that their

charisma only goes so far when it comes to taking key decisions that could benefit the nation."

On the other hand, another participant elaborated on the link by reflecting on the inspirational motivation and suggested,

"The leader of Conservative Party UK have relayed the vision to the public and subordinates in an inspiring manner. The leader tends to communicate optimism regarding accomplishment of goals. This is beneficial since the leader communicate expectations and results clearly."

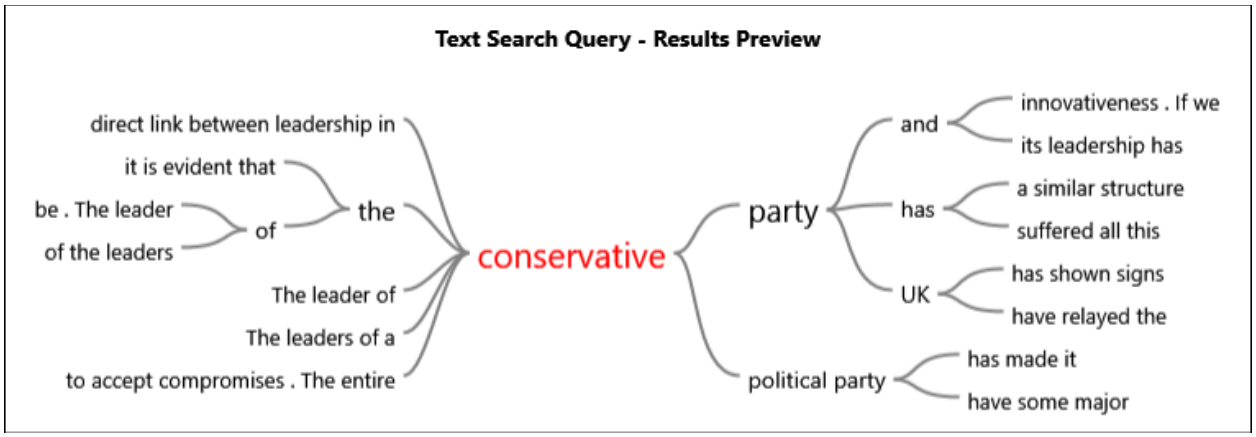


Figure 26: Text Search Query and Results concerning Conservative party and Leaders

The latest text investigation clearly explores the custodian approach, and it was very encouraging that the hosts sent respondents to the UK Conservative Assembly for imagination, administration and substantial depreciation. This suggests that the answers to this specific question clearly relate to the current administrative relations in the UK Conservative Party.

The political arena is rife with political parties that have become known by their party agendas, however, only a select few actually live up to their proposed leadership ideals. As is the case, many of these political parties lack certain traits that should be a part and parcel of their agenda. This includes, but is not limited to, accountability, integrity and innovation. Due to this reason, the term politician and its associated jargon often tends to carry a negative connotation (Peele, 2005, p. 200). Similar to innovation in a business-oriented environment, innovation by political

leadership is no less different. As is the case with the former, it is still a collaborative affair, which starts out with ideation and moves along to development and implementation. The process, once again, involves a range of stakeholders with different expertise (Peele, 2005, p. 202). The ability to be innovative is highly imperative for leaders, since leadership activities are essentially a creative endeavour. In its simplest form, leadership is all about leading and guiding. From the aspect of leadership activity, many aspects of political thinking and decision-making require a creative process. To this end, leaders need to have pragmatic ability and a sound sense of innovation, as a range of solutions may require open-mindedness and a capacity to be receptive to new ideas. Participant A said,

> "*When people talk about innovative leaders, their worldview is often restricted to a certain extent. They may give out examples of Thomas Edison, Tesla and Steve Jobs which to me is redundant and mundane. There is more to the definition if they dig deeper. I extend this philosophy a bit further. For me, an innovative leader could be someone who has big ideas and has the capacity to see it to realization when others may see it differently. To me, they do not even need to be inventors or the one with an idea. They can even be the one who recognizes a great idea and stands firmly behind it. They can see the potential and its broad-ranging benefits. Once that vision is formed, they see to it that it eventually becomes a reality*'.

According to participant B,

> *"I believe that political leaders are extremely important. Using the authority of the government, they can efficiently distribute resources, power adequately, promote building of relationships with a variety of public and private stakeholders and take decisions that ultimately benefit the nation on the whole."*

This was corroborated by participant C, who said,

> "*The textbook definition of leadership when we talk within a political framework is that it is solely purposed with acquisition of long-term national goals as opposed to short-term benefits. A sound political leadership has a healthy mix of integrity and charisma, while also equipped with diligently assessing the situation and taking a decision that*

safeguards interests for the greater good. But that's not the end of it. I also believe that they should also bring modernistic values and innovativeness within their ecosystem that sets them apart."

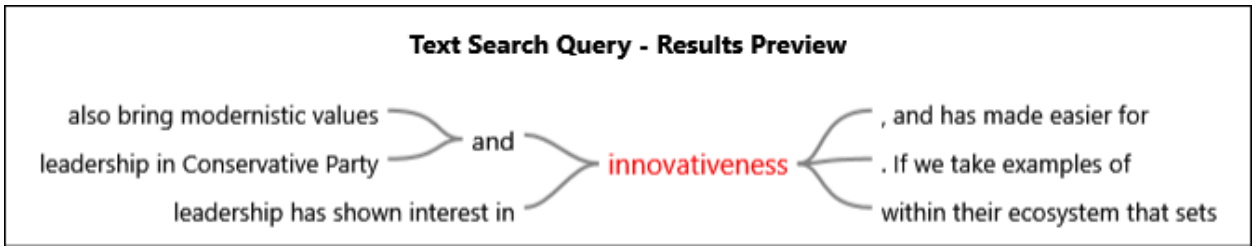


Figure 27: Text Search Query and Result Concerning Innovativeness and Leadership

Nevertheless, the Labour Party and the Conservative Party form the basis of British politics in much the same way as they have for 200 years or more. These two parties have stood shoulder to shoulder with each other (Heppell, 2012, p. 133). For instance, Participant D believed,

"*There is a direct link between leadership in Conservative Party and innovativeness. If we take examples of the recent developments, it is evident that the conservative party and its leadership has shown interest in innovativeness, and has made easier for businesses to conduct their business. There has been a certain amount of pressure from the groups which have at times hindered the efficacy of their actions. But this is a broad opinion and I would not say that they are to blame entirely for that entirely.*"

According to participant E,

"*I did notice a significant shift in the mind-set of the Conservative Party in certain instances. Like, if we take the case of employment relations, the party began to see the unions a bit differently. It unreservedly started to impose restrictions on the freedom and behaviour of these unions through legislation. The unions enjoyed a certain degree of freedom previously due to the legislative immunities. This was previously a minority view that trade unions escaped the clutches of institutionalised law. This began to change with the innovative leadership of the Tory/Conservative Party as we clearly saw that they stood for different ideals in comparison to their predecessors*."

One participant F opined,

> "*Though in recent years, the so-called claims of David Cameron to make Great Britain greater still' have left much room to desire. I have seen myself that once Science used to be at the forefront of the funding due to which UK had significant clout within the scientific community. People came from all over the world to study in this place. During the recent years, there has been a marked decrease in their spending; by 15%, which is significant from where I see things shaping up for UK in the long run. This budget cut poses a major threat to the British scientists and we could soon lose our scientific standing in the world."*

As government funding for science tightened, scientists began opting for other sources of income for funding. The European Research Council (ERC) has been a key resource for this purpose. Until 2007, British scientists secured £5 billion in funding from the ERC. I do believe that the focus of Conservative Party in this arena has shifted. I am not sure about the reasons, but I am quite sure that this aspect is just as important, if not others (Boden, 2013, p. 268). According to these responses, there was a pattern emerging regarding the Conservative Party. According to these participants, who were mostly students pursuing their individual academic goals, the government seemed to be doing much, much less than it should be in terms of the promotion of the arts, design and popular culture. As per these gleaned responses, science plays a huge role in factoring major issues that affect UK just as well. This can range from ageing population, climate change and the search for renewable energy sources. For many of the students, the Conservative Party did not seem to have a major focus on science over recent years. Its focus seemed anything other than inspiration and education. One participant seemed very disillusioned with the lofty claims of the Conservative Party. Participant G claimed,

> *"All I see are just glossed claims about doing this and doing that. Where are the results? I believe 'seeing is believing' and the Conservative Party does not have much to show for. Doing lip service only goes so far. I have started to see that in this current political climate, there is not room for improvement. I think science will most probably take a back seat during their tenure. What is my evidence? You can check out the recent events."*

The participant seems to know where he is coming from. According to recent news and reports, the Conservative Party has mainly boasted about restoring the UK to its original economic health. They have been quite vocal on issues centred on innovation and science. However, their policies do not substantiate this apparent lip service. These participants felt that the increasing focus on anti-immigration, austerity economics and anti-EU rhetoric is quite detrimental to the long-term status of science in the UK. Short-term and long-term investment is much needed for ensuring a healthy economy. In any case, otherwise, Britain stands to lose its position on multiple fronts. For this reason, it can be reasonably asserted that the Conservative Party has been majorly reluctant to make much headway into the science and research sector on the whole for the time being. It seems that the Conservative Party does not have the best interests of the public interest as of yet. From an innovative leadership aspect, the Conservative Party seems to be failing too. As observed from the recent sour developments regarding Brexit, the party is at sixes and sevens on how to bring about a substantial change to its immediate surroundings. As participant L said,

> *"Theresa May from the Conservative Party totally failed and dug a deeper hole than before. I would go as far as to say that the cure was worse than the disease. After her 'old Brexit' deal backfired against her wishes, she went on to propose another plan to win support. This deal was categorically rejected too by the opposition. It clearly shows a lack of innovative leadership at work. The party is clearly blank from where I see things."*

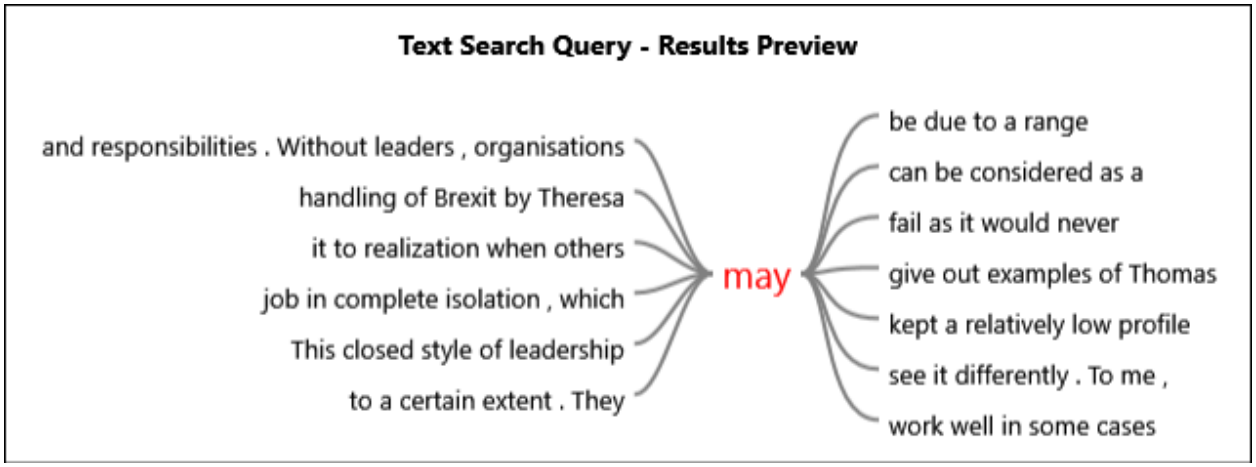


Figure 28: Text Search Results of the Query concerning the obligations of leaders

One participant called X noted,

> "F*or all intents and purposes, Theresa May did not see a lot of things coming. This does not really make her an ideal candidate as a PM in my opinion. She failed to bring about new policy changes and terms and conditions regarding Brexit deal. This deal was highly anticipated to address the issues that would arise after UK would exit EU. She went on to bring a rehashed deal with next to none points that would not interest her opposition. Not only that, EU awaits her so-called new deal which still has yet to see the light of the day. She basically threw the kitchen sink in an effort to tie up the loose ends*."

Participant Y said,

> "*We have yet to see a day when there are actually capable and competent leaders emerging from the Conservative Party. There is a pattern of leaving things incomplete and passing the torch onto the next incompetent candidate from the party. It does not solve the issue, it rather delays it. For me, voting for a Conservative Party is a huge no-no and some reason, rest of the supporters of the party do not see that*."

In a desperate attempt to win public support as well as that of the Labour Party, the Conservative Party then submitted a new plan. This alleged new plan was basically a rehash of the existing plan that was pitched before by the Labour Party. Theresa May picked up the pieces after David Cameron resigned from his position as Prime Minister of the UK. Throwing the nation into the Brexit storm was where the Conservative Party made its first wrong move. It all went downhill from there. Subsequently, Theresa May took over from David Cameron, only to present the nation with further Brexit plans that were still to be approved internally. As per the participants of this study, it seems abundantly clear that the party is highly ineffective in its innovative practices. It does inspire its subjects, but fails to deliver on the promises.

4.3 Summary of the Chapter

This chapter has provided some valuable information related to leadership and the ways that political leaders have adopted different leadership styles to play a critical role in the economic development. Based on the overall findings of this chapter, it has become evident that leadership

has been acknowledged as the most important element in an organisation as well as a political party, irrespective of its geographic location, which is quite self-explanatory because without an effective leader, an organisation and a country may not be able to achieve the desired goals and objectives, which in turn would create a range of challenges that might not be easily managed. This is the reason that politicians have also relied upon a range of leadership styles that not only differentiate them from other political leaders, but have also created a persona around them based on which they are known and recognised for. For instance, Putin is recognised for his exceptional understanding of the surroundings, which he has continually used in his favour to receive positive response from the Russian people. Meanwhile Donald Trump has relied on his publicity and fame to reach the US Presidency. Considering this aspect, it can be argued that leaders have to show resilience and commitment to reduce resistance from the people, while keeping them informed about the changes in the policies and the positives and negatives about these policies.

Moreover, this chapter has also shared some valuable insights relating to the role of leadership in the economic development of a country, and has found that leaders have been continually learning from the given situations and circumstances to make the best use of it. Their intelligence and hard work have surely paid off, as their approach and leadership have been quite fruitful. More importantly, this chapter found that political leaders are well aware of their country's history, and this has given them the ability to formulate and implement different strategies to enhance the economic situation of the country. However, their failure to do so might even result in a range of challenges and problems such as unemployment, which has become a global challenge. This clearly suggests that leaders can work on economic development by working on the elimination of poverty along with the development of industries that are essential for economy. This may further help in reducing inequality between the masses, hence allowing political leaders to have positive impact on the overall economy. This has even been reflected in one of the responses, where the respondent believed that political leaders have relied on their leadership styles to save the economy from crises, as they have introduced and initiated a range of initiatives and policies that have helped in transforming the economic situation in the most positive manner. This implies that political leadership and economic development both have a vital effect on the wellbeing of each other, which makes both of these factors to be interlinked

and connected, thereby indicating that a political leader's failure can have an adverse economic impact.

In specific reference to the UK Conservative Party, the study found that Theresa May has proved to be one of the classic cases of bad leadership, as she has continually and relentlessly worked on Brexit, even when she knows that it is a failed approach that would further affect the standard of living in the country. From this perspective, it became evident that even when the Conservative Party has been a pro-business party, its political leaders have frequently relied on the autocratic or dictatorship leadership style, which involves directing the members rather than listening to them or involving them in the decision-making process. They consider controlling the others as the best option to rule them with a sense of superiority over the governing people. Irrespective of the fact that this leadership style has been discouraged across the globe, Theresa May has used this leadership style, which is quite evident from her statement "Brexit means Brexit". Taking this into consideration, the chapter concludes that the UK Conservative Party has made the existing situation more challenging for itself by not considering the opportunities that have been presented to them.

CHAPTER 5: DISCUSSION

5.1 Introduction

By exclusively working on the leadership and leadership styles adopted by the UK Conservative Party and their influence on economic growth and development, this study has been able to present some eye-opening information that clearly suggests the ways in which political leadership styles can affect the economic development and progress of a country. However, before moving onto the key findings, it is important to shed light on the information that has been obtained through interviews, therefore this chapter aims to triangulate the findings with that of secondary studies while also highlighting the similarities and differences with the findings.

5.2 Leadership and Political Leadership Styles

By specifically working on leadership and leadership styles, as part of the research objectives, it became evident that people and studies have different understanding of leadership (Byrne, Randall and Theakston, 2017; Collier, 2015). For instance, some have associated leadership with change, while others have associated it with the ability to influence individuals (Yahaya and Ebrahim, 2016; Rahman, 2017). This became quite evident from the findings as well as from previous studies, where leadership was considered to be not just related to the behaviour of leaders, but a complex network of relationships between nature and structure while relating the leadership with the constructs of influence and power. The term ‘influence’ was argued to be the ability of changing the behaviour of others in a certain direction, whereas ‘power’ was found to be the ability or potential of a person to exert influence. From this particular aspect, it was confirmed that the higher power of a leader, the wider the scope of manoeuvre, and the more certain the effectiveness of applied tactics of influence (Rhode, 2017). This power not only reduces the dependence of leaders on internal and external forces, but also allows them to make decisions based on their knowledge and learning, which was also reflected in the current investigation. For instance, the study found that leadership is all about change; leaders influence their followers to embrace change, as without change nothing is possible. This is quite similar in multinational and local companies operating across the globe, where leaders have the most critical role – they are not just responsible for keeping their employees motivated and engaged

with the business operations, but are also responsible for ensuring that they are continually aware of their surroundings so that their decisions can be the most effective (Elliott and Stead, 2018). Simply put, working in accordance with the research objectives helped to clarify that without effective leadership, an organisation cannot survive and thrive, meaning that leaders have the most prominent role in the organisation. Moreover, the study further confirmed earlier findings where leadership has been associated with motivation, encouragement and empowerment, as the participants were quite confident that a leader can only be effective if the leader has the ability to engage and motivate people, as doing so can influence them to work in collaboration, instead of isolation, which has become a leading problem. Additionally, the study was further able to understand that working in isolation is a prevailing concern, which is the result of a range of factors that often people fail to understand, but the current investigation has found that there are several factors affecting everyone within the organisation and country, i.e. cultural, social and even religious (Anderson and Sun, 2017).

Apart from this, the study was able to comprehend that political leaders have consistently relied on a range of leadership styles, but the most prominent leadership styles included democratic and autocratic styles of leadership (Saleem, 2015). This aspect of political leadership was worked upon as part of the research objective, and it helped in clearly and succinctly depicting the ways in which political leaders have consistently relied upon the leadership styles to differentiate themselves and their approach from others. At one end, the research was able to find that political leaders have used a democratic leadership style to bring creative potential forward, as these individuals can provide valuable insights into the best practices and initiatives that political leaders could undertake for the betterment of the country and economy. In this context, the study was able to confirm that a democratic leadership style ensures the greatest possible degree of satisfaction and thus ensures that people can find meaning in their job - even within the framework of honest joint target agreements (Ricard et al., 2017). This has helped political leaders such as Putin and others to highlight the fact that they are genuinely interested, rather than pressuring the people and other political leaders, which is quite evident from the autocratic leadership style. In particular, the autocratic leadership style is one where the orders are given by the leader and the followers have to do what they are told, which makes it close or similar to dictatorship leadership. Under such leadership, the study was able to confirm that the order is

generally extraordinary yet is the weakness of this leadership. Instead, they are rather limited because they are not encouraged by the followers and they are forced to comply with the rules (Salvati, 2016). This became quite evident from the case of Theresa May, who had a single-track vision when it came to Brexit, as even when she was confronted about her decision, she never listened to the people that were actually aware of the outcomes of this particular decision. This means that Theresa May actually loves to be in control of the situation, which can be quite useful in groups of people who are highly motivated but who are very suspicious of performing the tasks assigned to them (Goodlad, 2018). Theresa May, as an example, was preferred simply because of her being part of the UK Conservative Party, and this since political leadership in the Conservative Party was being investigated as mentioned in the research objectives, the study opted to select her to further discuss her political leadership and approach to culture, innovativeness and structure. The danger is that this leader can be discouraging for highly prepared groups. The leader can cause everyone to roll to the ground without knowing, hence indicating that these leaders can create a feeling and a sense of superiority to the people they govern.

In specific reference to the case of the UK Conservative Party and its leaders, the study was able to find that different leaders have adopted different leadership styles and approaches. For instance, David Cameron was more interested in taking risks that led to some of the most prominent progressive reforms and even failures (Collier, 2015). David Cameron, as an example similar to Theresa May, was also examined as part of the research objectives, and this helped in elaborating his leadership style and approach, illustrated by the Same-Sex Marriage Bill, which was introduced in response the rising demand of the people to introduce legislation that could protect and support the people to get married. However, this legislation met strong opposition from several religious scholars and groups, and even from Conservative leaders. This opposition from within the own party became quite evident when a vast majority of Conservative MPs voted against the legislation in Parliament, yet this did not affect Cameron and continually helped the MPs in understanding the reason for introducing such a bill. As a result of hard work and dedication, Cameron was able to influence the Conservative Party members to vote in favour of the legislation and the Same-Sex Couples Act was passed in 2013 and came into force during 2014 (Goodlad, 2016). Though it would have been quite difficult for the Cameron to influence

and gain support for the Same-Sex Marriage legislation, its becoming an Act clearly reflects that Cameron was able to understand the desire for people to get married to whomever they love, irrespective of their sexuality, hence confirming that the Conservative Party leader played a critical role in addressing the needs and demands of the people, irrespective of what others thought of the legislation. This can be considered as one of the greatest achievements of Cameron's tenure and he even reflected upon this during his resignation speech on June 24 2016. Considering the case of Cameron as the Conservative Party leader, it can be argued that he demonstrated political leadership qualities of respect and confidence. In particular, Cameron treated everyone as he would like himself to be treated and this might be the reason that he understood the needs of the people and responded to their needs by working on legislation that was the centre of attention for all the negative reasons. This suggests that Cameron did not just make false promises, but respected the promises that he had made with the people and acted upon them, even if it meant negative publicity (Peele, 2016). Another prominent leadership quality demonstrated by Cameron was in the form of confidence, as even after the legislation was voted against by many Conservative MPs, he was confident that the attitude of his colleagues and peers would change once they were informed about the underlying reasons for the introduction of the Act. Considering this particular aspect, this study was able to clarify that self-confidence is a positive attitude towards oneself, taking into account defects and focusing on strengths and it is the responsibility and definition of the decisions made that also show respect for the other person and conviction about their own values and views.

