CHAPTER -2

REVIEW OF LITERATURE

The purpose of this chapter on literature review, is to survey the research on leadership with the objective to understand the methodology used by the researchers and identify the research gaps. 46 years publications (1969 to 2015) of books, articles and dissertations were reviewed. They are classified under different heads for the purpose of this research report.

2.1 Leadership Theories

The review on leadership, revealed the eight leadership theories which sets the platform for further discussion.

2.1.1 Great man theory

This theory states that the leaders are born and not made. The inherent characteristics will surface based on the need. This theory went well with our historians and was named as “Great man theory” as in the earlier days the leadership role was taken only by male. This thought was redundant after lot of research and studies were done on leadership (MajE, 2011) [21].

Since this research emphasizes that leaders can adapt a leadership style based on the need of their followers for effective results, this theory of leadership which focuses on leaders are born stands redundant.

2.1.2 Trait theory

This approach was also one of the early theories of leadership. This approach focused on the basic traits like physical and personal characteristic along with the competencies a leader should posses. It was based on the assumption that basic traits are the reason for the behavior of the leaders which are consistent in different situations. Similar to the Great Man theory, this approach states that leaders have characteristics that they are born with and it remains consistent for a long time (Fleenor, J, 2011) [22]

As this theory states that the characteristics of the leaders are inborn and cannot be changed, this theory will also not be used for the research, though leaders have some inborn personalities it can be changed based on the situational needs.
2.1.3 Behavioral Theories

Behavioral theory states that leaders are ‘made and not born’ which is opposite to the concept of Great man theory. It states that leadership skills can be learned and developed (Kendra C, n.d) [23].

This theory is used for this study as it supports the research line of understanding the personality type will help the leaders to change their leadership styles based on the