On the other hand, Theresa May as Conservative Party leader has demonstrated a range of leadership qualities and skills that make her recognised as a true political leader. Irrespective of what others might think of her in terms of her handling and management of Brexit, the most prominent quality that cannot be ignored is that of resilience, since it has been of significant important in defining the Theresa May's leadership. Unlike her predecessors, May has kept a low profile and this enigmatic quality eventually presented her with an opportunity to snatch the premiership of the United Kingdom during 2016 (Ilie and Schnurr, 2017). Unlike other political leaders, Theresa May has been working as diligently and dedicatedly as Prime Minister as she did at the Home Office. However, these are just the minor qualities of a political leader. The ways in which Theresa May as the Conservative Party leader has thrust her into the limelight

through the delivery of Brexit, and some of the most prominent qualities that people were able to witness included authenticity, teamwork, resilience and listening. In terms of authenticity, May showed interest in remaining in the European Union, but the vote clearly helped her to understand what the people demanded, and she therefore accepted the result and even pledged to deliver the departure of the United Kingdom from the European Union. In addition, her relentless drive to achieve the departure of UK from the EU led to several criticisms, as she failed to comprehend the effects of the UK's departure on the economy and businesses operating within the UK. Aside from authenticity, teamwork has also been amongst the key qualities of Theresa May, but she had to face a range of problems in its achievement (Goethals and Hoyt, 2017). For instance, May lost her majority during the general election of 2017, which meant that she was in dire need of forming alliances across Parliament and within her own party to ensure that she was able to deliver a majority in the meaningful vote to pass the Brexit legislation. However, she utterly failed in terms of reaching across to parliamentarians, and although May had only a tiny group of advisors to work with on the negotiations with the EU, she did not falter in terms of providing extraordinary level of details.

By working specifically on the UK Conservative Party leadership, as part of the research objectives, be it in the form of David Cameron or Theresa May, it has become evident that these political leaders have remained committed in defending the regime that they inherited from New Labour, while ensuring that the political economy is centred in accordance with internationally mobile capital. Moreover, both political leaders played a critical role by accepting state responsibilities to the supranational institutions, while working on the devolution of responsibilities so that these can be transferred to other important stakeholders. This further confirms that these political leaders have played an important role in the preservation of the relationship between the nations of the United Kingdom. Meanwhile, they have worked towards the maintenance of the Britain's international trading interest , followed by the balance of power in Anglo-American relationships and ultimately in Europe. Both of these leaders have further played an important role through their disjunctive leadership that provided them with an opportunity to negotiate a vast range of constraints and challenges, thereby allowing them to foster an image of competence relative to their rivals and colleagues. Additionally, both Cameron and May were able to effectively disassociate themselves from the falling regimes; for

instance, they were able to magnify the economic difficulties that both had interested, which further allowed them to reduce the level of expectations from them, while helping them in bringing political cover when they failed in terms of achieving economic targets. Considering this information, the current investigation has presented a critical analysis of the political leadership style adopted by the Conservative Party leaders, and the ways in which they have achieved their desired objectives through their distinct capabilities and competencies.

5.3 Discussion on the Influence of Political Leadership on Economic Development

Leadership plays a decisive role in promoting the economic development of a nation. As observed, economic development is a time-consuming task and takes sound leadership sense and planning to carry it through. In addition, it requires sound leadership that remains faithful to the task at hand. Thus, it can be asserted that the economic standing of a nation greatly depends on its leaders. To push economic progress, leaders need to have a comprehensive understanding of where the nation stands, the arising hurdles that needs to be overcome, as well as the remedial measures that should be taken to counter them. Taking the research questions and objectives into consideration, this section highlights the influence of political leadership on economic development, while reflecting on the contribution to the knowledge through this research.

According to Sosik and Jung (2018), for a leader to spearhead economic progress, there is no need to be a specialist in economics. But what is important is that the said leader should be receptive to new ideas, strategies and methods that can pave the way towards economic progress. This in turn will involve the implementation of short-term and long-term strategies that need to be applied to enable beneficial outcomes. Moreover, it would be advisable to examine previously applied strategies in the economic domain and look at similar countries that have achieved success. This helps to determine the KPIs (key performance indicators) that a leader can deploy while carrying through the economic plain. Similarly, a leader can save resources and precious time by avoiding strategies that could cause undesirable outcomes in the pursuance of his goals. Collaboration with established economies can also be undertaken to fully realize those goals. Economic development often consists of similar issues that needed to be addressed time and again. This can include the rate of poverty and unemployment, lack of promotion of private and

public sectors, low agricultural production and rural areas that contribute significantly less to the overall economy. An all-inclusive plan can address these issues with thorough planning.

The participants in this research were in agreement with the aforementioned discussion. According to them, a competent leader has his work cut out and goes out on a limb to achieve the desired results for his nation. For fostering fruitful economic outcomes, a leader develops a roadmap (a 5 to 10-year plan) that he follows to the letter. To this end, a leader creates a two-way street, as the populace is allowed flexibility and resources to enable the successful completion of this plan. He should effectively be able to motivate youth to stand behind his ideals and vision. This allows him to successfully transfer his goals which would be realised in the coming years. As per the participants, pushing economic growth is a major challenge for any political leader and it needs to be approached with a rational mind-set which paves the way for measurable goals and results. A number of challenges need to be addressed whilst limiting other factors which inhibit its fostering.

As evidenced throughout history, political leaders have a major role to play in making-breaking the economy. Leaders with dubious intentions have also played a pivotal role in dissolving the assets of a nation and bringing it to its knees. Lack of oversight and ability to see the problems ahead are signs of an inept leader. On the other hand, political leaders who have the best interests of the nation will go out of their way and take necessary risks to achieve their goals. Great leaders are known for their inspirational leadership or their economic reforms that sets the tone for their nation in the coming years. This further supports the research objective, since it has helped in understanding the ways in which political leaders can play an influential role in the economy and economic growth.

Political leaders can play a huge role in pushing economic growth via the recognition of clear challenges and by outlining a roadmap that can help them achieve it. Economic development is a blanket term which encompasses a range of challenges that are needed to be dealt with first. But to do so, a leader should be capable of understanding the gravity of the challenges and prevent an air of distrust and frustration fostering among the people. An effective leader takes timely decisions and prevents future disasters by addressing them at the outset. On the other hand, an

ineffective leader in the face of crisis, would immediately step down and steer clear of pressing challenges. This has been observed multiple times in modern history. Therefore, to promote economic development, human, financial and physical capital all play a contributing role in spearheading the progress of a country.

The resources of a nation should be put to good use so that the standard of living of the population can be raised. This may not mean that the entire nation with different classes would eventually come to a similar footing, but it rather means that people feel a marked change in their day to day lives. Several of the participants who took part in the research voiced their concerns about equal distribution of resources among the population. This would enable them to follow opportunities and goals that they aspire to. According to them, in many cases, the people in their respective socioeconomic demographics had a tendency to remain their demographic for the remainder of their lives. This was due to their lack of accessibility to options that would have created better outcomes for them. In a country which struggles to gain economic stability, the higher probability is that its leaders are often unable to gain the trust of nation on the whole. As public pressure and expectation of results mounts, a leader is often unable to fully tackle the microscopic challenges since major focus remains on pushing economic growth that poses challenges on many fronts. When economic stability is acquired, it results in an environment where people have a wealth of resources to tap into new opportunities and promote individual and even collective growth.

Inspirational and charismatic leaders are not only dedicated towards the betterment of the economy, but they also naturally inspire their subjects. As they relay their vision for the country, they tend to do it confidently and with a resolve so strong that the nation is sold by it. Passionate leaders could also be termed as game-changers, because during an economic crisis, their resolve and confidence to weather the storm encourages the nation to work through it effectively. Consequently, it can be reasonably asserted that inspiring a shared vision is a trait that is often found in such leaders. Interestingly, there is a method to it, too. The first step is to outline a vision for the nation. A leader should stir passion among his subjects to follow the plan that will assure success of the nation.

A leader should foster an environment that will enable economic progress even after he is succeeded by another leader following a subsequent election. A leader genuinely cares about how the nation develops and its growing needs. A self-centred leader would be cognisant but unwilling to apply measures that would enable best interests of the nation at hand. However, having a vision is just one aspect. Seeing it through requires joint collaboration. In this case, a leader needs to form a bridge of trust that is essential for promotion of goodwill diligently pursuing goals in unison. The participants in the study were also in agreement with the literature on leadership. According to them, a capable leader possesses the ability to inspire a nation and encourage to follow his vision that will be ultimately beneficial and safeguards their best interests. A leader should not be focused about the macroscopic outcomes, but should also be keenly aware about the microscopic issues that a country is currently plagued with. Apart from that, the leader should keenly take into consideration the suggestions and recommendations made by his loyal subjects. This results in a synergised environment where the leader and nation follow a shared vision for beneficial outcomes. However, to do so, it is first necessary that a leader develops a cordial bond and fosters trust that goes a long way to achieve the desired results. With the formation of this trust, then forms a strong relationship that is mutually reciprocating.

5.4 Discussion on UK Conservative Party Leadership and Innovativeness

In political leadership, the aspect of innovation is particularly important, in the same way as in any business-oriented environment. The decisions that are to be taken in a political party should be done in a collaborative manner to give a visionary idea and make progress towards in implementation and development for the progress of party as well as the nation. Peele, (2005) explained that the involvement of stakeholders with different expertise is vital, and the factor of innovation contributes to better outcomes. This section highlights the ability to be innovative as an important trait of leadership, as revealed in the responses of the interview participants. The results of the current study reveal that there exists a strong association between leadership and innovativeness. Innovativeness nowadays is considered a significant part of any leadership in any party. The participants of the study agree to the point that there exists an idealized influential leadership in the Conservative Party and that the leaders behave well and are idealized by all the subordinates. Hence the findings support the charismatic leadership style of leaders in the

Conservative Party that promotes as well as supports innovativeness that helps the nation to progress and develop towards advancement. This view has been put forward by Borins (2002) in his study that innovation is a complete process of new and better ideas generation, implementing new practices and systems, introducing new products and programs managed by a strong leadership within teams or organisation. Innovation brings change to the entire team or organisation. This is also supported by another study of Brown and Trevino (2006), that charismatic leadership is the core of any leadership style that brings special qualities in the leader. Charismatic leaders have the characteristics of acquiring extraordinary qualities which have proved to be the best form which brings positive interaction between leader and his followers. However, the study findings also reveal that in the Conservative Party, the only disadvantage of charismatic leadership is going too far in taking key decisions which require urgent decisions to be taken for the benefit of the nation.

It has been elaborated by one of the participants that inspirational motivation is another vital aspect of a successful and innovative type of leadership in the Conservative Party. One of the important characteristics of an innovative leader in the party includes motivating the public and subordinates in an inspirational manner by putting forward the vision of the party. The leaders of the party possess optimistic qualities to inspire followers and the nation by strong communication skills to convey information in a transparent manner. Huhtala et al., 2011 considered the aspects of inspiration and enthusiasm as a part of improving the quality of work. However, Peele (2005) argued that the success of political parties does not only rely on accountability, integrity and innovation, and emphasized that there must be other important traits that leaders need to adapt for achieving their agendas. Another aspect of the innovativeness in the Conservative Party has been highlighted by the responses of participants in that an innovative leader must have a broad vision and big ideas along with the aspect of seeing the world differently and with rationalization. The study supports the fact that the general concept of an innovative leader, according to the participants, is to recognize a great idea and stand firmly behind it. Identifying the potential and broad range benefits for the nation and converting them into reality is itself a big achievement. This is highly dependent on the right and wrong decisions that are taken by the leaders in the time of need when the party is about to make an important decision. The literature supports these findings in that if a leader adopts an autocratic leadership

style, he is well aware of which rule is beneficial to follow for making timely decisions. However, it is also known that to take important corporate decisions, the time is usually short, and the leader has to be extremely quick in making the right decision (Iqbal, Anwar and Haider, 2015).

Be it the Conservative Party, Labour Party or any other political party for that matter, change and innovation are constants and parties that are unable to accommodate these are soon phased out. This has been the case of Conservative Party. in that with every election, in order to shore up public support, its definition of conservatism has modified, and it has strived to bring out innovative reforms that would still keep it in favour of the voters. But for such a party, it seems a bridge too far (Heppell, 2010). The Conservative Party has held power in recent governments, but it says a lot about their leadership as much as it says about their ability to be innovative and lead by example. During successive governments, it has been criticised for its isolated policies and a leadership that clearly fails to plan before taking an initiative. A referendum was held to decide the fate of UK. Interestingly, the referendum voted to opt out of EU. For this, the party in power had no backup plan (Jensen and Snaith, 2016).

On the other hand, the lack of success ratio of the Conservative Party has clearly been evident in recent years. Be it David Cameron or Theresa May, both candidates from the Conservative Party have struggled to deal with the Brexit juggernaut. As is the case, Cameron simply passed over a failed government to Theresa May who followed the suit of her predecessor, by and large failing to implement Brexit successfully, causing further concerns. Her proposal for Brexit was rejected by the opposing party whereas the second proposal was immediately also rejected due to its similarity with the previous one. This again shows a gaping hole in the leadership of the Conservative Party. Many opponents of the party have clearly seen the chinks in the armour. Their charismatic leadership style and clout with the public seldom works to their advantage. As recent events show, the loss of trust in a leader is a huge dent for any leader. David Cameron and Theresa May have seen the effects of it (Jessop, 2017).

The participants in the research voiced their dismay with the inept leadership of the Conservative Party. According to the majority of them, the greater focus remains on paying lip service to

British subjects, whereas with party agendas clearly established, it fails to fully see it through. On the other hand, it also shows the failure of David Cameron to rally support for the Remain campaign that was started to keep Britain in the European Union. However, his leadership had lost trust by then and a referendum saw him vacate the seat of Prime Minister (Menon, 2016).

This was also voiced by the participants in the research, as they felt the manifesto of the Conservative Party 'Forward, Together' sounded attractive. However, the party left a lot to be desired in terms of accomplishing technological, educational, economic and political goals. Its claim of increasing funding in the educational sector is yet to be fully realised. As it happens, the funding for research in science has decreased recently due to which the researchers are often compelled to seek funding from external sources. On the other hand, British researchers have been successful in obtaining funding from external sources, but the government takes no credit for that. Its budget cuts from the educational sector poses a grave threat to the contribution of the UK to the scientific community (Vasilopoulou, 2016).

According to senior participants in the research, it is apparent that the Conservative Party is 'old wine in new bottles', as they have needlessly clung on to the age-old conservative values which gives them a false sense of reality. As values and ideals change, the Conservative Party also needs fresh blood and ideals to gain support of the public. As of yet, their advocates are also victims of their ideology. As a result, it can be concluded that the Conservative Party lacks leadership traits that should inspire its subjects and faith in its policies. Over the course of the years, their governments have been the centre of criticism from the public and opposing parties (Heath, 2017). There has been a pattern of consecutive failures by the Conservative Party to deal with the position of United Kingdom in the European Union. From Harold Macmillan to Edward Heath, Margaret Thatcher, John Major and David Cameron, all of these Prime Ministers have struggled to bring a viable solution to the issue. Theresa May will be the next addition to this list with her current inaction on the Brexit issue which poses a grave threat to the population with increased taxation and tariffs on products that threaten their profitability (Hobolt, 2016).

5.5 Discussion on Political Leadership and Culture

The participants in the study were quite confident about the relationship between political leadership and organisational culture, and some participants even argued that political leaders have continually challenged the status quo, even if it brings them negative attention and criticism from others (Molchanov, 2016). Similarly, the study also worked in accordance with the research objectives, and it helped in the understanding that political leaders are continually pressured to play a critical role in the integration of people from different cultures, as the failure to do so can lead to additional pressure. The study confirmed as the result of the multicultural society that has continually encouraged the political leaders into playing an instrumental role in the creation of culture, where everyone can live their lives in harmony and respect, rather than being discriminated by people based on their gender or religion. However, the study found that this can only be achieved by leaders if they remain highly focused, as doing so can help them to establish strategies that are logical, while allowing them to ensure alignment between the strategy being implemented and the desires or the people (Pagano, 2017). Additionally, the study has further elaborated on the ways through which political leaders can play an exceptional role in the creation of organisational culture. For instance, the study was able to confirm that political leaders have been collectively working for the establishment of teams, which can provide them with valuable insights into the similarities and differences in the culture of people and organisations in a given region. This implies that a strong core team can lead to an increase in corporate leadership, and building a failed core team can quickly weaken the political leadership and their position in the country (Liu, 2017).

On the other hand, the study further demonstrated that leaders not only concentrate on the development of multicultural and cross-cultural teams, but they are equally interested in the formation of relationships based on trust. In this particular context, the study found that leaders have shown great interest in establishing trust in both a vertical and horizontal manner. In the horizontal aspect, team members are encouraged to build trust between each other by strengthening communication, enhancing understanding, and supporting each other's correct views. On the other hand, a leader of an enterprise works on the enhancement of trust with core members in a vertical manner by effectively empowering the employees, which has generally been considered one the best possible ways of establishing a relationship of trust between a

leader and his/her subordinates (Western, 2019). This is not just related to organisations, but political leaders have done the same, where they have continually remained in communication with the people, so that they can learn about their issues and challenges and work effectively upon them. This was quite evident in the case of Cameron, who proposed same-sex marriage legislation in parliament, as the people desired and wished to be married with the person they love, but were unable to do so considering the limitations in society (Scammell, 2015). Apart from trust building activities, leaders have adapted to different cultural backgrounds and have ensured their development by taking account of the similarities and differences in the cultural practices, along with the ways through which these practices could have been integrated into their daily routine. In this context, the study was able to confirm that all leadership styles have their flaws and strengths, which means that there is no particular leadership style that is weak, but it depends on the leaders who are using these styles. Considering this particular aspect, the study further able to demonstrate that it is exceptionally important for leaders to understand the strengths and weaknesses of these different leadership styles, as these can have an influential impact on the culture within the organisation, which may further affect the performance and productivity of employees. From the practice of many leaders at home and abroad, successful leaders should use various leadership methods to guide, educate and motivate employees, and freely convert between various ways according to the actual situation (Wodak, 2016). This is quite similar to the case of political leaders, who communicate with people just for the purpose of their motivation and guidance, and even for the purpose of remaining motivated and committed to a particular cause.

However, this does not change the fact that culture acts as an iceberg, be it in the case of organisations or politics. Since each political leader has a completely different perception and idea of culture and its importance, it helps them in the creation of personality that in turn helps in the promotion of the values and attitudes that are different from others. For instance, Theresa May's aggressive approach towards the Brexit decision was widely criticised, as it could badly affect the organisations and the population of United Kingdom. This means that like organisations, political leaders must not be in a hurry with understanding culture, and should give every person the chance to share their opinions and views, as it may help to ensure that the decision being taken is effective. This means that leaders, both organisational and political, can

take account of the concept of culture, which has never been fully understood or understood in a shorter time frame. The short working time at the workplace gives information on how the organisation is working with the characteristics of the iceberg, but the bottom of the iceberg, deep knowledge remains invisible (Bititci et al., 2006). For example, summer work in an office is likely to show that during a short period of time, it is hard to see all the relationships, values, attitudes and other potentially negative things that a longer career can look like. The longer working hours in the same site are that the identification of the entire iceberg, that is, the acceptance of the culture of the organisation can create conflicts and confusion. Managing organisational culture is a challenging task, as culture is manifested in many ways within the company and its formation can take a long time. This is the same reason that political leaders must understand culture, as their understanding can be of critical importance in decision making, which can be further illustrated through the primary findings, where it has been suggested that culture acts as an iceberg within a country. The iceberg is often used to describe something that should be learned from a new perspective. It is possible to come across an iceberg comparison when talking about culture as such, but a leader learns only the tip of the iceberg through books and information over the internet, and the deepest part of the iceberg remains in the dark. This is the reason that leaders are more interested in gaining in-depth knowledge, which makes different leaders react to things different as they have their own idea of culture. This makes me believe that the importance of culture for leadership is great.

5.6 Discussion on Political Leadership and Organisational Structure

The results obtained on the association of political leadership and organisational structure explain that in a political party leadership aspect more or less affect the organisational structure similar to business-oriented organisations. A well-explained definition of leadership is presented by Morgeson, DeRue and Karam (2010), who state that it is a complete socio-political process that is supported by the individuals of the party, nation or any organisation with the effectiveness of interaction and working together. This section revolves around the effectiveness of political leadership within the UK Conservative Party and discusses all the qualities that political leaders possess in the party as per the responses of participants. It has been observed that within the political party there are a variety of leadership styles that are being followed as per the

requirement of the nation's situation and condition of the party. These styles include charismatic, transactional, transformational and autocratic to democratic leadership styles. The findings, however, revealed that the leader of the Conservative Party has made it difficult to persuade her colleagues in Parliament to accept compromises. Therefore, the party has faced failures due to the lack of effective communication and a structured strategy. This point has been well explained by Hazy and Uhl-Bien, (2015), who supported the fact that in any political party, good communication with party members indicates its efficient organisational structure.

Some findings regarding the Conservative Party further showed that the entire party has suffered at a certain time, as no leader was ready to take heavy responsibility with resilience and determination. Therefore, a lack of formalised structure was present in the structure and a lack of resilience and determination were seen in the leadership of Conservative Party. Langer (2007) discussed the qualities of leadership and highlighted that self-determination defines a good politician. It has also been supported by the study that there are no such external stimuli that motivate the politician to work because his internal intuitions are developed in a way that he is self-motivated and strives for perfection. A good political leader is always ready to take any responsibility with strong determination. The true leader sets short- and long-term goals and is not merely satisfied with initial successes, rather he acts deliberately to build successful foundations of the organisation or entire party (March and Olsen, 1983).

Another finding reveals the autocratic and authoritative nature of the leaders of the Conservative Party, a point which is also supported by Huntington (1965) in his findings. This factor results in creating negative views towards the leadership since decisions are taken by the leadership and are merely relayed to the followers of the party instead of considering their concerns and agreement to the important decisions. Hence, the organisation was separated by different views and opinions. Followers of the Conservative Party consider it as a closed leadership style of working and thinks that it is not suitable for taking decisions regarding the issue of Brexit. Lok and Crawford, (2004) have looked at the continuous patterns of recurrent leadership contributions, where the focus of attention is considered a good leadership quality. Bhatti et al. (2012) presented the disadvantage of autocratic leadership, in that it completely suppresses the creativity of the followers and they are demotivated to present their own ideas to bring the

business forward. Moreover, good leadership contributes to an appropriate organisational structure and processes within a company (Lok and Crawford, 2004). However, if they are lacking in the areas of responsibility and communication, as in the case of Conservative Party UK, this disturbs the management of the entire party and responsibilities are shifted to others.

It has also been observed from the findings that most of the followers were not happy with the leadership and were found to be accusing the leader of dishonesty due to ineffective communication. Generally, it is presumed that political leaders do not fulfil their promises and show arrogance towards their followers in political parties. This indicates the importance of effective leadership in forming a complete organisational structure in a political party. There must be some fundamental regulations implemented by political leaders to support their followers and ultimately, the party organisational structure. Opper and Brehm, (2007) defined the quality of a political leader as being honest since the followers, as well as the nation, are highly dependent on the honesty and integrity of a political leader. According to Opper and Brehm (2007), an ideal leader is honest and always prefers to communicate what is the truth, since the leader is a nonconformist who is guided by the good of voters, and not by his own benefits.

While considering May's political leadership of the Conservative Party, the respondents reveal that her leadership lacked results-oriented and process-oriented qualities which normally a good leader possesses. According to Cheng (2011), good leadership develops good relations and provides a friendly environment, however, it is not only limited to this as leadership also require effectiveness. This means that the leader is keen on achieving measurable results, since the aim of the leader is to attain the desired goal along with his team. Gilley, McMillan and Gilley (2009) supported this point and concluded that in order to achieve the desired results, it is important that a leader works by keeping his team together and consider their views and ideas. Moreover, the effectiveness of a leader is associated with his influence and credibility. This ultimately results in more and more people in the organisation beginning to follow him because of his effectiveness towards the members (Strom, 1990; Pettigrew, 2014).

Along with different issues being observed in the leadership style of May, the findings also reveal that her decision to work was the idea that Brexit plans meant losing the scope to reach across the aisle. Hence the opportunity of developing the party as per the cross-party approach within an organisational structure was lost that was considered to be more effective and durable. The party was left at the mercy of increasingly disruptive backbench MPs, as per the responses received. The findings reveal that the autocratic leadership opted by May caused her serious harm with respect to her leadership tenure. Saloner (1993), in this regard, stated that autocratic leaders often face difficulty in the long term because they face resistance from their followers and find it extremely hard to maintain their position as a leader. Hence, autocratic leaders are considered as an interventionist leader; as Giltinane(2013) suggests, they follow the strategy of the one-way path and only manage a particular group to address, however, they take decisions on their own and never rely on listening to colleagues or followers. One of the major characteristics of an autocratic leader is that they love to control things on their own. However, this results in their making situations more challenging for themselves by not considering the opportunities that have been presented to them (Ahearn at al., 2004; Ivancevich, 1990).

The study findings present that the structure of the Conservative Political party was similar to the Labour party where associations of the National Convention and constituency with the party leader is being done. At the grassroots level, all the responsibility of recruiting parliamentary candidates lies with constituency associations. Moreover, the leadership of May failed to develop effective leadership that could impact the organization's structure by developing the leadership dimensions of experience, problem-solving ability, personality and self-awareness. Honttonen and Kettunen (2011) indicated that effective communication promotes the success of organisational structure. It is also important to ensure the functional structure within the specific areas of the organisation by developing effective communication strategies for political as well as other external parties. Benett et al. (2003) also put forward the view that it is important to create collaborations and corporations within the foundation in order to get more output than the sum of the individual parts. In order to assure these aspects, it is important that the party or organisation is fundamentally strong (Berger, 2017). However, Roodt, Rieger and Sempane (2002) discussed the difference between the organisational structure and process organisation. The more responsibility lies with the structure of the organisation since it regulates the

responsibilities. Hence, the leadership is strongly linked to the respective strategic decisions being taken in order for the organisation structure to form the orientation of the party that must reconcile with the goals of followers, subordinates, party and the nation (Bolman and Deal, 1991; Egeberg, 2007).

5.7 Summary of the Chapter

In summary, this chapter has focused on triangulating the primary findings with that of the secondary research, while shedding light on the researcher's contribution. For instance, the study was able to distinguish the different opinions that scholars have towards leadership. For instance, some scholars have defined the concept of leadership with reference to change, whereas others have defined leadership as the ability to influence. This became quite evident from the findings of this study as well as from the literature, where leadership was considered to be not just related to the behaviour of leaders, but a complex network of relationships between nature and structure, while relating the leadership with the constructs of influence and power. The term 'influence' was argued to be the ability of changing the behaviour of others in a certain direction, whereas 'power' was found to be the ability or potential of a person to exert influence. However, the researcher ensured that the study was not just limited to leadership, but also entailed the most prominent leadership styles adopted by leaders across the globe. At one end, the research found that political leaders have used democratic leadership styles to bring creative potential forward, as these individuals can provide valuable insights into the best practices and initiatives that political leaders could undertake for the betterment of the country and economy. In this context, the study was able to confirm that a democratic leadership style ensures the greatest possible degree of satisfaction and thus ensures that people can find meaning with their job, even within the framework of honest joint target agreements. This leadership style has been quite beneficial for political leaders, as they have been able to collectively work with leaders from developing and developed countries for the greater good of both. On the other hand, the study further demonstrated that the autocratic leadership style is one where orders are given by the leader and the followers have to do what they are told, which makes it close or similar to dictatorship leadership. Under such leadership, the study was able to confirm that the order is generally extraordinary, yet is also the weakness of this leadership as instead they are rather limited

because they are not encouraged by their followers and they are forced to comply with the rules. This became quite evident from the case of Theresa May, who had a one- track vision when it came to Brexit, even when she was confronted about her decision, but she never listened to the people who were actually aware of the potential outcomes of this particular decision.

The most prominent finding was related to the UK Conservative Party, where the leadership of David Cameron and Theresa May remained the focus. The case of Cameron helped to understand that the leader had some valuable lessons, for instance the Same-Sex Marriage Bill was introduced by Cameron considering the rising demand of the people to protect and support them in getting married to the person they love. However, this legislation met strong opposition from various religious scholars and groups, and even from prominent Conservatives. Instead withdrawing the legislation, Cameron helped MPs to understand the reason for introducing such a bill and as a result of his hard work and dedication, Cameron was able to influence Conservative Party MPs to vote in favour of the legislation and the Marriage (Same-Sex Couples) Act was passed in 2013 and came into effect in 2014. However, the case of Theresa May was significantly different, as she was able to demonstrate a range of leadership qualities and skills that make her considered as a true political leader. Irrespective of what others might think of her in terms of handling and management of Brexit, the most prominent quality that cannot be ignored is that of resilience, since it has been of significant important in defining the Theresa May's leadership. Unlike her predecessors, May has kept a low profile and this enigmatic quality eventually presented her with an opportunity to snatch the premiership of United Kingdom during (2016)

In terms of the organisational structure and leadership, the results obtained in relation to the relationship between political leadership and organisational structure explain that in a political party the leadership aspects more or less affect the organisational structure, similar to the case of business-oriented organisations. With reference to the case of UK Conservative Party, it has been observed that within the political party there is a variety of leadership styles that are being followed as per the requirement of the nation's situation and conditions of the party. These styles include charismatic, transactional, transformational, and autocratic to democratic leadership styles. The findings, however, revealed that the leader of the Conservative Party has made it

difficult to persuade her colleagues in Parliament to accept compromises. Therefore, the party has faced failures due to a lack of effective communication and a structured strategy. Some findings regarding the Conservative Party further showed that the entire party has suffered at a certain time, as no leader was ready to take responsibility with resilience and determination. Hence, a lack of formalised structure was missing in the structure and lack of resilience and determination were seen in among the leadership of the Conservative Party.

Apart from this particular aspect, the study factored in the results obtained from the primary and secondary findings and found that there were negative views towards the leadership, since the decisions taken by the leadership are only relayed to the followers of the party instead of considering their concerns and agreement with the important decisions. Hence the organisation was separated by different views and opinions. Followers of the Conservative Party consider it as a closed leadership style of working and think that it is not suitable for taking decisions regarding the issue of Brexit. It has also been observed from the findings that most of the followers were not happy with the leadership and accused the leader of dishonesty due to ineffective communication. Generally, it is presumed that political leaders do not fulfil their promises and show arrogance towards their followers in political parties. This indicates the importance of effective leadership in forming a complete organisational structure in a political party. Along with different issues being observed in the leadership style of May, the findings also reveal that her decision to work was the idea that Brexit plans meant losing the scope to reach across the aisle. Hence, the opportunity of developing the party as per the cross-party approach within an organisational structure that was considered to be more effective and durable was lost. The party was left at the mercy of increasingly disruptive backbench MPs, as per the responses received. The findings reveal that autocratic leadership opted by May caused her serious harm with respect to her leadership tenure.

CHAPTER 6: CONCLUSION

6.1. Conclusion and Summarised Findings

The broad aim of this dissertation was to explore the aspects of leadership within the UK Conservative Party. The relationship between the leadership and the characteristics that have affected the organisational structure, culture, and innovativeness within the UK Conservative Party was examined. The study was based on the following objectives: to conceptualise leadership and leadership styles by political parties; to investigate the existing relationship between leadership styles and their effects on economic performance/growth; to explore of the leadership, organisational structure, culture, and innovativeness of the Conservative Party as a facilitator of the financial and economic prosperity of the nation; and to present some recommendations that Conservative Party UK can take into consideration for the economic and financial development of the country in future.

The study has been conducted by using the epistemological paradigm and interpretivism philosophy. In order to explore the phenomenon of leadership in the UK Conservative Party, an inductive approach was chosen, which helped in the analysis of the devised objectives and the understanding of the information of financial and economic growth of the nation. Valuable insights and detailed information have been attained by gathering information on political leadership and economic growth/performance, influenced by the political leadership of the UK Conservative Party with the help of qualitative research methodology. Exploratory research for this topic helped to close the literature gap in relation to the leadership styles adopted by political leaders and the overall influence on economic growth/performance. All the data was obtained with the help of in-depth interviews and interpreted with the help of thematic analysis to represent the overall influence of leadership and leadership styles adopted by political leaders of the UK Conservative Party. The research focused on obtaining data from 15 participants who had valuable insights and knowledge into the leadership styles being adopted by political leaders of the Conservative Party and their overall influence on the economic performance and growth of the country that helped the researcher to infer the results based on the information collected.

It has been observed through the study that little attention has been given to studying the role of national and political leaders, despite the fact that it is relatively important when discussions are taking place regarding the country's economic growth and performance (Hira, 2007; Dollery and Wallis, 1997).

This study has revealed the imperative and substantial role of the leadership of the Conservative Party and has analysed how their performance influences the party's members and the decisions being taken for the party. The study revealed how leadership can bring institutional change on a national level by influencing the party's environment and the nation's political conditions. The identified literature gap has been filled through the discussion of the role of leadership of Conservative Party on the economic growth and performance of the country. The participants' view has presented examples of political leaders in this regard, including Donald Trump and Theresa May, however, all of the opinions were quite negative when it came to Donald Trump and his leadership style, while the leadership of Theresa May was also criticized by many participants of the study and some were in support of the idea that innovativeness has been brought in during Theresa May's era, but she preferred to opt the old style of leadership that is the autocratic type of leadership.

Hence, the study was initiated based on the principal importance to make a valuable contribution in the field of national political leadership that can aid in understanding their role in facilitating radical economic growth and performance, especially in the United Kingdom and Conservative Party (Jones and Olken, 2005). The study topic has significantly importance for political leaders to study and understand the lack of the old leadership style of the Conservative Party UK by attaining an overall view of the leadership influence on the economic growth and performance of United Kingdom. The scarcity of knowledge about the organisational structure, culture and innovativeness within the UK Conservative Party has been presented and this can help in recognising and translating the party's worth and value for local and international audiences. Moreover, it has revealed how May's leadership influenced the financial and economic prosperity of the country (Nohria and Khurana, 2010). Although the leadership of Theresa May has been criticized for adopting an autocratic leadership and dictatorship style, she was able to

demonstrate a range of leadership qualities and skills that make her recognised as a true political leader.

Many of the participants of the study were not satisfied with how she handled and managed Brexit, but the most prominent quality that cannot be ignored is that of resilience. The literature also supports that May has kept a low profile and this enigmatic quality eventually presented her with an opportunity to snatch the premiership of United Kingdom during 2016. It was also revealed by news reports that letters have been received by the 1922 Committee from 48 MPs regarding the loss of faith in the leadership of Theresa May.

The literature has been explored by discussing the major variables of the research with the help of existing literature and in-depth knowledge of leadership styles, and related theoretical models and frameworks. Moreover, the study has also discussed the important role played by leadership in controlling the optimal level of government and political parties. The literature has compared the leadership in business-oriented organisations to present the generic view of leadership with respect to organisational structure, innovativeness and organisation culture, as well as the same strategies and theories being applied to the political parties and political leadership. Several examples of prominent world leaders including Vladimir Putin, Donald Trump and Xi Jinping have been presented to give an overview of leadership styles within the perspective of organisational structure and processes. It has been observed that the skills and qualities of leaders promote organisational culture and encourage and engage employees to be more interested in innovation and creativity parameters (Noe et al., 2017). The study has revealed innovativeness and change as the significant aspect of the UK Conservative Party ,as innovativeness is considered as a constant factor of bringing change in political parties and creating a bridge to achieve goals (Heppell, 2010).

Conversely, it has been observed that in the history of Conservative Party, innovativeness has been modified at every election in order to shore up public support, and thus leaders always strive to bring out innovative reforms that would keep it in favour of the voters. Inspiration and enthusiasm are considered a vital part of innovative leadership that ultimately results in improved quality of work (Huhtala et al., 2011). The findings support this viewpoint, as it has

been affirmed by the participants that inspirational motivation is another vital aspect of a successful and innovative type of leadership in the Conservative Party May's tenure as an innovative leader included motivating the public and subordinates in an inspirational manner by putting forward the vision of the party. However, decision making entirely resided on sole decisions. It is supported through literature that leaders must acquire such qualities that influence the party and nation in an optimistic manner by utilising strong communication skills to convey information in a transparent manner (Correa et al., 2007).

Both primary and secondary findings supported the objectives of the study and helped in providing inference for concluding the study findings. Meanwhile it also shed light on the contributions made by the researcher. In the view of many authors, leadership is referred to as a drastic change that has been brought in the organisation with the efforts of the leader (Morales et al., 2012), whereas some authors support the fact that it is the ability to influence colleagues, the party or the nation with the effectiveness of leadership traits (Finkelstein et al., 1996). Primary and secondary findings supported the view that leadership is not merely related to the behaviour of leaders, but is also a complex network of relationships between nature and structure with the association of leadership with the constructs of influence and power (Fox and Spector, 2000). The leadership of Theresa May is considered as a true form of leadership since she has the support of her party's MPs. Irrespective of her personal style of leadership, many MPs revealed that there are more reasons to stick with the leadership of May as compared to other leaders. Since the term 'influence' has an ability to change the behaviours of others in a certain direction (Fox and Spector, 2000), it can be said that May's leadership was influential. However, it has been considered by many that she used the strategy of power to exert the influence on her followers. The secondary findings of the study evaluated the most prominent leadership styles adopted by leaders across the globe. The role of political leadership with respect to the culture of the organisation has also been identified with the help of the current study. It has been revealed through the literature that political leaders have used democratic leadership styles to bring forward creative potential. The qualities of a democratic leader include providing valuable insights by adopting best practices and taking more and more initiatives for the betterment of the nation's economy and condition (Bhatti et al., 2012).

Theresa May, however, has spent two years negotiating the best possible deal for Brexit, however, have secured the deal for the good of the nation. May is currently experiencing hurdles to her political survival due to her taking some of the decisions in regard to Brexit on her own without considering the opinions of her party colleagues, most especially the far right Brexiteers within the Conservative Party.

Since the leadership style of May was more autocratic, she was left with a single-track vision when it came to Brexit, even when she was confronted about her decision, because she never listened to the people that are actually aware of the outcomes of this decision. In order to understand the autocratic leadership style, the secondary findings of Bhatti et al. (2012) determined that the autocratic leadership style is one where the orders are given by the leader and the followers have to do what they are told. This type of leadership is also taken by the followers as a dictatorship leadership (Rotemberg and Saloner, 1993). Therefore, the party members of the Conservative Party did not encourage this type of leadership style and they are forced to comply with the rules and hence reveals the weakness of leadership of Theresa May. In contrast, in the view of previously available literature and the responses received from the current study supported a democratic leadership style that helps to assure the greatest possible degree of satisfaction of the followers. This type of leadership brings meaningfulness in the jobs assigned to party members and the framework of honest joint target agreements help the leader to win the support of his followers (Eagly et al., 2003; Spinelli, 2006). Hence, in the history of political leaders, the democratic leadership style has proved to be quite beneficial, as they have been able to collectively work with leaders from developing and developed countries for the greater good of both the countries.

Similar was the case when the study investigated the leadership styles used by the political leaders of the UK Conservative Party and found that politicians are generally known to overlook or forget their promises, which makes them equivalent to cheaters as they have no honesty in their attitude and towards the people. This aspect signifies that political leaders are more interested in their personal benefit at the expense of the people they govern. However, the case was different with Conservative Party leaders such as Theresa May and David Cameron. Instead of making empty promises, both politicians clearly took a stance on what they promised, and

delivered to the people in accordance with their expectations. For instance, David Cameron introduced Same Sex Marriage Act, even when his own party members voted against the legislation, but he remained confident and ensured that the legislation would pass through Parliament, whereas Theresa May delivered on her promise related to Brexit. This means that both Conservative Party leaders increased their chance of winning the opportunity of being re-elected by the voters. However, it was a bit surprising that the leadership styles adopted by the Conservative Party leaders were pro-business, which means that a vast majority of the decisions taken by them were in favour of businesses operating in the region, and based on this particular information, it has been concluded that the Conservative leaders played an important role in boosting the economic performance of the country.

However, the study has also shed light on the negative aspects of the leadership styles being used by leaders of the Conservative Party, which can be attributed to the fact that the most prominent leadership style employed by the political leaders was autocratic. This means that instead of asking political colleagues for their opinions and views of a range of issues, these leaders just informed others of what has already been decided rather than considering if other leaders would agree with this decision. This closed style of leadership may work well in some cases, but it was definitely not suitable when making decisions regarding the issue of Brexit. This was quite evident in the case of Theresa May and the Brexit decision; although the decision seemed to be quite effective in the short-term, its effects have made it less suitable in the long-run, yet May has not pursued any other strategy other than Brexit, which means that she has been focusing on the result of the decision she took. As a result, her position within the party was fatally compromised and this made the conditions difficult for her to pursue the plans that have been decided by her. This means that employing autocratic leadership may not be the best approach in democratic countries, and the use of autocratic leadership may result in a range of challenges faced by the leaders, thereby affecting their ability to retain their position in the long-run. This may be the reason that Theresa May has been under immense pressure to resign from her post.

The latter section reflected on the leadership styles used by Conservative Party leaders in the UK, which leads to an indication that their actions brought some revolutionary impact on the overall economic development aspect as well. In this context, the study found that a good

political leader has a prominent role in the economic development of a country, and in the case of UK, it means that their actions and decisions can either work in favour of or against the economic development of the country. In order to develop the UK economy, Conservative Party leaders were found to have played a critical role in the provision of a better environment for the population and businesses in the country, where they can work effectively and productively without being concerned about the economy and the challenges resulting from the economy. By collectively working on the economic development, leaders such as Theresa May were able to reduce the youth unemployment rate by investing in the sectors and industries that are essential for the development of the economy, hence providing employment to the youth.

In addition, the study was also able to comprehend that a political leader is only considered effective, when he/she has the ability to influence and motivate the people of his country, as without their motivation the country may never experience the expected level of progression. For the wellbeing of the economy, political leaders such as Cameron and May were both able to improve the quality and quantity of both exports and imports, while ensuring that corruption within the country was effectively dealt with, as this can fundamentally affect the economy. Similarly, the study further demonstrated that political leaders have an exceptional role in saving the economy from crises by taking necessary measures, and this makes political leadership and economic development to be dependent constructs. In simpler words, the economy of a country often faces a turning point because of the performance of political leaders. For instance, if political leaders fail to deliver on the economic development, the country faces harsh and challenging outcomes that are evident in the form of lower exports, difficulties in conducting business, and even increasing unemployment statistics within the country.

However, the economic development and performance has been different under the Conservative Party, as the political leaders have made decisions based on their understanding of the core problems and by relying on the skills and competencies of other political leaders in their party. This has not only ensured that the economic condition of the United Kingdom remains impressive and eye-catching for other countries, but has also reduced the likelihood of a possible failure that could have affected the country as the whole. Since the Conservative Party UK has been working on the economic growth and performance, it means that the people have been

provided with access to resources and good standards, and this can be attributed to the undivided attention of political leaders such as David Cameron and Theresa May. From this perspective, the Conservative Party leaders have distinguished themselves from other political leaders, as their actions and decisions were directly to influence economic development, which ultimately made the country's economy strong resulting in the provision of several opportunities to the common people. With that being said, Conservative Party leaders have worked on the prosperity of the economy by using the available resources rather than wasting time and effort on those resources that are not present.

Another dynamic of leadership is revealed within the aspect of organisational structure and in the view of authors that good leadership requires appropriate organisational structure and systems within a company (Lok and Crawford, 2004). Hence, it is inferred that within a political party the leadership aspects more or less affect the organisational structure similarly as in a case of business-oriented organisations. The history of the UK Conservative Party has witnessed a variety of leadership styles according to the changing situation of the nation. These styles include charismatic, transactional, transformational, and autocratic to democratic leadership styles. However, the case of May revealed that her political leadership made it difficult to persuade the members of Parliament to accept compromises. It has also been observed that the lack of effective communication and organized structural strategy caused failures for the party. Under the May's tenure , the Conservative Party suffered greatly, as no leader was ready to take heavy responsibility with resilience and determination. Hence, a lack of formalised structure was present in the party structure and lack of resilience and determination were seen among the leadership of Conservative Party. Another event in the Brexit was observed in the era of May's leadership when she suggested that the status of those EU citizens who are living in the UK could be taken as a point of exit negotiations; however, her statement was opposed by four candidates of the Conservative Party.

This event has also shown that May has had to face much opposition within the party leadership and while dealing with Brexit. The findings, however, revealed that she has had difficulty in persuading her colleagues in Parliament to accept compromises. Therefore, the party has faced failures due to lack of effective communication and a structured strategy. This can be further

triangulated with the findings of several studies, for instance the study by Hazy and Uhl-Bien, (2015) that argued that political parties must have an exceptional communication strategy in place, which could help in ensuring that the members are aware of the decisions, rather than keeping them in grey area. Some findings regarding the Conservative party UK further showed that the entire party has suffered at a certain time, as no leader was ready to take heavy responsibility with resilience and determination. Hence, a lack of formalised structure was present in the structure and lack of resilience and determination were seen in the leadership of Conservative Party. This has been discussed in Langer (2007), where the author argued that the most prominent qualities of leadership is in the form self-determination, which defines a good politician. It has also been supported by the study that there are no such external stimuli that motivate the politician to work because his internal intuitions are developed in a way that he is self-motivated and strives for perfection.

While considering the May's political leadership of the Conservative Party, the study found that May's leadership lacked results-oriented and process-oriented qualities that a good leader normally possesses. This was significantly different from the information in the literature, which argued that good leadership develops good relations and provide a friendly environment. However, it is not only limited to this, as leadership also requires effectiveness. This means that a leader is keen to achieve measurable results, since the aim of the leader is to attain the desired goal along with his team. From this perspective, it can be argued that it is important that a leader works by keeping his team together and considers their views and ideas. Moreover, the effectiveness of a leader is associated with his influence and credibility. This ultimately results in more and more people in the organisation beginning to follow him because of his effectiveness towards the members.

Apart from the dynamics of organisational structure, the construct of culture also had an important role, which the study found to be amongst the most critical areas under the influence of leadership. The most prominent issue is embedded in the fact that political leaders have always been criticised for being dishonest, slow in fulfilling their promises and being arrogant towards the people they rule, which leads to an indication that effective leadership can affect the organisational structure. A political organisation such as the Conservative Party, in a similar

manner, contains fundamental regulations that influence the corporation of the people associated with the political organisation as well as those that support them. Taking the latter aspect into consideration, the study gained valuable insights that political leaders must collectively work to bring people and other political leaders onto the same platform, and empower the leaders and people to work together to achieve a common goal. This is achieved by establishing a vision, which can only be possible through a structure that allows two-way communication along with the possibility of keeping the members and followers interested and motivated, which further encourages and engages them in cooperatively solving problems, instead of pressurising them to work in isolation.

In the case of the Conservative Party, political leaders have ensured the development of a structure based on the leadership dimensions of experience, problem solving ability, personality and self-awareness, hence suggesting they have provided equal chances and opportunities to other members regarding some complex problems especially those for which there exists no proper or ready-made solution. However, it was found that there still exist many such political leaders who had conflicting interests with the diffusion of power in the parties. This type of culture not only discourages the members, but also reflects the lack of interest of the political leaders to differentiate him/herself from others in the political arena. This justifies the notion that a relationship between leadership and culture exists, but it was later clarified that culture acts as an iceberg, be it in the case of organisation or politics. This aspect means that there is always an opportunity for the leaders, and more specifically political leaders, to learn from a new perspective considering the diversity in the country due to multiculturalism.

This illustrates the idea that leaders can always capitalise on culture by learning the similarities and differences in the cultural aspects and dimensions, which could provide them with a grasp of the areas that must be resolved. This information is not usually available in terms of learning from books and information over the internet, hence indicating that leaders are in a better position to learn more of the dark areas, and this can ultimately help them in gaining in-depth knowledge, which makes different leaders react to things different as they have their own idea of culture. This makes it evident that the importance of culture for leadership is great. Culture creates the basis for the personality, and thus the values and attitudes promoted by the person.

The last important area that was explored in this study was related to the factor of innovativeness and leadership. The study found that leadership, by definition, is a soft skill of an individual by which he/she can lead other individuals to fulfil a set of goals, be they short-term or long-term. Another definition states that it is a process that involves social influence, whereby a person can accomplish a common goal by enlisting the assistance of others. With specific reference to the case of innovativeness and political leadership in the UK Conservative Party, the study was able to understand that political leaders have shown signs of idealized influential leadership, as they have behaved in a manner which is idealized by their subordinates. This can be attributed to the fact that these leaders have relayed the vision to the public and subordinates in an inspiring manner. The results of the current study helped in understanding that there exists a strong association between leadership and innovativeness. Innovativeness nowadays is considered as a significant part of any leadership in any party. The participants of the study agreed on the point that there exists an idealized influential leadership in the Conservative Party and the leaders behave well and are idealized by all the subordinates. Hence the findings support the charismatic leadership style of leaders in the Conservative Party that promotes as well as supports innovativeness that helps the nation to progress and develop towards advancement. Although the study found that there are several aspects of innovativeness, the most important aspect was in the form of broad vision along with the aspect of seeing the world differently and with rationalization.

The study supports the fact that the general concept of an innovative leader, according to the participants, is to recognize a great idea and stand firmly behind it. Identifying the potential and broad range benefits for the nation and converting them into reality is itself a big achievement. This is highly dependent on the wrong and right decisions being taken by leaders in the time of need when the party is about to make an important decision. The literature supports these findings in that if a leader adopts an autocratic leadership style, he is well aware which rule is beneficial to follow for making timely decisions. However, it is also known that to take important corporate decisions, the time is usually short and the leader has to be extremely quick in making the right decision. However, the study further elaborated that the failure of political leaders to be innovative can result in a series of challenges and issues, which became evident

through the case of Brexit. As is the case, Cameron simply passed over a failed government to Theresa May who followed suit of her predecessor, by and large failing to implement Brexit successfully, causing further concerns. Her proposal for Brexit was rejected by the opposing party, whereas the second proposal was immediately also rejected due to its similarity with the previous one.

This again shows a gaping hole in the leadership of the Conservative Party. Many opponents of the party have clearly seen the chinks in the armour. Their charismatic leadership style and clout with the public seldom work to their advantage. As recent events show, the loss of trust in a leader is a huge dent for any leader. David Cameron and Theresa May have seen the effects of it. This makes it apparent that the Conservative Party is 'old wine in new bottles' as they have needlessly clung on to the age-old conservative values, giving them a false sense of reality. As values and ideals change, the Conservative Party also needs fresh blood and ideals to gain support of the public. As of yet, their advocates are also victims of their ideology. Due to this reason, it can be concluded that the Conservative Party lacks leadership traits that should inspire its subjects and faith in its policies.

6.2 Recommendations for UK Conservative Party

The findings of the study have shed light on some valuable aspects related to political leadership styles and their influence on the economic growth and development of the UK, while presenting information that the Conservative Party has somehow failed to deliver on their promises due to the lack of an effective leadership style. Considering this very aspect, the following section has recommended some leadership styles that can help political leaders to enhance economic performance and growth in the most effective manner:

- An in-depth analysis into the political leadership style in Conservative Party helped in understanding that Theresa May is considered as a true leaders, since she has the support of her party's MPs, irrespective of her personal style of leadership, but the most problematic area is the fact that she is currently experiencing hurdles in her political survival due to her taking some of the decisions in regard to the Brexit on her own and without considering the

opinions of her party colleagues. Since the leadership style of May was more autocratic she was left with a one-track vision when it came to Brexit, even when she was confronted about her decision, because she never listened to the people that are actually aware of the potential outcomes of this decision. Considering this particular aspect, it is recommended that the party and its leaders must adopt a transformational leadership style, where the leaders are motivated to increase their confidence in their skills and talents, aiming to get more results than expected, which further encourages members of the team or party to do the same. This means that through a transformational leadership style, the UK Conservative Party would be in a position to make members more aware of the importance of their duties, while arousing their individualised interest for the greater good. For Conservative Party leaders, it would be easier to lead the change and initiate the programmes and initiatives. Since transformational leaders are people who are called the true leader, Conservative Party leaders can use this leadership style to ensure they are known for their leadership qualities rather than their managerial characteristics, which was evident from the case of Theresa May.

- The recent decisions taken by Conservative Party leaders have consistently remained the focus of criticism, which means that these decisions have badly affected the image and reputation of the party as a whole. Considering this very aspect, it is recommended that Conservative Party leaders consider employing and adopting a charismatic leadership style, since this leadership style is characterised by character simulation, image building, displays of unconventional behaviour, impression management, value guidance, vision of drawing attractiveness, and role model setting. With this leadership style at work, political leaders would experience and witness a positive impact on subordinates, who would be more interested in enhancing their recognition for their leader, and may even influence other global leaders, hence leading to increased investment in the country. With the central purpose of inspiring and motivating members and people, charismatic leaders can then focus on themselves and their ambitions, but it would reduce their ability to make dramatic changes in the country. However, their charisma would attract global leaders to further develop relationship with the Conservative Party leaders, and this would eventually create opportunities in the enhancement and boost of economic growth and performance.

- The primary findings of the study helped in understanding that the Conservative Party has shown significant signs of improvement in terms of innovativeness. For instance, in the case of employment relations, the party began to see the unions a little differently. It unreservedly started to impose restrictions on the freedom and behaviour of these unions through legislation. The unions previously enjoyed a certain degree of freedom due to legislative immunities. This was previously a minority view that trade unions escaped the clutches of institutionalised law. This clearly reflects that innovativeness has been an important element in the leadership, especially when it comes to Conservative Party leaders. Taking this particular aspect into consideration, it is evident that innovativeness and leadership are significantly correlated and dependent upon each other. Therefore, it is recommended that Conservative Party leaders must further focus on the development of innovative ability, which would not just help to improve their ability to lead and guide, but would also help them to improve their decision-making skills. From the point of view of the most important part of the leadership activity - decision-making - all major strategic decisions, as well as a considerable part of the decision-making, require creative thinking. This innovativeness would further make it easier for international businesses as well as local businesses to expand their operations, and this expansion would further facilitate and support the economy to experience higher growth rate.

- The audit results show that political leaders demonstrate significant commitment to the economy, therefore it is recommended to consistently focus on the moderate business of moderate political party leaders. In essence, this means that the company should be able to continuously work on its development and special progress, which can benefit the national economy for the good of many. It also requires that the corporate network and local people have some open doors through which they can be accessed by innovative organizations in the United Kingdom.

6.3 Limitations of the Study

The research has successfully achieved its purpose of investigating the leadership, organisational structure, culture and innovativeness within the UK Conservative Party. However, this successful achievement met with a range of challenges and issues that can be argued to be the key limitations of the current investigation. The various limitations that had been experienced during the completion of the study are as follows:

6.3.1 Nature and Scope of the Study

The study has taken account of the Conservative Party in the United Kingdom, which means that the study has just presented information about this party and its political leaders, instead of comparing and contrasting the findings with that of other leaders in the region. It is a well-known fact that each political leader uses a different leadership style and has different qualities and characteristics. This simply means that the findings of this investigation cannot be generalised, but can be used in future research studies that intend to explore the differences in political leadership styles. Other than that, the findings of this study may not hold any value, which is quite a troublesome factor.

This limitation was further enhanced when the researcher employed interviews for the purpose of collecting first-hand information. Although this served its purpose of providing richer understanding gleaned from personal interaction about the influence of leadership and leadership style on the economic growth/performance of UK, it made it difficult to have all the responses analysed in a timely and most effective manner. However, this was the only available option, because if the study had considered any other research instrument (i.e. open-ended questionnaire), no participants would have wasted their time in writing down their responses, and this might have led to an failure in terms of collecting information.

This collection of data, considering the scope and nature, was quite costly and this aspect has been reflected in the research methodology chapter, where it has clearly been stated that the costs associated with conducting in-depth interview is higher, since the researcher would have to travel. This means that the completion of this particular research was quite costly, and had to experience limitations which means that the researcher could not deviate and could not collect any information other than that mentioned in the scope.

Since the study only relied on qualitative research design, the researcher believes that this limitation could have been eliminated by adopting mixed methodology, where the primary data would not just be collected via interviews, but also via questionnaires. The use of both instruments could have presented the researcher with an opportunity to offset the limitations of qualitative and quantitative design, which means that the findings would be more comprehensive and would have provided valuable theoretical and empirical knowledge related to the topic being investigated.

6.3.2 Sampling Size and Data Collection

During the collection of the first-hand information about the leadership and other constructs' influence on the economic performance and growth of UK, the researcher faced several difficulties, even when a handful number of participants were selected. In majority of the cases, the researcher found it extremely difficult to collect information, since the participants were not completely aware of the leadership styles of the political leaders in the Conservative Party, which means that the data collected had to be destroyed and new participants selected. It took several weeks to find the right participants for the study, but, this could have been mitigated if the study had worked with experts and professionals in the industry, which was the original intention, but due to their schedule it was difficult to interview them. Consequently, the data collection process was quite challenging and acted as a limitation during the entire study.

6.3.3. The UK Conservative Party

The study completely revolves around the UK Conservative Party, which had its share of strengths and weaknesses, but the most problematic area was the fact that some of the participants were unaware of the leadership styles, and were even confused when inquired about the influence of their leadership style on the economic performance and growth. This can be attributed to the fact that political leaders in the Conservative Party had their own leadership styles that were different from other leaders in the same party. This made it extremely difficult during the collection of data and it further increased the time taken to complete just a single interview, as it took approximately 1 – 2 hours. From this perspective, it has been reported as a

limitation, which means that the future researchers can work on a more effective approach for clarifying the political leader under investigation, instead of a whole party that leads the country.

6.4 Recommendations for Future Research (Future Direction)

Considering the limitations of the study, this section has put forward a range of recommendations for future researchers so that they can work on the very same topic, or topics similar to the current investigation. In this context, the recommendations for future researchers are as follows:

- The current investigation has only taken account of qualitative design, which by nature focuses on understanding human behaviour from the perspective of informant, and assumes that there exists a dynamic and negotiated reality, which can be considered a limitation because it fails to take account of the empirical knowledge. Considering this very aspect, the future researchers are recommended to consider a mixture of both qualitative and quantitative designs, i.e. mixed methodology, as this methodology can help future researchers to overcome the limitations and weaknesses of each design. Since future researchers are being recommended to consider mixed methodology, they must use pragmatism philosophy, as doing so can allow them to work on both objectivity and subjectivity, which is an absent element in the other available philosophies.

- The current investigation has relied on primary data collection via interviews, which were extremely time consuming and increased the challenges for the researcher. This can be attributed to the fact that the interviews were based on grounded theory that eventually helped in providing richer understanding gleaned from personal interaction, and since the purpose of this study was more inclined towards the influence of leadership and leadership style on the economic growth/performance of UK, with specific reference to the leadership in the UK Conservative Party, this could only be ensured through personal interaction with the participants. However, future researchers are recommended to consider using both questionnaires and interviews, as face-to-face interviews with prospective participants can

allow the researcher to quickly assess the participant's attitude and what he can contribute to the research, while the use of questionnaire can eventually help gain empirical evidence that can further support the qualitative information. This means that by considering both of the research instruments, future researchers can provide conceptual, theoretical and empirical evidence that may further help in increasing the reliability and credibility of the information being presented.

- Considering the fact that the study is qualitative in nature, the study has a employed thematic analysis technique, through which the researcher was able to focus on the rich description as presented within the content offered by the participants, and instead of just relying on the counting of words, the study has emphasized the identification of implicit and explicit ideas within the data set. This means that by working on thematic analysis, the study was able to take the concepts supporting the role of leadership and leadership styles, with specific reference to the economic conditions of the country from the grounded theory. This further helped in designing and building information that was rooted in the dataset obtained from the participants. However, future researchers are recommended to consider thematic, content and statistical techniques to ensure that their findings are sufficient to address their research questions and objectives.

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APPENDICES

APPENDIX A - Interview Transcripts

Interview Transcript - Participant 1

What do you think Leadership actually is?

Participant A suggested,

Leadership is all about change, leaders influence their followers to embrace change, as without change nothing is possible. This is quite similar in the multinational and local companies operating across the globe, where leaders have the most critical role – they are not just responsible to keep the employees motivated and engaged with the business operations, but are also responsible to assure that they are continually aware of their surrounding so that their decisions can be most effective.

How important is effective leadership?

Simply put, without effective leadership an organisation cannot survive and thrive, which means that leaders have the most prominent role in the organisation. When it comes to their effectiveness, there is no doubt that their effectiveness is the result of the style they prefer, though each style has its limitation and strengths, these styles are extremely important for leaders."

Do you think there is any prevalence of relationship between the organisational and political leadership?

Participant A suggested, "Political leaders have taken the responsibility for the function of governing society, but it does not change the fact that not every leader has the potential of becoming a political leader, since it is only available to those influential leaders who can mobilize the society for the achievement of achieve meaningful goals.

Are leadership qualities significantly necessary in politics?

I believe that a political leader must possess a number of qualities that distinguish him/her from the others, as well as are necessary for the management of society; for instance, Putin relied upon democratic leadership style that has helped him in showing greater tendency towards management based on the principle of collegiality.

Who do you think is a great political leader?

I recently found that Putin, being the political leader of Russia, has continually prioritised listening to what his subordinates have to say about the policies, and this has helped in changing the policies that required immediate attention; hence making him tactful and true to his objective of making Russia a successful country. I believe that this is the type of political leadership that tries to attract people to form decisions based on joint activities in order to achieve common success."

To what extent significantly effective political leadership is interlinked with the economic development of the country?

Participant A suggested,

"A good leader does play a significant role in the economic development of a country. In order to develop the economy, the leader should provide better environments to the people of the country, where they can work effectively and productively. Leader should reduce the unemployment rate among the youth, by producing such industries that are essential for the development of the economy, hence providing employment to the youth.

What do you think a good and effective political leader should do?

A good leader should be able to motivate the people of his country for the progression of the economy. For the wellbeing of the economy, the leader must maintain good quality and quantity of both export and import. Leader should work to low the corruption rate because corruption has massive effect on the economy. To maintain the economy of the country high quality as well as quantity of agricultural products should be provided to the people of the country."

What do you think, which leadership style should be adopted by the political leaders and especially in the Conservative Party of the UK?

Participant responded that

"Leadership by the political leaders should be results-oriented and process-oriented and no such thing is observed to be in the leadership style of the leaders of the conservative party."

What is the relationship between the organisational structure and the associated political leadership?

Effective political leaders bring people together and empower them to work together to achieve a common goal. These leaders ensure organizational success by establishing a vision, communicating a strategy and motivating both its members and followers to cooperatively solve problems.

To what extent culture influences the political leadership and organisations?

Culture and, more specifically, the organisational culture is an iceberg. The iceberg is often used to describe something that should be learned from a new perspective. You can come across an iceberg comparison when talking about culture as such, but a leader learns only the tip of the iceberg through books and information over the internet, and the deepest part of the iceberg remain in the dark.

What is the significance of culture in the political leadership and organisation?

This is the reason that leaders are more interested in gaining in-depth knowledge, which makes different leaders react to things different as they have their own idea of culture. This makes me believe that the importance of culture for leadership is great. Culture creates the basis for the personality, and thus the values and attitudes promoted by the person."

How the innovativeness is substantially associated with the political leadership qualities of the conservative party UK?

Participant A said, 'When people talk about innovative leaders, their worldview is often restricted to a certain extent. They may give out examples of Thomas Edison, Tesla and Steve Jobs, which to me is redundant and mundane. There is more to the definition, if they dig deeper. I extend this philosophy a bit further.

What is the idea of an innovative leader?

For me, an innovative leader could be someone who has big ideas and has the capacity to see it to realization when others may see it differently. To me, they do not even need to be inventors or the one with an idea. They can even be the one who recognizes a great idea and stands firmly behind it. They can see the potential and its broad-ranging benefits. Once that vision is formed, they see to it that it eventually becomes a reality'.

Interview Transcript - Participant 2

What is the basic idea of the Leadership?

Participant suggested,

Participant B argued, a leader is no good, if he/she cannot make decisions that work in favour of the people, by this I mean that leader can only be effective if he/she understand what needs to be done, but this does not mean that every decision to be made is short-sighted.

What is the significance of the leadership in organisations?

A leader must have the skills and competencies to judge the situation that can be leveraged to create a balance between short-term and long-term decisions, as this can help in ensuring that immediate issues and challenges are addressed, while having a sufficient plant at work to assure that the long-term challenges can be addressed in most proactive manner.

What is the fundamental relationship that exists regarding leadership in political and organisational context?

Political leadership is quite relevant in the multicultural society we live in, whenever we see any political leader giving a speech or statement, he/she is clearly portraying their leadership style

What is the necessity of leadership qualities in the politics?

I believe that smart and effective global leaders have tried to minimize the use of threats, which has helped them in establishing relationship based on trust and confidence. But this is quite different in the case of Trump, as he only trusts people that praise him, as he does not have the capability to take criticism, and whenever he does; he responds by name-calling and demeaning insults. So basically, there is a relationship between leadership and politics.

Who is a substantive example of great political leader?

For instance, the Can-do-attitude of Donald Trump has made him the centre of attention, but I believe that the President of United States has been relying on his coercive power to counters the enemy, and this is the actual threat of his leadership style.

How effective leadership skills along with political skills are beneficial for economic development of a nation?

Participant stated,

To save the economy from crises, political leaders play an essential and vital part and in case the economy is facing crisis the political leader should be able to take necessary measures. It is observed that political leadership and economic development both have vital effect on the wellbeing of each other. Economy of a country often takes a turning point because of the performance of the political leaders.

What a good and effective organisational and political leader does to ensure development?

Where political leaders have both positive and negative impact on economic development, economic development also affects the political leaders by its development or challenges faced during development. For example if a new leader is elected and the economy is facing crises then the political leader will have to make drastic decisions for the development of the economy and if the leader is lacking to develop the economy then there is a good chance that the political party will crash.

Which leadership style the political leaders of the Conservative Party of the UK should adopt?

Participant responded that

May kept a relatively low profile in comparison to David Cameron or Boris Johnson. In the case of Brexit, her relentless drive to achieve the Brexit deal was, "I have been clear Brexit means Brexit". The handling of Brexit by Theresa May can be considered as a classic case of bad leadership.

Can you provide some insights regarding the association of political leadership and organisational structure?

The Conservative Party has a similar structure to the Labour Party. There is a main Board of the Party on which the Party leader sits, the National Convention and then constituency associations. Organising the grassroots level, selecting parliamentary candidates and planning election campaigns is the responsibility of constituency associations. The branches below the constituency associations correspond to local council ward.

How political leadership is substantively persuasive over the organisations?

This overall relationship is further supported through the informal communication with people that further helps them in understanding their true thinking, and observing employees' spontaneous reactions to dealing with vague areas and emergencies are important ways to discover the basic assumptions of the team

What role culture plays in the organisation and how it is associated with political leadership?

This is the reason that leaders have been able to perceive the underlying assumptions that are actually existing in the team, which allows them to intervene as per the requirement i.e. out of necessity, instead of just intervening out of their habit.

How innovativeness affects leadership qualities of the conservative party UK?

I believe that political leaders are extremely important. Using the authority of the government, they can efficiently distribute resources, power adequately, promote building of relationships with a variety of public and private stakeholders and take decisions that ultimately benefit the nation on the whole.

What are the perceptions concerning the innovative leadership?

I have seen myself that once Science used to be at the forefront of the funding due to which UK had significant clout within the scientific community. People came from all over the world to study in this place. During the recent years, there has been a marked decrease in their spending; by 15%, which is significant from where I see things shaping up for UK in the long run. This budget cut poses a major threat to the British scientists and we could soon lose our scientific standing in the world’

Interview Transcript - Participant 3

What are the perceptions regarding the leaders and leadership abilities?

Participant suggested,

Leadership is the ability of influencing, which helps ordinary people to perform extraordinary tasks and responsibilities. Without leaders, organisations may fail as it would never experience any radical and fundamental transformation, even if there is an opportunity because of the ever-increasing threat of resistance.

What is the role of effective skills in the implementation of leadership skills?

Leaders not only reduce the resistance, but they also encourage the people to work in team – all of these factors cannot be achieved by individuals given the current circumstances and situations.

How organisational and political leadership are interlinked with one another?

Leadership has the same relationship with organisations, as it has with the politics. Leaders in political arena have also shown resilience and commitment, and the ways through which they perform their duties and responsibilities like decision making clearly reflect that even they have relied upon leadership styles.

List the important leadership qualities necessary in running politics?

I believe that smart and effective global leaders have tried to minimize the use of threats, which has helped them in establishing relationship based on trust and confidence. But this is quite different in the case of Trump, as he only trusts people that praise him, as he does not have the capability to take criticism, and whenever he does; he responds by name-calling and demeaning insults. So basically, there is a relationship between leadership and politics.

Which political leader is successful and effective in this era?

Donald Trump has constantly leveraged his celebrity status and successful entrepreneurial skills to prove himself worthy of being a political leader, and this is the exact reason that he has consistently given shameless remarks on not just his political opponents, but people that he has never met

How effectiveness of leaders and their leadership skills influence development of economy in the country?

Participant stated,

Where political leaders have both positive and negative impact on economic development, economic development also affects the political leaders by its development or challenges faced during development. Economy of a country often takes a turning point because of the performance of the political leaders. A mutual understanding must be developed between the leader and the people so that they both should know what the other party desires? And can focus their efforts to accomplish a common goal

What is the role of a great and effective organisational and political leader?

According to me a leader must possess the ability to inspire and encourage the people of the country to achieve different goals by his own actions. Moreover, leader should pay attention to the problems faced by common man on daily basis and also listen to the suggestions of the people to solve their problems.

Which style of political leadership must Conservative Party of the UK possess?

Participant responded that

The leaders of a conservative political party have some major concerns as leaders. The party informs its followers what it has decided rather than considering if the followers would agree with this decision. This closed style of leadership may work well in some cases but it, definitely was not suitable when making decisions regarding the issue of Brexit.

In what ways organisational structure is interlinked with leadership in politics.

An effective leader can impact the organization's structure by developing the leadership dimensions of experience, problem solving ability, personality and self-awareness. The structure of a political organisation that considers the inclusion of all members, their ideas, and their perceptions to make the most informed decisions are often successful.

In what ways culture is persuasive for the organisations, political leaders, and their leadership?

I believe that culture and leadership are two aspects of the same problem, and the two cannot be understood separately. Corporate culture is the culture of corporate leaders, and their recognition and support is the key to the success of corporate culture, which is why leaders must have unique capabilities for the creation, integration and management of culture.

Why culture is important for organisations and their political leadership?

If we only use the values of the company as a slogan, the leaders will make a show at the small meeting of the conference. In fact, they do not guide their actions with the values of the company. Then you will only give people a false impression. The loss of prestige in front of employees and customers will overwhelm your leadership over time.

Why innovativeness affects leadership in conservative party UK?

The textbook definition of leadership when we talk within a political framework is that it is solely purposed with acquisition of long-term national goals as opposed to short-term benefits. A sound political leadership has a healthy mix of integrity and charisma, while also equipped with diligently assessing the situation and taking a decision that safeguards interests for the greater good. But that's not the end of it. I also believe that they should also bring modernistic values and innovativeness within their ecosystem that sets them apart

How an innovative leader can be influential?

As I said, a sound political leadership has a healthy mix of integrity and charisma, while also equipped with diligently assessing the situation and taking a decision that safeguards interests for the greater good. But that's not the end of it. I also believe that they should also bring modernistic values and innovativeness within their ecosystem that sets them apart.

Interview Transcript - Participant 4

What is the core concept of leadership that regards it as important and effective?

Participant suggested,

Leadership requires developing an understanding of your own worldview as well as the worldviews of others. Worldview is a composite image created from the various lenses through which individuals view the world. It is not the same as identity, political stance, or religious viewpoint, but does include these things. It incorporates everything an individual believes about the world, combining the tangible and the intangible. An individual's worldview is defined by that individual's attitudes, opinions, beliefs, and the outside forces the individual allows to influence them. Worldview is the "operating instructions" for how the individual interfaces with the world.

Organizations provide a power base for individuals. From a purely economic standpoint, organizations exist to create a surplus of income over costs by meeting needs in the marketplace. But organizations also are political structures which provide opportunities for people to develop careers and therefore provide platforms for the expression of individual interests and motives. The development of careers, particularly at high managerial and professional levels, depends on accumulation of power as the vehicle for transforming individual interests into activities which influence other people.

How political leadership affects organisations and their leaders?

Executives can view political moves as dirty and will try to distance themselves from those activities. However, what they find hard to acknowledge is that such activities can be for the welfare of the organization and its members. Thus, the first step to feeling comfortable with politics requires that executives are equipped with a reliable map of the political landscape and an understanding of the sources of political capital.

Navigating these domains requires awareness of two important dimensions. First is the level that political activity takes place. Political dynamics start with the individual player and their political skills. These can evolve into group-level behaviours. At the other end of this dimension is the broader context, where politics operates at the organizational level. The second dimension of the political landscape is the extent to which the source of power is soft (informal) or hard (formal). Soft power is implicit, making use of influence, relationships, and norms. Political activity based on "hard," formal, or explicit power draws upon role authority, expertise, directives, and reward/control mechanisms.

Why leadership qualities are required in politics and who owns them effectively in current period?

Successful leadership requires capitalizing on strengths and managing around weaknesses. Strength can be defined as consistent, near perfect performance in an activity. An individual should perform an activity at around a 95% success rate in order to consider their performance of that activity a strength. Strength is not necessarily the same as ability: an ability is a strength only if you can fathom yourself doing it repeatedly, happily, and successfully. The building blocks of strengths are: Talents Knowledge and Skills.

Donald Trump has constantly leveraged his celebrity status and successful entrepreneurial skills to prove himself worthy of being a political leader, and this is the exact reason that he has consistently given shameless remarks on not just his political opponents, but people that he has never met.

What role leadership plays in nation's economic development?

Participant stated,

As economic development means that all common people of the country must be provided with equal resources and good standards, the political leaders of the country should take essential steps to confirm the equal distribution of resources. In my opinion political parties are greatly affected by the status of the country's economy, if the economy is not developed then the political parties have to face difficulties regarding economic development and all their efforts will be focused on economic development.

If the economy of a country is strong then political parties can focus on making such policies and arrangements that will provide common people with more opportunities to work more effectively, thus developing the country. Political leader should work on the prosperity of the economy by using the available resources rather than wasting time and effort on those resources that are not present.

Which leadership style is most suitable for Conservative Party UK?

Participant responded that

The decision to work her base with her Brexit plans meant losing the scope to reach across the aisle. This further indicates losing an opportunity to develop a cross-party approach that might have been more durable. It also left her at the mercy of her increasingly disruptive backbenches

How organisational structure associates with political leadership?

The leadership style of a political leader that allows for communication and continued fluidity while considering a greater number of opinions from the members when making decisions are often successful in getting support from the wider population across the country.

Why culture influences the politics and organisational leadership?

Leaders form culture, which is the result of their unique talent which I believe is reflected through their ability to understand and apply culture. Like others, I also believe that destroying a culture that is considered to be no longer functioning is the highest performance of leadership, which is the reason leaders have challenged the status quo, even it has brought them negative attention from others.

How political leadership and organisation associate and perceive culture?

Administrators usually adjust their leadership behaviour to accomplish the mission of the organization, and this could influence the employees' job satisfaction. It is therefore essential to understand the relationship between organizational cultures, leadership behaviour and job satisfaction of employees.

How innovativeness persuades Conservative Party UK?

There is a direct link between leadership in Conservative Party and innovativeness. If we take examples of the recent developments, it is evident that the conservative party and its leadership has shown interest in innovativeness, and has made easier for businesses to conduct their business. There has been a certain amount of pressure from the groups which have at times hindered the efficacy of their actions. But this is a broad opinion and I would not say that they are to blame entirely for that entirely

There has been a certain amount of pressure from the groups which have at times hindered the efficacy of their actions. However, this is a broad opinion and I would not say that they are to blame entirely for that entirely. It does not solve the issue, it rather delays it. For me, voting for a Conservative Party is a huge no-no and some reason, rest of the supporters of the party do not see that’.

Interview Transcript - Participant 5

What do you think about Leadership?

Participant suggested,

Leadership is about encouragement and motivation, as leaders motivate and engage so that employees can work together, without them there would be no harmony, and everyone would be doing their job in complete isolation, which may be due to a range of factors – cultural, social and even religion. However, leaders reduce and eliminate their barriers so that everyone can learn about their existing differences, and to assure that these differences must be reduced for personal and professional development. I simply want to say that without leaders, an organisation cannot be acknowledged as effective or efficiency, as they are the ones paving the way the employees, and encouraging them to work as a team, rather than working in isolation.

How important is leadership?

As I said previously, leaders reduce and eliminate their barriers so that everyone can learn about their existing differences, and to assure that these differences must be reduced for personal and professional development. I simply want to say that without leaders, an organisation cannot be acknowledged as effective or efficiency, as they are the ones paving the way the employees, and encouraging them to work as a team, rather than working in isolation.

What is prevalence of relationship between the organisational and political leadership?

I believe that smart and effective global leaders have tried to minimize the use of threats, which has helped them in establishing relationship based on trust and confidence. But this is quite different in the case of Trump, as he only trusts people that praise him, as he does not have the capability to take criticism, and whenever he does; he responds by name-calling and demeaning insults. So basically, there is a relationship between leadership and politics.

Are leadership qualities necessary in politics?

Political leadership is quite relevant in the multicultural society we live in, whenever we see any political leader giving a speech or statement, he/she is clearly portraying their leadership style; for instance, the Can-do-attitude of Donald Trump has made him the centre of attention, but I believe that the President of United States has been relying on his coercive power to counters the enemy, and this is the actual threat of his leadership style.

Who is a great political leader?

Donald Trump has made him the centre of attention, but I believe that the President of United States has been relying on his coercive power to counters the enemy, and this is the actual threat of his leadership style. I believe that smart and effective global leaders have tried to minimize the use of threats, which has helped them in establishing relationship based on trust and confidence.

To what extent effective leadership is interlinked with the economic development?

Participant stated,

In my opinion political parties are greatly affected by the status of the country's economy, if the economy is not developed then the political parties have to face difficulties regarding economic development and all their efforts will be focused on economic development. But on the other hand, if the economy of a country is strong then political parties can focus on making such policies and arrangements that will provide common people with more opportunities to work more effectively, thus developing the country.

As economic development means that all common people of the country must be provided with equal resources and good standards, the political leaders of the country should take essential steps to confirm the equal distribution of resources. Political leader should work on the prosperity of the economy by using the available resources rather than wasting time and effort on those resources that are not present.

Which leadership style the political leaders of Conservative Party of the UK should adopt?

Participant responded that

The failure to effectively communicate a vision of what the leader wants the country to look like and what its role in the world should be. The leader of the conservative political party has made it much more difficult to persuade her colleagues in Parliament to accept compromises. The entire conservative party has suffered all this time in part as no other person wanted to take on the heavy responsibility that was carried by their leader with resilience and determination.

What is the relationship between the structure and the leadership?

The structure of a political organisation that considers the inclusion of all members, their ideas, and their perceptions to make the most informed decisions are often successful. This is an indication that they consider it necessary to communicate. Communication and an all-encompassing approach is a vital aspect of the efficient management of a political organisation.

To what extent culture is important in leadership for organisations?

The multicultural society has pressured and enforced the leaders into playing an important role in the creation of corporate culture, where they can advocate. I believe that this has been done and achieved by remaining highly focused, which has helped them in leading their teams and even themselves to assure that outstanding and remarkable alignments.

Why culture is important in the leadership and organisation?

I believe considering the given situation that the consistent alignment should not only be reflected in how the team recognizes the elements of how the company adapts to the environment, such as corporate strategy but also how to understand all aspects of internal coordination such as having a common language, understanding of power and status, standards of employment, rewards and punishments, etc.

How innovativeness leads conservative party UK?

I did notice a significant shift in the mind-set of the Conservative Party in certain instances. Like, if we take the case of employment relations, the party began to see the unions a bit differently. It unreservedly started to impose restrictions on the freedom and behaviour of these unions through legislation.

The unions enjoyed a certain degree of freedom previously due to the legislative immunities. This was previously a minority view that trade unions escaped the clutches of institutionalised law. This began to change with the innovative leadership of the Tory/Conservative Party as we clearly saw that they stood for different ideals in comparison to their predecessors.

Interview Transcript - Participant 6

What is Headship for organisations?

Participant suggested,

Organisations are surviving because of their leaders given the current intensity of competition, where leaders continually monitor and analyse the given circumstances, and decide on the practices and policies that must be employed for survival, growth and profitability. This makes their presence to be very effective.

How headship is effective in organisations?

Organizational leadership requires developing an understanding of your own worldview as well as the worldviews of others. Worldview is a composite image created from the various lenses through which individuals view the world. It is not the same as identity, political stance, or religious viewpoint, but does include these things. It incorporates everything an individual believes about the world, combining the tangible and the intangible.

why Organisational and political leadership are necessary?

Yes, obviously. When it comes to politics, political leaders do have adopted a range of leadership styles, as these styles have helped them in policy development, while assuring that the policies that they are proposing are adopted, and this can only be achieved through influence and communication – both of the aspects are highly important for an effective leadership.

Which leadership qualities are necessary for politicians?

A political leader does not make promises without coverage, he/she does not talk about infrastructure plans that do not translate in reality; this means that they make promises that are real, which helps them to connect with the people and this influences them to trust the political leader.

Who is an effective politician?

I believe that the President of United States has been relying on his coercive power to counters the enemy, and this is the actual threat of his leadership style. I believe that smart and effective global leaders have tried to minimize the use of threats, which has helped them in establishing relationship based on trust and confidence.

In what manner effective leadership drives economic development?

Participant stated,

If the economy of a country is strong then political parties can focus on making such policies and arrangements that will provide common people with more opportunities to work more effectively, thus developing the country. Political leader should work on the prosperity of the economy by using the available resources rather than wasting time and effort on those resources that are not present

As economic development means that all common people of the country must be provided with equal resources and good standards, the political leaders of the country should take essential steps to confirm the equal distribution of resources. In my opinion political parties are greatly affected by the status of the country's economy, if the economy is not developed then the political parties have to face difficulties regarding economic development and all their efforts will be focused on economic development.

Which leadership attributes are necessary for political leaders of Conservative Party of the UK?

Participant responded that

Her decision to work her base with her Brexit plans meant losing the scope to reach across the aisle. This further indicates losing an opportunity to develop a cross-party approach that might have been more durable. It also left her at the mercy of her increasingly disruptive backbenches.

What is the relationship between structure and political leadership?

The structure of a political organisation that considers the inclusion of all members, their ideas, and their perceptions to make the most informed decisions are often successful. This is an indication that they consider it necessary to communicate. Communication and an all-encompassing approach is a vital aspect of the efficient management of a political organisation.

How political leadership and organisations cope up with culture?

The multicultural society has pressured and enforced the leaders into playing an important role in the creation of corporate culture, where they can advocate. I believe that this has been done and achieved by remaining highly focused, which has helped them in leading their teams and even themselves to assure that outstanding and remarkable alignments.

I believe considering the given situation that the consistent alignment should not only be reflected in how the team recognizes the elements of how the company adapts to the environment, such as corporate strategy but also how to understand all aspects of internal coordination such as having a common language, understanding of power and status, standards of employment, rewards and punishments, etc.

How innovations guide leadership in conservative party UK?

Participant elaborated on the link by reflecting on the inspirational motivation and suggested, "The leader of Conservative Party UK have relayed the vision to the public and subordinates in an inspiring manner. The leader tends to communicate optimism regarding accomplishment of goals. This is beneficial since the leader communicate expectations and results clearly

How Party can make innovative leaders?

Though in recent years, the so-called claims of David Cameron to make Great Britain greater still' have left much room to desire. I have seen myself that once Science used to be at the forefront of the funding due to which UK had significant clout within the scientific community. People came from all over the world to study in this place. During the recent years, there has been a marked decrease in their spending; by 15%, which is significant from where I see things shaping up for UK in the long run. This budget cut poses a major threat to the British scientists and we could soon lose our scientific standing in the world'

Interview Transcript - Participant 7

What Leadership is concerned with?

Participant suggested,

Leaders are only effective when they respond to the needs and demands of the people, if they fail to do so they might not be followed by the people, but instead the people would be more interested in following someone that has the same level of interest in meeting their demands and needs.

What is the need of effective leadership?

So, basically leadership has a minor role of influencing, but the major role is associated with addressing the needs and demands of the people, without whom they cannot achieve their goals. The point here is leaders cannot influence people, if they cannot feel what people needs, and if they fail to do so there would be no reason for the people to follow him/her.

What is association of leadership in political organisations?

Leadership has the same relationship with organisations, as it has with the politics. Leaders in political arena have also shown resilience and commitment, and the ways through which they perform their duties and responsibilities like decision-making clearly reflect that even they have relied upon leadership styles.

What is necessity of leadership in politics?

Political leadership is quite relevant in the multicultural society we live in, whenever we see any political leader giving a speech or statement, he/she is clearly portraying their leadership style; for instance, the Can-do-attitude of Donald Trump has made him the centre of attention

Which political leader is influential effectively?

Trump, as he only trusts people that praise him, as he does not have the capability to take criticism, and whenever he does; he responds by name-calling and demeaning insults. So basically, there is a relationship between leadership and politics.

How effective leadership brings development of the country economically?

Participant stated,

If a new leader is elected and the economy is facing crises then the political leader will have to make drastic decisions for the development of the economy and if the leader is lacking to develop the economy then there is a good chance that the political party will crash

What effective leader should do for economic prosperity?

To save the economy from crises, political leaders play an essential and vital part and in case the economy is facing crisis the political leader should be able to take necessary measures. It is observed that political leadership and economic development both have vital effect on the wellbeing of each other. Economy of a country often takes a turning point because of the performance of the political leaders. Where political leaders have both positive and negative impact on economic development, economic development also affects the political leaders by its development or challenges faced during development.

Which political leaders can be successful Conservative Party of the UK?

Participant responded that

The leaders of a conservative political party have some major concerns as leaders. The party informs its followers what it has decided rather than considering if the followers would agree with this decision. This closed style of leadership may work well in some cases but it, definitely was not suitable when making decisions regarding the issue of Brexit.

In what ways organisational structure has an impact on political leadership?

An effective leader can impact the organization's structure by developing the leadership dimensions of experience, problem solving ability, personality and self-awareness.

A person with a degree in organizational leadership can be expected to fill a management or leadership role in an organization that has to constantly be prepared for change. These roles may be in human resources or more supervisory positions that are industry-specific. The good thing about OL is that it is needed for all types of organizations.

Why culture influences political leaders?

The culture within an organisation is very important, playing a large role in whether it is a happy and healthy environment in which to work. In communicating and promoting the organizational ethos to employees, their acknowledgement and acceptance of it can influence their work behaviour and attitudes. When the interaction between the leadership and employees is good, the latter will make a greater contribution to team communication and collaboration, and will also be encouraged to accomplish the mission and objectives assigned by the organization, thereby enhancing job satisfaction.

What is role of culture in organisation and politics?

I believe because organizational culture reflects the values, beliefs and behavioural norms that are used by employees in an organization to give meaning to the situations that they encounter, it can influence the attitudes and behaviour of the staff. Understanding the organization's core values can prevent possible internal conflict, which is the main reason for our research into these cultural issues. Culture and leadership are an important and interesting concept, where western culture is more like Chess and the eastern culture is more like Mah-jong. I believe that people playing chess has helped them in reflecting their unanimity of the outside world; whereas I believe that playing mah-jong has helped leaders to advocate self-touching. Not just this, there are some unspoken set of rules wherever you go; for instance, Chinese are punctual and Brits aren’t. So leaders can use this information to ensure that the differences are well-understood before they make any decisions.

How innovation creates leadership qualities in Conservative party UK?

A sound political leadership has a healthy mix of integrity and charisma, while also equipped with diligently assessing the situation and taking a decision that safeguards interests for the greater good. But that’s not the end of it. I also believe that they should also bring modernistic values and innovativeness within their ecosystem that sets them apart

Who can be regarded as innovative leader?

There is a direct link between leadership in Conservative Party and innovativeness. If we take examples of the recent developments, it is evident that the conservative party and its leadership has shown interest in innovativeness, and has made easier for businesses to conduct their business.

Interview Transcript - Participant 8

What is Leadership?

Participant suggested,

A leader must have the skills and competencies to judge the situation that can be leveraged to create a balance between short-term and long-term decisions, as this can help in ensuring that immediate issues and challenges are addressed, while having a sufficient plant at work to assure that the long-term challenges can be addressed in most proactive manner.

Why effective leadership is important?

Leaders are not good, if they cannot make decisions that work in favour of the people, by this I mean that leader can only be effective if he/she understand what needs to be done, but this does not mean that every decision to be made is short-sighted.

How organisational and political leadership interact?

Because organizational politics are so deeply linked to leadership and management, professional relationships, procedures and resolutions are directly impacted by it.

Why leadership qualities significantly necessary in politics?

The decisions you make, the agendas you establish, and how you motivate and inspire employees are keys to managing the company's political climate. Understanding political behaviours and utilizing the leadership style necessary to manoeuvre employees toward company objectives is critical to squashing organizational politics and enhancing your credibility as an effective leader. This can be achieved through keen observation, maintaining a fair and objective viewpoint, leading by example, and keeping employees focused on the big picture: to work in the best interest of the organization rather than self-interest.

Who is a great political leader?

Putin's presidency did not operate in a vacuum, and too often easy judgements are made on the basis of a decontextualized absolutism of principles which fails to engage with the real challenges faced by the Russian government during Putin's watch at the helm of the Russian state. The contradictions of Putin's leadership reflect those of the society he led. Not only was

the historical legacy a difficult, and indeed contradictory, one, with the Soviet period endowing the country with a distinctive economy and society.

How economic development of the country can be ensured with leadership?

Participant stated,

According to me a leader must possess the ability to inspire and encourage the people of the country to achieve different goals by his own actions. Moreover, leader should pay attention to the problems faced by common man on daily basis and also listen to the suggestions of the people to solve their problems.

What do you think a good and effective leader should do?

By doing so the people will know that they are of great importance to the leader. A mutual understanding must be developed between the leader and the people so that they both should know what the other party desires? And can focus their efforts to accomplish a common goal. As uneducated leaders are not able to reduce the disputes and problems present among the people. They are also not capable of utilizing the resources in the best profitable manner possible. Because of the presence of leaders having poor leadership qualities corruption starts growing at a high rate and corruption is the reason that can completely destroy the economy of a country.

Which leader would Conservative Party UK successful?

Participant responded that

May keep a relatively low profile in comparison to David Cameron or Boris Johnson. In the case of Brexit, her relentless drive to achieve the Brexit deal was, "I have been clear Brexit means Brexit". The handling of Brexit by Theresa May can be considered as a classic case of bad leadership.

How organisational structure associates with leadership?

The leadership style of a political leader that allows for communication and continued fluidity while considering a greater number of opinions from the members when making decisions are often successful in getting support from the wider population across the country.

To what extent culture influences the political leadership and organisations?

The society has pressured and enforced the leaders into playing an important role in the creation of corporate culture, where they can advocate. I believe that this has been done and achieved by remaining highly focused, which has helped them in leading their teams and even themselves to assure that outstanding and remarkable alignments.

How culture affects leadership and organisation?

I believe Culture and leadership are an important and interesting concept. Leadership implies authority in the broadest sense of the word and not simply the power to wield the stick. It is based on objective factors, such as managerial ability, and more subjective characteristics that include personal qualities of the leaders. The factors are of even greater importance given the current emerging culture of the nurse who has a clear and assertive vision about the nature of clinical practice.

What is role of innovation in the leadership of Conservative party UK?

For all intents and purposes, Theresa May did not see a lot of things coming. This does not really make her an ideal candidate as a PM in my opinion. She failed to bring about new policy changes and terms and conditions regarding Brexit deal. This deal was highly anticipated to address the issues that would arise after UK would exit EU.

Who is an innovative leader?

May goes on to bring a rehashed deal with next to none points that would not interest her opposition. Not only that, EU awaits her so-called new deal which still has yet to see the light of the day. She basically threw the kitchen sink in an effort to tie up the loose ends. I have started to see that in this current political climate, there is not room for improvement. I think science will most probably take a back seat during their tenure.

Interview Transcript - Participant 9

What headship in organisation and political parties actually is?

Participant suggested,

A simple definition of leadership is the ability and willingness to take ownership of the organization (or the component of the organization that one is charged with managing), combined with an intrinsic drive to do what is best for the organization. However, for leadership to be effective, it must be built on a solid foundation consisting of a clear mission, a vision for the future, a specific strategy, and a culture conducive to success. New leaders need to understand that these concepts are essential for effectiveness and personal growth.

What is value of effective leadership in organisation?

In addition to cultivating a conducive environment that is built on a strong foundation, effective leaders must exhibit specific skills and attributes to achieve the goals of the organization. These traits include excellent communication skills, empathy and emotional intelligence, team-building skills, an understanding of the competitive landscape, strategic thinking, and courage, although this list is by no means exhaustive.

What is the relationship between the organisational and political leadership?

People respond to their perceptions of reality, not to reality itself. Likewise, politics in organizations should be understood in terms of what people think of it rather than what it actually represents. These ideas were replicated extensively and advocated. Workplace politics was perceived as self-serving behaviour by employees to achieve self-interests, advantages, and benefits at the expense of others and sometimes contrary to the interests of the entire organization or work unit. This behaviour was frequently associated with manipulation, defamation, subversiveness, and illegitimate ways of overusing power to attain one's objectives

What is the importance of leadership in politics?

Among the public, men and women have somewhat different views about which leadership qualities are most important and about whether male or female leaders' best embody those qualities. There are also wide partisan gaps. Women and Democrats are more likely to view female leaders as stronger than their male counterparts on a range of leadership qualities in both the political and business realms.

Who is a great political leader?

Just about everywhere one looks, at least one – and often many more than one – of what I would regard as the essential attributes of responsive and effective political leadership have gone missing. Putin was heir to the Yeltsin tradition, with all of its achievements in establishing the rudiments of independent Russian statehood, a market economy and democratic institutions, as well as its failings, notably its focus on Byzantine court politics and the insulation of the regime from popular accountability. Putin was also the legatee of the counter-movement that sought to restore the prerogatives and integrity of the state, and to shift towards a modified developmental model. Although committed to the market, belief in the spontaneous self-correcting facilities of the capitalist market was severely tested.

How leadership is interlinked with the economic development?

Participant stated,

According to me a leader must possess the ability to inspire and encourage the people of the country to achieve different goals by his own actions. Moreover, leader should pay attention to the problems faced by common man on daily basis and also listen to the suggestions of the people to solve their problems. People will know that they are of great importance to the leader. A mutual understanding must be developed between the leader and the people so that they both should know what the other party desires? And can focus their efforts to accomplish a common goal.

What effective leader should do?

It is often the case that people don't want to be leaders for fear of rejection. Leaders are able to rise above this natural fear and lead by the example of adding value to an organization. Managers and leaders are not the same. Leaders possess strategic thinking and not only an understanding of the vision of an organization, but also the ability to effectively carry out and communicate that vision. Anyone, anywhere, at any level can be a leader. Effective leaders identify the appropriate leadership theory for a given situation. In some instance a leader may use a combination of Theories X and Y. This determination is context sensitive. Consider the following levels of "Level Three Leadership" and associated tactics.

Which leadership is beneficial for Conservative Party of the UK?

Participant responded that

The failure to effectively communicate a vision of what the leader wants the country to look like and what its role in the world should be. The leader of the conservative political party has made

it much more difficult to persuade her colleagues in Parliament to accept compromises. The entire conservative party has suffered all this time in part as no other person wanted to take on the heavy responsibility that was carried by their leader with resilience and determination.

How organisational structure is associated with political leadership?

The leadership style of a political leader that allows for communication and continued fluidity while considering a greater number of opinions from the members when making decisions are often successful in getting support from the wider population across the country.

In what ways culture influences the political organisations and leadership?

The Conservative Party has a similar structure to the Labour Party. There is a main Board of the Party on which the Party leader sits, the National Convention and then constituency associations. Organising the grassroots level, selecting parliamentary candidates and planning election campaigns is the responsibility of constituency associations. The branches below the constituency associations correspond to local council ward.

What role culture plays in the political leadership and organisation?

Leaders form culture, which is the result of their unique talent, which I believe, is reflected through their ability to understand and apply culture. I believe Culture and leadership are an important and interesting concept. Leadership implies authority in the broadest sense of the word and not simply the power to wield the stick. It is based on objective factors, such as managerial ability, and more subjective characteristics that include personal qualities of the leaders. Like others, I also believe that destroying a culture that is considered to be no longer functioning is the highest performance of leadership, which is the reason leaders have challenged the status quo, even it has brought them negative attention from others. The factors are of even greater importance given the current emerging culture of the nurse who has a clear and assertive vision about the nature of clinical practice.

How innovation is in association with leadership of the conservative party UK?

I have seen myself that once Science used to be at the forefront of the funding due to which UK had significant clout within the scientific community. People came from all over the world to study in this place. During the recent years, there has been a marked decrease in their spending. This was previously a minority view that trade unions escaped the clutches of institutionalised

law. This began to change with the innovative leadership of the Tory/Conservative Party as we clearly saw that they stood for different ideals in comparison to their predecessors.

What is role of innovative leader?

All I see are just glossed claims about doing this and doing that. Where are the results? I believe 'seeing is believing' and the Conservative Party does not have much to show for. Doing lip service only goes so far. I have started to see that in this current political climate, there is not room for improvement. I think science will most probably take a back seat during their tenure. What is my evidence? You can check out the recent events'

Interview Transcript - Participant 10

What do you think Leadership actually is?

Participant suggested,

Organisations are surviving because of their leaders given the current intensity of competition, where leaders continually monitor and analyse the given circumstances, and decide on the practices and policies that must be employed for survival, growth and profitability. This makes their presence to be very effective. This means that leaders not only reduce the resistance, but they also encourage the people to work in team – all of these factors cannot be achieved by individuals given the current circumstances and situations.

How important is effective leadership?

Leadership has a minor role of influencing, but the major role is associated with addressing the needs and demands of the people, without whom they cannot achieve their goals. The point here is leaders cannot influence people, if they cannot feel what people needs, and if they fail to do so there would be no reason for the people to follow him/her.

Do you think there is any prevalence of relationship between the organisational and political leadership?

Donald Trump and his leadership is undoubtedly unusual, he has constantly leveraged his celebrity status and successful entrepreneurial skills to prove himself worthy of being a political leader, and this is the exact reason that he has consistently given shameless remarks on not just his political opponents, but people that he has never met. I believe that this leadership style is quite toxic, as it intends to escalate tension between political leaders, which Trump has exceptionally used in his favour to gain popularity. Not just this, I believe that Trump is also well aware of the fact that his success as a business leader will make him an effective political leader; however, it does not change the fact that he does not have experience as a political leader, so it can be assumed that it is impossible to determine whether he can become an effective political leader, so this is an effective illusion.

Are leadership qualities significantly necessary in politics?

I believe that smart and effective global leaders have tried to minimize the use of threats, which has helped them in establishing relationship based on trust and confidence. But this is quite different in the case of Trump, as he only trusts people that praise him, as he does not have the

capability to take criticism, and whenever he does; he responds by name-calling and demeaning insults. So basically, there is a relationship between leadership and politics.

Who do you think is a great political leader?

I believe that this leadership style is quite toxic, as it intends to escalate tension between political leaders, which Trump has exceptionally used in his favour to gain popularity. Not just this, I believe that Trump is also well aware of the fact that his success as a business leader will make him an effective political leader; however, it does not change the fact that he does not have experience as a political leader, so it can be assumed that it is impossible to determine whether he can become an effective political leader, so this is an effective illusion.

To what extent effective leadership is significantly interlinked with the economic development of the country?

Participant stated,

According to my belief leaders pay an important and essential role for economic development. The economy of a country suffers a tremendous loss if poor or uneducated leaders are present. When leaders are not able to provide citizens with their desired resources a mutual understanding is not developed between the leaders and citizens. Because of this both citizens and leaders cannot work together towards a common goal.

What do you think a good and effective leader should do?

As uneducated leaders are not able to reduce the disputes and problems present among the people. They are also not capable of utilizing the resources in the best profitable manner possible. Because of the presence of leaders having poor leadership qualities corruption starts growing at a high rate and corruption is the reason that can completely destroy the economy of a country.

What do you think, which leadership style should be adopted by the political leaders and especially in the Conservative Party of the UK?

Participant responded that

The leaders of a conservative political party have some major concerns as leaders. The party informs its followers what it has decided rather than considering if the followers would agree

with this decision. This closed style of leadership may work well in some cases but it, definitely was not suitable when making decisions regarding the issue of Brexit.

What is the relationship between the organisational structure and the associated political leadership?

The leadership style of a political leader that allows for communication and continued fluidity while considering a greater number of opinions from the members when making decisions are often successful in getting support from the wider population across the country.

To what extent culture influences the political leadership and organisations?

The Conservative Party has a similar structure to the Labour Party. There is a main Board of the Party on which the Party leader sits, the National Convention and then constituency associations. Organising the grassroots level, selecting parliamentary candidates and planning election campaigns is the responsibility of constituency associations. The branches below the constituency associations correspond to local council ward.

What is the significance of culture in the political leadership and organisation?

Leaders form culture, which is the result of their unique talent which I believe is reflected through their ability to understand and apply culture. I believe Culture and leadership are an important and interesting concept. Leaders have played an important role in the formation of organisational culture, which was quite evident from her response, where she suggested, “Leaders have been able to perceive the underlying assumptions that are actually existing in the team, which allows them to intervene as per the requirement i.e. out of necessity, instead of just intervening out of their habit. This overall relationship is further supported through the informal communication with people that further helps them in understanding their true thinking, and observing employees' spontaneous reactions to dealing with vague areas and emergencies are important ways to discover the basic assumptions of the team. I believe that this gives them a basic understanding of the assumptions that helps them in finding and acting on the behaviours of different levels of managers that lead to these basic assumptions.

How the innovativeness is substantially associated with the leadership qualities of the conservative party UK?

Though in recent years, the so-called claims of David Cameron to make Great Britain greater still’ have left much room to desire. I have seen myself that once Science used to be at the

forefront of the funding due to which UK had significant clout within the scientific community. People came from all over the world to study in this place. During the recent years, there has been a marked decrease in their spending; by 15%, which is significant from where I see things shaping up for UK in the long run. This budget cut poses a major threat to the British scientists and we could soon lose our scientific standing in the world

What is the idea of an innovative leader?

Leadership skills are grown over time in a progressive fashion. At the start of one's career, an individual typically works in a technical area and distinguishes himself or herself through technical expertise, outcomes, and innovation. A senior leader will be required to understand the competitive environment, macroeconomic trends affecting the practice of medicine, and upcoming regulatory changes. In addition, a strategic leader will need to keep a constant eye on the competition. Positioning the organization for success in a rapidly changing environment with fast-moving competitors is one of the primary responsibilities of the senior strategic leader.

Interview Transcript - Participant 11

Why headship is important?

To lead a group of people or an organization." But it's not as simple as that. Leaders throughout every rung of the organization ladder are integral to the overall success of the business. Effective leadership is about executing the company's vision (or redefining and improving it, in some cases) and setting the tone and the culture for that particular organization. Leadership means creating and planning, securing resources, and looking out for and improving errors. Leadership is about motivating people to work together and cooperate with themselves and in some cases, other teams, to achieve a certain goal.

What role effective leadership plays in organisation?

Effective leadership shines not only when the going is good, but also (even more so, sometimes) when things are rough. They're respected (not feared) by the people around them, who in turn, become motivated to work harder and make more significant contributions to the betterment of the organization as well. Leadership is not about working towards a goal single-handedly. In fact, leadership is about inspiring and motivating people to work together towards a goal.

What is the role and driving relationship of organisational and political leadership?

To both aspire to and acquire political leadership has always required a degree of self-belief that defies normal human inhibition. But what seems to be required nowadays is an almost pathological ability to stay unmoved by what people think and say about you. Despite the personal risks involved, there never seems to be a shortage of candidates for these positions. So, what are the attributes, self-belief apart, we should reasonably look for in choosing between them?

Is leadership skill necessary in political leadership?

Serious intellectual ability should go without saying, even if there are an army of electors in the US and elsewhere currently in denial. But while intellectual firepower may be a necessary condition. These ability to connect, to understand where others are coming from (though not necessarily to sympathise with their positions) and to see how they are seeing you, is probably the important temperamental attribute a leader could have. Not least, this is because a lack of empathy is often (going to the next three attributes on my list) what lies behind poor judgment about people and situations, administrative dysfunctionality and poor communication skills.

Who do you think is a great political leader?

Trump's deterioration of established norms, both domestically and abroad, has been the subject of disdain, fear and intense criticism, I believe he is actually the best person to be leading the US right now. Trump's presidency is causing Americans to take a harder look at what they expect from their government, both in the White House and on Capitol Hill. Some of the ways in which this is happening are very subtle, but important, and will ultimately have a positive impact on American democracy. Trump's presidency is waking up Americans, including those in Congress, to the ills of unopposed expansion of executive power. In just two years in office, Trump has implemented over 90 executive orders, often for controversial policies that would be laborious to pass through Congress. His decision to declare a national emergency to secure funding for the border wall is just the latest, glaring example of this trend.

How effective leadership fulfils the need of economic development of the country?

Serving with your heart is the critical component for becoming a leader who people will want to follow. In our increasingly distracted, stressful and uncertain world, it is ever more challenging to stick to principles and to act confidently on those beliefs. When you serve with your heart, you feel it, those you serve feel it, and the world around you feels it. It leads to people to accept you despite your mistakes, to take risks with you despite the hurdles, and to follow you with loyalty through the ups and downs of organizational life.

How effective leader perform their functions?

Effective leadership is essential to a functioning society. The fact remains true in organizations and businesses. It's basically impossible for a company to continue to evolve and grow with the times without effective leadership. Especially during this time where digital technology is changing every aspect of how business is being done and how customers are engaging with brands, a brand without effective leaders will be like a ship sailing without a captain directing which way to go.

Which leadership can be beneficial for the political leaders working in Conservative Party of the UK?

Being a good leader isn't something everyone can do. It's not easy. Every effective leader needs to possess and/or work towards their goals and vision. Good leaders are keys to improved productivity and morale among members of an organization. So, what makes an effective leader? Many good leaders share several traits and attitudes. Effective leadership is about not wasting time. That includes the time needed to make decisions. More often than not, so much time can be wasted in the decision-making process that many opportunities are missed. Production

sometimes even comes to a halt. Good leaders are all about making informed decisions, but are always mindful of the timeframes involved. And once a decision is made, they commit to it and see things through. They realize that putting-off important decisions can have significant effects on an organization's productivity and growth.

How significance of organisational structure can work for the betterment of political and organisational leadership?

The fact that employees and leaders in an organization are involved in idea generation and implementation makes the incorporation of the concept of organizational structure in this study very important. Organizational structure (organic and mechanistic) is comprised of leadership styles (transactional and transformational) and relationship style (between the organization and supervisors; the organization and employees; the supervisors and the employees; and among the employees). The interplay of the leadership and relationship styles can positively or negatively impact the employees' innovativeness.

How culture can be an influential factor for the political leadership and organisations?

To be a good leader, you have to be a good communicator. As a leader, you have to communicate your intent every chance you get, and if you fail to do that, you will pay the consequences. Development of an organizational culture is related to the behaviour of its leaders and leadership behaviour and job satisfaction will depend on the organizational context

Culture is socially learned and transmitted by members; it provides the rules for behaviours within organizations. The definition of organizational culture is of the belief that can guide staff in knowing what to do and what not to do, including practices, values, and assumptions about their work. The core values of an organization begin with its leadership, which will then evolve to a leadership style. Subordinates will be led by these values and the behaviours of leaders, such that the behaviour of both parties should become increasingly in line. When strong unified behaviour, values and beliefs have been developed, a strong organizational culture emerges. Leaders have to appreciate their function in maintaining an organization's culture. This would in return ensure consistent behaviours between members of the organization, reducing conflicts and creating a healthy working environment for employees.

How innovative leader substantially associate leadership in Conservative Party UK?

Theresa May did not see a lot of things coming. This does not really make her an ideal candidate as a PM in my opinion. She failed to bring about new policy changes and terms and conditions regarding Brexit deal. This deal was highly anticipated to address the issues that would arise after UK would exit EU. She went on to bring a rehashed deal with next to none points that

would not interest her opposition. Not only that, EU awaits her so-called new deal which still has yet to see the light of the day. She basically threw the kitchen sink in an effort to tie up the loose ends.

A sound political leadership has a healthy mix of integrity and charisma, while also equipped with diligently assessing the situation and taking a decision that safeguards interests for the greater good. But that's not the end of it. I also believe that they should also bring modernistic values and innovativeness within their ecosystem that sets them apart. The unions enjoyed a certain degree of freedom previously due to the legislative immunities. This was previously a minority view that trade unions escaped the clutches of institutionalised law.

Interview Transcript - Participant 12

What Leadership actually is important for organisations and politics?

Leadership is known to have a major stimulus on the performance of organizations, managers and employees. Organizational leadership starts with the idea that the capability to stimulate people to accomplish tasks in a specific time with the help of motivational approaches instead of Control or supremacy. However, it connects leadership with added informal influence, control and reduced formal authority, which embrace the political environment in organizations.

How leadership can be effective and how important can it be?

Effective leaders identify the appropriate leadership theory for a given situation. In some instance a leader may use a combination of Theories X and Y. This determination is context sensitive. Consider the following levels of "Level Three Leadership" and associated tactics. Manager may have been delegated responsibility over many individuals, but in failing to exhibit the cornerstones of leadership or not possessing the requisite strength, ethics, communication, or grasp of worldviews, that manager is not a leader. In fact, that manager may very well manage a leader who does possess leadership traits. Leaders possess strategic thinking and not only an understanding of the vision of an organization, but also the ability to effectively carry out and communicate that vision. Anyone, anywhere, at any level can be a leader.

Do you think of relationship between the leadership in politics and organisations?

Grand perceptions of organizational politics caused by the absence of minimal justice and fairness that is why loaded organizational performance. Sound judgment is obviously indispensable, although making the right call is often much easier with hindsight than in the heat of the moment. It's a matter of acting, and being seen to act, in a way which weighs the available evidence, listens to competing arguments, knows who is most worth listening to, is measured rather than impulsive, and learns from experience and the mistakes that inevitably will be made. None of this means avoiding all risks – that way lies total inertia – but it does mean calculating those that are taken. Basic organisational and time management skills are much more important than is usually recognised, given the number of the balls that every leader has to keep in the air simultaneously, the number of advisers and supplicants pressing for access, and the necessity to constantly prioritise and re-prioritise activity.

What is importance of Leadership qualities in political parties and organisations?

Leaders who lack those skills, and don't compensate by accepting the discipline of those around them who do have them, are ones who (as Kevin Rudd found despite his stellar intellect and other attributes) quickly wear out their welcome with colleagues and other stakeholders. But it

has certainly characterised the very best of them, perhaps nowhere more obviously than Hawke and Keating, with their very sophisticated narrative – crafted early in the life of their Labour Governments and sustained over 13 years – built around the themes of very dry, productivity and competitiveness-focused economic policy; very warm, moist and highly compensatory social policy; and strongly liberal internationalist (both globalist and patriotic!) foreign policy.

Which political leader is effective?

Trump's presidency is fostering greater electoral participation across the country, helping to establish a government more representative of the nations' changing demographics. The 2018 midterm elections saw a surge in voter turnout, including among young and first-time voters, as well as minorities and women; these trends portend a healthy future for democracy in America. As Trump himself even praised during his State of the Union address, his presidency catalysed a record number of women in Congress.

How leadership can be effectively interlinked with the development of the country economically?

Leaders play a key role in economic development by establishing a locally-based vision and implementing this vision with coordinated public policies, strategic partnerships, supportive infrastructure and an efficient regulatory environment. Political leadership can mean all sorts of things. It can take different forms the single pre-eminent figure, the triumvirate such as that which took over from Stalin, the junta of a few generals as in Argentina, the almost anonymous "collective leadership" which succeeded Tito in Yugoslavia, or even the top cadres of a totalitarian party or the upper echelons of a broad elite-and it can perform different functions. I propose to distinguish three major functions of political leadership which I shall call authority, inspiration and management. Most leaders perform all three functions in some degree, but the one or the other tends to dominate, to put its stamp on the particular case.

In what ways leader can become effective in nature?

The basic function of political leadership is to hold the society together, to use the powers of the state for the maintenance of law and order and for defence against external threat. There are situations in which the price of national unity may become too high, as happened when Bangladesh broke away from Pakistan; and a society is unlikely to be a good one in which enforcement of law and order becomes the dominant purpose of government.

What do you think, which leadership style will be suitable for Conservative Party of the UK to be effective?

Many good leaders share several traits and attitudes. Effective leadership is about not wasting time. That includes the time needed to make decisions. Good leaders are all about making informed decisions, but are always mindful of the timeframes involved. There is a main Board of the Party on which the Party leader sits, the National Convention and then constituency associations. Organising the grassroots level, selecting parliamentary candidates and planning election campaigns is the responsibility of constituency associations. They realize that putting-off important decisions can have significant effects on an organization's productivity and growth.

What is the relationship between leadership in politics and structure in organisations?

The organization structure is a framework of roles, responsibilities, authority and communication relationships that are deliberately designed to accomplish an organization's tasks and achieve its objectives. The organization structure is also called the organization chart/organogram. Knowledge can be leveraged by means of organizational structure to facilitate the flow of organizational knowledge. This organizational knowledge is generated by knowledge workers via learning in knowledge-based or innovative organizations. It is generally accepted that leadership/managerial style supports innovation or knowledge management initiatives which in turn results in perceived benefits.

How culture can be influencing leadership and political organisations?

Organizational culture expresses shared assumptions, values and beliefs, and is the social glue holding an organization together. A strong culture is a system of rules that spells out how people should behave. An organization with a strong culture has common values and codes of conduct for its employees, which should help them accomplish their missions and goals. Work recognition and job satisfaction can be achieved when employees can complete the tasks assigned to them by the organization.

How culture is important in the political leadership and organisation?

The core values of an organization begin with its leadership, which will then evolve to a leadership style. When strong unified behaviour, values and beliefs have been developed, a strong organizational culture emerges. Leaders have to appreciate their function in maintaining an organization's culture. People will have an extreme reaction to the leader"; "Followers will sacrifice themselves for the leader and/or the leader's vision"; "The leader is motivated by the accomplishment of his vision"; and "The leader will take into account the needs of the

organization in his decision making." This would in return ensure consistent behaviours between members of the organization, reducing conflicts and creating a healthy working environment for employees.

How innovation drives leadership qualities of the conservative party UK?

Innovation leadership is a philosophy and technique that combines different leadership styles to influence employees to produce creative ideas, products, and services. Without innovation leadership, organizations are likely to struggle. Innovation has traditionally swung into and out of fashion: popular in good times and tossed back into the closet in downturns. But as globalization tears down the geographic boundaries and market barriers that once kept businesses from achieving their potential, a company's ability to innovate—to tap the fresh value-creating ideas of its employees and those of its partners, customers, suppliers, and other parties beyond its own boundaries is anything but faddish. Conservative Party UK has shown signs of idealized influential leadership, as the leader have behaved in a manner which is idealized by the subordinates. Such leaders tend to have charisma due to which the nation does stand behind them at times, even if not everyone supports the leadership style. However, the disadvantage is that their charisma only goes so far when it comes to taking key decisions that could benefit the nation. In fact, innovation has become a core driver of growth, performance, and valuation.

While senior executives cite innovation as an important driver of growth, few of them explicitly lead and manage it. About one-third say that they manage innovation on an ad hoc basis when necessary. Another third manage innovation as part of the senior-leadership team's agenda. As with any top-down initiative, the way leaders behave sends strong signals to employees. Innovation is inherently associated with change and takes attention and resources away from efforts to achieve short-term performance goals. More than initiatives for any other purpose, innovation may therefore require leaders to encourage employees in order to win over their hearts and minds.

Interview Transcript - Participant 13

What is the role of leadership in organisations?

The organisational leadership is that person who is going to be in a position of influence. That can be an HR person or someone in benefits, it could be an administrator for a not-for-profit or a small business owner. There are lots of titles for which a person could be the leader. The ability of a person to effectively and efficiently harness as well as influence the material and human resources of a country is very fundamental to the development of an organisation as a sub-system and all sectors of a country as a whole. In this circumstance it will be appropriate to state unequivocally that leadership (those who occupy public positions) plays a fundamental role in making sure that the lives and welfare of the citizens is improved through the provision of basic infrastructural amenities of life.

What is the role of effective skills in the implementation of leadership skills?

It is important to recognize that leadership skills, like any other type of skill, can be learned and improved. The knowledge-based components of a skill, such as finance or accounting, can be acquired readily in class, online, or with self-directed learning. More challenging, however, is the development of the personal attributes that are necessary for effective leadership. Feedback is a key tool in the development of these attributes. The most common, but sometimes least effective, form of feedback is the annual performance review. More effective methods are structured 360-degree evaluations (which provide the opportunity for honest and frank feedback) and coaching (which can be used to establish and execute individualized developmental plans).

How organisational and political leadership are interlinked with one another?

It is a matter of acting, and being seen to act, in a way which weighs the available evidence, listens to competing arguments, knows who is most worth listening to, is measured rather than impulsive, and learns from experience and the mistakes that inevitably will be made. Basic organisational and time management skills are much more important than is usually recognised, given the number of the balls that every leader has to keep in the air simultaneously, the number of advisers and supplicants pressing for access, and the necessity to constantly prioritise and re-prioritise activity. Practicing leadership is as much an art as it is a discipline. A common mistake is for leaders to get too involved in day-to-day operational issues, thereby taking their eyes off the ball and potentially missing new opportunities or emerging threats to the organization.

List the important leadership qualities necessary in running politics?

It is the duty of leaders to build an organizational environment which is communal, reasonable, and also complete the potentials and essentials of the individuals and the management, as well as the entire organization. Leaders and members are requiring an equal relationship which is healthy for the advancement of organization. It is possible that the organizational politics levels and positively influence performance can have a reduction effect by enrichment of fair social exchange relationship. Transformational and Transactional leadership both have different types of associations with the perceptions of organizational politics. The transformational managers have the tendency to control the politics in organizations through their extraordinary qualities and characters. Transformational style energizes the ethics and helps to share optimistic vibes by lowering down the feelings of dependency.

Which political leader is successful and effective in this era?

Hillary Clinton presidency would have resulted in similar results in the 2018 midterms – it may have instead led to a resurgent conservative movement, like the Tea Party under an Obama presidency. In this manner, the net impact of Trump's presidency may have a more far-reaching, positive impact on the legislative branch, and thus American policy, than would have been experienced if anyone else occupied the White House.

How effectiveness of leaders and their leadership skills influence development of economy in the country?

That some degree of compulsion is necessary for these purposes is unquestionable. If power is too diffused, if policy is frustrated by vested interests, if there is pervasive corruption or if there is insufficient political will, neither economic development nor any other national objectives will be effectively promoted. But as Myrdal also acknowledged, compulsion is neither a very efficient nor a very desirable instrument of social control. He quoted Nehru: "Nobody, not even the greatest autocrat or tyrant, can force vast numbers of people to do this or that". Compulsion must be supplemented, and as far as possible replaced, by the other two instruments of social control, moral and material incentives.

What is the role of a great and effective organisational and political leader?

Because organizations and their environments constantly change, one of the core responsibilities of leaders is initiating and managing the internal changes necessary to adapt to changing circumstances. A thorough discussion on managing change is beyond the scope of this essay; however, it is likely true that without initiating change, one is merely managing and not leading. The ability to effectively institute positive change will stretch and challenge even the best

leaders. The attributes discussed above are critical to this process. Great organizations require great leaders, and the best organizations understand that cultivating leadership skills should be intentional and not left to chance.

In what ways organisational structure is interlinked with leadership in politics.

The politicians are often observed to be making empty promises, however, a politician who does so is more at the chance of losing the opportunity of being re-elected by the voters. The purpose of this theme was to explore the leadership styles used by the Conservative Party leaders, and it was a bit surprising to find that all of the participants believed that the leadership style was pro-business. An internal party problem in relation to Europe has been increasingly seen to be faced by the conservative party. The pro-business leadership style has impacted the decisions made by the party, to a greater extent

In what ways culture is persuasive for the organisations, political leaders, and their leadership?

The political leaders, however, have always been criticised for being dishonest, slow in fulfilling their promises and being arrogant towards the people they rule, which leads to an indication that effective leadership can affect the organisational structure. A political organisation, in a similar manner, contains fundamental regulations that influence the corporation of the people associated with the political organisation as well as those that support them. An efficient organisational structure of a political party is an indication of better communication among its members

Why culture is important for organisations and their political leadership?

Leaders across the globe must have clear an understanding of the cultural differences and similarities, as the world has drastically changed over the last decade. In this context, the purpose of this theme was to elaborate on the relationship between the leadership and organisational culture, in specific reference to the political leadership of UK. Considering this particular aspect, all the participants had some valuable insights into the relationship.

Why innovativeness affects leadership in conservative party UK?

More importantly, this issue of cultural exploration helped confirm that respondents were sufficiently informed about the relationship between political power and hierarchical culture. Culture and, more specifically, the organisational culture is an iceberg. The iceberg is often used to describe something that should be learned from a new perspective. You can come across an iceberg comparison when talking about culture as such, but a leader learns only the tip of the

iceberg through books and information over the internet, and the deepest part of the iceberg remain in the dark. This is the reason that leaders are more interested in gaining in-depth knowledge, which makes different leaders react to things different as they have their own idea of culture. This makes me believe that the importance of culture for leadership is great. Culture creates the basis for the personality, and thus the values and attitudes promoted by the person.

Innovation has traditionally swung into and out of fashion: popular in good times and tossed back into the closet in downturns. Such leaders tend to have charisma due to which the nation does stand behind them at times, even if not everyone supports the leadership style. Leadership is a soft skill of an individual by which he/she can lead other individuals to fulfil a set of goals, be it short-term or long-term. Another definition states that it is a process involving social influence using which a person can accomplish a common goal by enlisting assistance of others.

How an innovative leader can be influential?

The political arena is rife with political parties that have become known by their party agendas, however, only a select few actually live up to their proposed leadership ideals. As is the case, many of these political parties lack certain traits that should be a part and parcel of their agenda. This includes but is not limited to accountability, integrity and innovation. Due to this reason, the term politician and its associated jargon often tends to colour a negative connotation. Similar to innovation in a business-oriented environment, innovation by political leadership is no less different. As is the case with the former, it is still a collaborative affair, which starts out with ideation and moves along to development and implementation. The process, once again, involves a range of stakeholders with different expertise.

Interview Transcript - Participant 14

What Leadership is concerned with?

Leadership is defined differently, and is frequently defined under the auspices of different perspectives, with specific assortment or nuances by scholars; who define leadership in reference to diverse departure points including, sociology, psychology, management, economics, and political sciences. Political leadership has been argued to be a process, instead of just relying on personality and power. This leads to an indication that political leadership is not standard leadership, where the most important condition is reflected in the ability and possibility of the leader to influence people.

What is the need of effective leadership?

Political leaders, and their leadership style is under significant influence of a range of factors, but the most prominent and important factors include; institutions, voters, and political elites, in addition to the interactions between these factors. Effective leadership, in essence, also involves leading by example. It's hard to respect someone who asks everyone to come on time, or work towards a certain goal if that person isn't willing to come on time or put in their share of the work themselves. Many times, good leaders set the bar and meet it instead of just talking down to everyone.

What is association of leadership in political organisations?

It is the leaders' responsibility to create an organizational atmosphere that is reciprocal, fair, and fulfils the expectations and needs of the individuals and the managerial cadre, as well as the organization as a whole. A balanced relationship between leaders and members is essential, and the fair treatment of the individual must be advanced as an organizational strategy. Enhancing fair social exchange relations may reduce the level of organizational politics and positively influence performance.

What is necessity of leadership in politics?

Unimpeachable personal integrity is hard to argue against. It is not necessary for a good political leader to be a paragon of every domestic virtue, as Bob Hawke amply demonstrated, though the times are clearly becoming more demanding in that respect. But being, and being seen to be, personally honest and incorruptible is a universally accepted baseline. A work ethic, and associated physical stamina, well above the prevailing norm also matters. Some highly effective leaders have spent less time visibly grinding away at their desks than others – with Paul Keating famously a much later starter and often earlier finisher than Bob Hawke, who maintained almost

monastic discipline during his years in office. (And Ronald Reagan, again, not being known to trouble his desk much at all.) But it's hard to identify a successful leader whose capacity or willingness to be fully briefed and informed across the whole range of their responsibilities has been of Trumpian or Johnsonian proportions.

Which political leader is influential effectively?

Putin's technocratic approach to the management of public affairs was accompanied by what in an earlier age would have been called charisma. While not naturally a charismatic individual, Putin's persona reflected not just the grandeur of the office but a distinctive mix of the demotic and the demiurge of a period of Russian disillusionment and vulnerability. His enduring and astonishingly high levels of popularity, which barely dipped lower than 70% throughout his two terms, reflected his authoritative synthesis which not only identified the challenges facing Russia, but which was also able to provide solutions. These solutions may not have been ideal from the perspective of democratic theory, but they allowed a stabilisation of the political order. In that sense, Putin was a transitional leader: the system that he built was inherently, and in many ways deliberately, contradictory, with numerous internal institutional and policy ambiguities that would ultimately have to find long-term resolution.

How effective leadership brings development of the country economically?

Under the very presupposition, the identification of the causative effect of leadership on the economic growth and development is quite challenging. For instance, the association between the particular leaders, in reference to particular growth; it may be argued that the growth changes may have driven the leadership changes, even without the causative effects of leaders. The notion of leadership, in earlier years, even when majority of the people acknowledged as important resource for understanding the success and failure of countries is largely absent from the economic research. This is essentially important, as it has led economists to rely on careful and critical approach in establishing the important factors that results in particular outcomes, more specifically the outcomes related to economic growth and performance.

What effective leader should do for economic prosperity?

Effective leaders are problem-solvers. Or at the very least, they don't dwell on problems and instead focus on working towards a solution. They don't have the answers all the time, but they sure will always be working to get answers. They don't complain and instead look forward and move forward, always keeping in mind the goals they set at the beginning, and always looking at the bigger picture. To this end, they prioritize and set the tasks that need to be done first.

Which political leaders can be successful Conservative Party of the UK?

The politicians are often observed to be making empty promises, however, a politician who does so is more at the chance of losing the opportunity of being re-elected by the voters. The purpose of this theme was to explore the leadership styles used by the Conservative Party leaders, and it was a bit surprising to find that all of the participants believed that the leadership style was pro-business. An internal party problem in relation to Europe has been increasingly seen to be faced by the conservative party. The pro-business leadership style has impacted the decisions made by the party, to a greater extent.

In what ways organisational structure has an impact on political leadership?

An efficient organisational structure of a political party is an indication of better communication among its members. The political leaders, however, have always been criticised for being dishonest, slow in fulfilling their promises and being arrogant towards the people they rule, which leads to an indication that effective leadership can affect the organisational structure. A political organisation, in a similar manner, contains fundamental regulations that influence the corporation of the people associated with the political organisation as well as those that support them. The search for this material was specific to the oversight structure, as this issue was identified by a political body and combined with the corresponding structure. A password search found that members of the Conservative Party's constituent structure in the United Kingdom knew how ideological pioneers could have a significant impact on hierarchical governance.

Why culture influences political leaders?

This is the reason that leaders are more interested in gaining in-depth knowledge, which makes different leaders react to things different as they have their own idea of culture. This makes me believe that the importance of culture for leadership is great. Culture creates the basis for the personality, and thus the values and attitudes promoted by the person.

What is role of culture in organisation and politics?

. If we only use the values of the company as a slogan, the leaders will make a show at the small meeting of the conference. In fact, they do not guide their actions with the values of the company. Then you will only give people a false impression. The loss of prestige in front of employees and customers will overwhelm your leadership over time. I recently found that the corporate values are widely recognized by members, so that each member of the enterprise has a sense of mission, and will further enhance the leadership of the enterprise. I believe that this gives them a basic understanding of the assumptions that helps them in finding and acting on the behaviours of different levels of managers that lead to these basic assumptions.

How innovation creates leadership qualities in Conservative party UK?

We have yet to see a day when there are actually capable and competent leaders emerging from the Conservative Party. There is a pattern of leaving things incomplete and passing the torch onto the next incompetent candidate from the party. It does not solve the issue; it rather delays it. For me, voting for a Conservative Party is a huge no-no and some reason, rest of the supporters of the party do not see that.

Who can be regarded as innovative leader?

I believe that political leaders are extremely important. Conservative Party UK has shown signs of idealized influential leadership, as the leader have behaved in a manner which is idealized by the subordinates. Such leaders tend to have charisma due to which the nation does stand behind them at times, even if not everyone supports the leadership style. However, the disadvantage is that their charisma only goes so far when it comes to taking key decisions that could benefit the nation. Using the authority of the government, they can efficiently distribute resources, power adequately, promote building of relationships with a variety of public and private stakeholders and take decisions that ultimately benefit the nation on the whole.

Interview Transcript - Participant 15

Why headship is important?

In order to be in an invincible position in the fierce competition, it is the key to achieving sustainable and healthy development and building outstanding leadership. Cultivating leadership excellence requires companies to build a strong core team and make it work efficiently. Secondly, as the leader of the enterprise, various leadership methods should be applied according to the actual situation and in a targeted manner. Corporate culture and leadership are two aspects of the same problem. To build superior leadership, companies must shape their values and always use this value to guide action.

What role effective leadership plays in organisation?

Today, no leader can afford to be indifferent to the challenge of engaging employees in the work of creating the future. Engagement may have been optional in the past, but it's pretty much the whole game today. Empathy not only allows great leaders to understand their employees and their customers better, but it also is known to enhance prosocial (aka helping) behaviours. Because of this, empathy enables leaders to address issues faster and with more precision, and it makes them more flexible to respond to an ever-changing business environment.

What is the role and driving relationship of organisational and political leadership?

Political leaders used power styles and the influence of administrative styles. This is this behaviour and character. An internal and external lifestyle study showed that the most important parts of the culture are based on the political initiative of trust that conflicts and an additional cultural factor arise. Associations are based on a functional or departmental structure, each of which has its own specific qualities and weaknesses. This provides a grid structure for reaching hierarchies, to reinforce the weaknesses associated with these structures, and allow associations to enhance their individual qualifications.

Is leadership skill necessary in political leadership?

Leadership, undoubtedly, has been acknowledged as the most important element in organisation, which is quite self-explanatory because without an effective leader; an organisation may not be able to influence the employees to transform themselves into extraordinary beings collectively working towards the achievement of organisational goals and objectives. The case is quite similar with leadership and politics, politicians have also relied upon a range of leadership style that not only differentiates them from others political leaders, but have created a persona around them based on which they are known and recognised for. There are instances of political

pioneers such as Donald Trump and his style of origin, and is associated with his remarkable qualities that distinguish him from other political leaders around the world

Who do you think is a great political leader?

Putin's leadership represented a distinctive type of neo-authoritarian stabilisation that did not repudiate the democratic principles of the constitutional order in which it existed, but which did not allow the full potential of the democratic order to emerge. The debate over sovereign democracy.

How effective leadership fulfils the need of economic development of the country?

At one end of this spectrum is the demagogue (in the literal sense) or charismatic leader who, through his personality and often through his ideological or religious message, is able to exert a powerful mass appeal, to arouse and inspire people, to mobilise energy and strengthen morale. Such leaders stand out in the annals of world history, from Attila and Genghis Khan to Napoleon and Lenin, Hitler, Mao Tse Tung and the Ayatollah Khomeini, or, on a less apocalyptic scale, the populist leaders, such as Mussolini, Nkrumah, Peron or Sukarno. At the other end of the spectrum of inspiring leadership are the preachers and teachers. Among them are the great founders of religions, such as the Buddha and Jesus, but also men like Gandhi and, at a more mundane level, outstanding politicians, such as F. D. Roosevelt and Lee Kuan Yew. Roosevelt.

How effective leader perform their functions?

The capacity to enlist support, to induce loyalty, to inspire confidence is of the essence of effective political leadership. The spoken and written word is one of its chief instruments, whether it takes the form of reasoned statements explaining and seeking to justify policies or of impassioned speeches or sustained programs of indoctrination. As good leadership is vital for economic development, in the same way poor or insufficient leadership is also a reason for the downfall of the economy. Bad or poor leadership lacks all the qualities that are required for the development of an economy. Due to poor leadership of the leaders many situations are born due to which economy of the country starts getting damaged and in the long run the economy faces crisis in future. Some of the main reasons of insufficient leadership are uneducated leaders and leaders lacking in the good leadership qualities.

Which leadership can be beneficial for the political leaders working in Conservative Party of the UK?

Reflecting upon the leadership style of Theresa May, the leader of the conservative political party, it can be stated that one of her main problems as the leader was that she leads by informing the other what has already been decided by her rather than involving them in the decision making the process. Theresa May has seen calmed when she said, “Brexit means Brexit”, however, it looked less suitable as the time passed. The leadership style of May is truly an indication of an autocratic leadership style. Her decision to work her base with her Brexit plans meant losing the scope to reach across the aisle. This further indicates losing an opportunity to develop a cross-party approach that might have been more durable. It also left her at the mercy of her increasingly disruptive backbenches/

How significance of organisational structure can work for the betterment of political and organisational leadership?

Leadership is a socio-political process that is enacted by the people while making interactions with the others. Effective political leadership depends greatly on the qualities possessed by the political leader. The dichotomy of leadership process in political context also ranges from the transactional, transformational, and autocratic to democratic leadership styles. The political leaders, however, have always been criticised for being dishonest, slow in fulfilling their promises and being arrogant towards the people they rule, which leads to an indication that effective leadership can affect the organisational structure.

How culture can be an influential factor for the political leadership and organisations?

A functional organisation is the one that is organised into activities while highly centralised decisions are made by the leaders. Some of the mainstream political parties within the United Kingdom have similar structures. They are led by a certain political leader who is considered to be the most powerful person of the party, the spokesperson of the party and the party secretary who is responsible for maintaining the daily work as well as the records of the meetings conducted by the party. Another member is responsible for membership dues, donations and recruitment and retention of the party members. considering the given situation that the consistent alignment should not only be reflected in how the team recognizes the elements of how the company adapts to the environment, such as corporate strategy but also how to understand all aspects of internal coordination such as having a common language, understanding of power and status, standards of employment, rewards and punishments, etc.

How innovative leader substantially associate leadership in Conservative Party UK?

This overall relationship is further supported through the informal communication with people that further helps them in understanding their true thinking, and observing employees' spontaneous reactions to dealing with vague areas and emergencies are important ways to discover the basic assumptions of the team. I believe that this gives them a basic understanding of the assumptions that helps them in finding and acting on the behaviours of different levels of managers that lead to these basic assumptions. Culture and leadership are an important and interesting concept. Corporate culture is the culture of corporate leaders, and their recognition and support are the key to the success of corporate culture, which is why leaders must have unique capabilities for the creation, integration and management of culture. Not just this, I recently found that the corporate values are widely recognized by members, so that each member of the enterprise has a sense of mission, and will further enhance the leadership of the enterprise.

Conservative Party UK has shown signs of idealized influential leadership, as the leader have behaved in a manner which is idealized by the subordinates. Such leaders tend to have charisma due to which the nation does stand behind them at times, even if not everyone supports the leadership style. As is the case with the former, it is still a collaborative affair, which starts out with ideation and moves along to development and implementation. The process, once again, involves a range of stakeholders with different expertise. The ability to be innovative is highly imperative for leaders since leadership activities are in essence a creative endeavour essentially.

How a leader can be innovative and effective in politics and organisations?

Political leaders are extremely important. Using the authority of the government, they can efficiently distribute resources, power adequately, promote building of relationships with a variety of public and private stakeholders and take decisions that ultimately benefit the nation on the whole. A sound political leadership has a healthy mix of integrity and charisma, while also equipped with diligently assessing the situation and taking a decision that safeguards interests for the greater good.

***APPENDIX B* - Definitions of the categories used in NVivo Codification Process**

Category	Definition
Active Listening	Active listening is a structured way of listening and responding to others, focusing attention on the "function" of communicating objectively as opposed to focusing on "forms", passive expression or subjectivity, including "interpreting body language" or focusing on something other than or in addition to words.
Altruistic & Caring for Others	Showing a disinterested and selfless concern for the well-being of others and unselfish.
Analytical Skills	"The ability to visualize, articulate, and solve both complex and uncomplicated problems and concepts and make decisions that are based on available information. Such skills include demonstration of the ability to apply logical thinking to gathering and analysing information, designing and testing solutions to problems, and formulating plan".
Autocratic	Relating to a ruler who has absolute power, taking no account of other people's wishes or opinions; domineering. "In the autocratic style, the leader takes decisions without consulting with others. An autocratic style works when there is no need for input on the decision, where the decision would not change as a result of input, and where the motivation of people to carry out subsequent actions would not be affected whether they were or were not involved in the decision-making".
Business Skills	"…involves skills related to specific functional areas that create the context in which most leaders work, they involve management of material resources, operations analysis and management of personnel and financial resources of the organizational unit".
Challenge & Intellectual Stimulation	A task or situation that tests someone's abilities. Considers the focus on the development of the followers' capacity to solve future problems, enhancing their creativity and innovation

Charismatic	Charisma is referred in the scholarly literature, as ascribing a "certain quality of an individual personality by virtue of which he is set apart from ordinary men and treated as endowed with supernatural, superhuman, or at least specifically exceptional power or qualities." This term has been assigned mainly to political, religious and social leaders. More recently, charismatic attributes also invaded the business and organizational environment when referring to outstanding leaders, considering charismatic effects, characteristics and behaviours of charismatic leaders, and situational factors associated with the emergence and effectiveness of charismatic leaders in organizational settings
Communication Skills	Effective communication occurs when a desired effect is the result of intentional or unintentional information sharing, which is interpreted between multiple entities and acted on in a desired way. This effect also ensures the message is not distorted during the communication process. Effective communication should generate the desired effect and maintain the effect, with the potential to increase the effect of the message. Therefore, effective communication serves the purpose for which it was planned or designed. Possible purposes might be to elicit change, generate action, create understanding, inform or communicate a certain idea or point of view.
Constructive Feedback	"It helps in solving the problems without offending the other person, changes behaviour towards positivity, encourages and supports development, suggests corrective measures, provides meaningful direction on the basis of logic and has the potential to turn criticism into something constructive".
Creative Thinking & Innovation	The use of imagination or original ideas to create something. Make changes in something established, especially by introducing new methods, ideas, or products.
Credibility	The quality of being trusted and believed in.
Cultural awareness	Someone's cultural awareness is their understanding of the differences between themselves and people from other countries or other backgrounds, especially differences in attitudes and values.
Customer oriented	A group of actions taken by a business to support its sales and service staff in considering client needs and satisfaction their major priorities.
Decision-making	The action or process of making decisions, especially important ones.

Democratic	"In the democratic style, the leader involves the people in the decision-making, although the process for the final decision may vary from the leader having the final say to them facilitating consensus in the group. The people usually appreciate democratic decision-making, especially if they have been used to autocratic decisions with which they disagreed. It can be problematic when there are a wide range of opinions and there is no clear way of reaching an equitable final decision"
Dignity	The state or quality of being worthy of honour or respect.
Directive	An instructional type of managerial style characterized by a leader who tells subordinate staff what they are expected to do and how to perform the expected tasks. A directive leadership style might be helpful for a manager within a business where their subordinate staff members have jobs that are not particularly specialized and so they need more guidance to avoid uncertainty.
Emotional Contagion & Positive Arousal	Leadership is intrinsically an emotional process, where leaders display emotion, and attempt to evoke emotion in their members to generate excitement, enthusiasm, confidence, and optimism that enables organizational learning and transformation
Empathy	"The ability to comprehend another's feelings and to re-experience them oneself".
Empowerment	"Involve the process of entrusting others (give the power and authority) through a "pull" style of influence by attracting and energizing people, motivating them by identification with the leaders' behaviour"
Focused	Directing a great deal of attention, interest, or activity towards a particular aim.
Goal-orientation	Is a "disposition toward developing or demonstrating ability in achievement situations".
Learning Process	"Learning is acquiring new, or modifying existing, knowledge, behaviours, skills, values, or preferences and may involve synthesizing different types of information. Learning is not compulsory; it is contextual. It does not happen all at once, but builds upon and is shaped by what we already know. To that end, learning may be viewed as a process, rather than a collection of factual and procedural knowledge. Learning is based on experience. Learning produces changes in the organism and the changes produced are relatively permanent"

Make People think Outside the Box	Thinking outside the box (also thinking out of the box or thinking beyond the box) is to think differently, unconventionally, or from a new perspective. This phrase often refers to novel or creative thinking. The term is thought to derive from management
Negotiation Skills	The ability to develop a dialogue intended to resolve disputes, to produce an agreement upon courses of action, to bargain for individual or collective advantage, or to craft outcomes to satisfy various interests. It is the primary method of alternative dispute resolution.
Openness to Experience (Open to New Ideas)	"…is the disposition to be creative, imaginative, thoughtful, nonconforming and autonomous"
People Training	The term training refers to the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies.
People-focus	Involves a higher concern for people because the primary focus of the leader is upon his or her followers (Stone and Russell, 2004). For example, the servant leader is one who focuses on his or her followers. Servant leaders do not have particular affinity for the abstract corporation or organization; rather, they value the people who constitute the organization. This is an unconditional concern for the well-being of those who form the entity. Servant leader's first responsibilities are relationships and people, and those relationships take precedence over the task and product.
Political Skills	"…the ability to effectively understand others at work, and to use such knowledge to influence others to act in ways, that enhance one's personal and/or organizational objectives". "Politically skilled individuals combine social astuteness, with the capacity to adjust their behaviour to different and changing situational demands in a manner that appears sincere, inspires support and trust, and effectively influences and controls the responses of others".
Praise, Recognition & Rewards	Provide appraisal if the task is successfully accomplished, there's a material or psychological award. People have a personal feeling of accomplishment and are rewarded with recognition, money, and promotions.

Result-oriented	“The result-oriented management system aims to achieve maximum results based on clear and measurable agreements made upfront. The manager sets goals and determines priorities and makes resources available that are needed: time, money, and capacity. The employee provides his time, knowledge and abilities and indicates under which conditions he can deliver the required results. In doing so, he takes the personal responsibility for achieving those results”
Role Model	An individual who is looked up to and revered by someone else. A role model is someone who other individuals aspire to be like, either in the present or in the future. A role model may be someone who you know and interact with on a regular basis, or may be someone who you've never met, such as a celebrity.
Shape Followers	“Leadership aligns incentives … provides the learning environment that enables individuals to transform or revise beliefs, and plays a major role in inducing preferences”.
Shared Vision	“The vision process in not complete until all the stakeholders (employees, customers, suppliers, partners, government) understand where the organization is headed, and have a high degree of shared commitment to the vision”
Social Impact	Social impact as a phenomenon in which people affect one another in social situations.
Social Influence	“The ability to change behaviour in order to obtain cooperation from followers with the purpose of achieving personal and professional goals”.
Social Intelligence	Social intelligence is "the ability to understand and manage men and women, boys and girls, to act wisely in human relations". It is social intelligence or the richness of our qualitative life, rather than our quantitative intelligence, that truly makes humans what they are. For example, what it is like to be a human being living at the centre of the conscious present, surrounded by smells and tastes and feels and the sense of being an extraordinary metaphysical entity with properties, which hardly seem to belong to the physical world. Social scientists believe social intelligence is an aggregated measure of self and social awareness, evolved social beliefs and attitudes, and a capacity and appetite to manage complex social change.
Social Responsibility Orientation	Social responsibility is commonly mentioned in the literature as a set of actions initiated in the organization that appear to contribute to the promotion of social good, advancing the goals of key stakeholder groups beyond compliance with existing rules and regulations

Social Skills	"…related to interacting with and influencing others, social capacities, social judgment, social complexity and differentiation and human relations skills, also includes skills required for coordination of actions of oneself and other, and negotiation skills to reconcile differences among employee perspective and establish mutually satisfying relationships, and persuasion skills to influence others to accomplish organizational goals"
Soft Skills	Soft Skills are behavioural competencies. Also, known as interpersonal skills, or people skills, they include proficiencies such as communication skills, conflict resolution and negotiation, personal effectiveness, creative problem solving, strategic thinking, team building, influencing skills and selling skills, to name a few.
Strategic Alignment	The process of bringing the actions of an organization's business divisions and staff members into line with the organizations planned objectives. The ability of most businesses to achieve their strategic goals will benefit from performing a comprehensive strategic alignment to help assure that its divisions and employees are jointly working toward the company's stated goals.
Strategic Implementation	The activity performed according to a plan in order to achieve an overall goal. For example, strategic implementation within a business context might involve developing and then executing a new marketing plan to help increase sales of the company's products to consumers
Values	Values and value systems are fundamental in determining an individual's character and can be defined as a belief that a specific mode of conduct or end-state of existence is personally and socially preferable to alternative modes of conduct or end-states of existence. These human values are trans-situational varying in importance and serving as guiding principles in the life of a person or group.

APPENDIX C - **Provisory Coding List based on the Literature Review**

Effective leadership	Leadership Traits	Abilities	Cultural and Structural Intelligence	Organisational and political Stability
Surgency or Extraversion Agreeableness Conscientiousness Emotional Stability Openness to Experience	Drive Motivation Honesty & Integrity Self-confidence Knowledge of business	Spatial understanding Perceptual-organizational Conceptually skilled abilities Fluid abilities Divergent thinking ability Problem-solver Creative Innovative	Perception of emotions Assimilation of emotions to facilitate thought Understanding of emotions Managing & regulating emotions in self and others Empathy	Self-awareness Authenticity Self-identity Self-concept of a leader Leaders story

Personal Values	Leadership Skills	Self-regulation	Change Behaviours	Relational Behaviours
• Achievement • Power • Hedonism • Benevolence • Universalism • Self-enhancement • Self-transcendence • Fairness	• Cognitive skills • Interpersonal & Social skills • Business skills • Strategic skills • Political skills • Communication skills • Complex problem-solving skills • Solution construction skills • Social judgment skills	• Self-appraisal • Self-efficacy • Goal-oriented • Self-leadership • Self-motivation • Self-direction	• Strategic vision • Mission • Shared or collective vision • Group goals • Alignment • Charismatic • Transformational • Transactional • Democratic • Autocratic • Laissez-faire • Creative thinking & innovation	• Empowerment • Interpersonal influence • Trust • Teamwork • Individual focus • Intellectual stimulation • Rewarding • Develop leaders

Task Behaviours	Affection	Social Identification	Collective Efficacy	Organizational Context
• Transactional Expectations & standards of performance Defining goals • Feedback • Praise & Recognition	• Trust • State • Negative moods • optimism	• Social Identity • In-group prototypes • Out-group prototypes • Social attraction • Influence • Attribution • Trust • Identification process • Organizational identification	• Leadership efficacy influential process • Leader self-efficacy (leader's sense of efficacy) • Follower self-efficacy (follower's sense of efficacy) • Learning efficacy • Collective efficacy • Role model	• Large company • SME • Political institutions

Organizational Culture	National Culture	Environment	Leadership Effectiveness	Leadership Effectiveness Measures
• Adaptive culture • Non-adaptive culture • Integration culture • Dynamic process • Impact of leaders • Effect on leadership	• Individual autonomy Team oriented, participative	• Volatility • Complexity • Crisis & change	• Direction • Goal • Influence • Performance • Sustainability	• Performance Criteria • Relational Criteria • Organizational change criteria

Task Behaviours	Affection	Social Identification	Collective Efficacy	Organiz Context
• Transactional Expectations & standards of performance Defining goals • Appraisal • New goal/goal revision • Reinforcement effort • Feedback • Praise & Recognition • Material Awards	• Management of emotions • Display emotions • Trust • Affective commitment • Emotional contagion Collective emotional • state • Negative moods • Positive moods	• Social Identity (sense of belongingness with the group) • Group identification • In-group prototypes • Out-group prototypes • Social attraction • Identity salience • Influence • Attribution • Trust • Identification	• Leadership efficacy influential process Leader self-efficacy (leader's sense of efficacy) • Follower self-efficacy (follower's sense of efficacy) • Learning efficacy • Collective efficacy • Role model	• Larg comp • SME • Polit Insti

• Other Awards	Positive arousal • (optimism) • Low arousal • (frustration)	process • Organizational identification		

APPENDIX D **- "In-vivo" Coding List**

Traits	**Skills**	**People Orientation**
Agreeable	Active Listening Analytical Skills	Bring out the Follower's Potential
Altruistic & Caring for Others	Business Skills	Calm Down the Team
Arrogant	Communication Skills	Choose the Right Team Members
Assertive	Conceptual Skills	Collaborative & Participative
Authenticity	Cultural awareness	Constructive Feedback
Autocratic	Negotiation Skills	Developer, Coach & Mentor
Boldness	Political Skills	Diversity, Inclusion & Complementarity
Charismatic	Problem-solver	Emotional Contagion & Positive Arousal
Compliant	Social Skills	Empowerment
Consistent	Soft Skills	Guidance & Supportive
Credibility	Strategic Skills	High-proximity Relationship
Demanding		High-quality Exchange Relationship
Democratic		Identification Process
Determined		Individual Focus
Dignity		Know the Team Well
Directive		Lead the Way & Make People Willing to Follow
Directness		Low-proximity Relationship
Emotional Control & Emotional Stability		
Emotional Intelligence		
Empathy		
Extrovert		
Fairness		
Family-orientation		

Good Mood Honesty Humility Identity Salience Impatient Initiative Insightful Inspirational Integrity & Ethical Behaviour Intelligence Introvert Intuitive Love the Job Loyalty Observer Open & Transparent Open to New Ideas Persistent Personal History Positive Attitude		Make People Believe It's Possible (collective efficacy) Make People leave their Comfort Zone Make People see Outside the Box Motivate Others Networking Building People feel Valued & Fulfilled People Training Praise, Recognition & Rewards Respect for Others Role Model Shape Followers Social Impact Teamwork Orientation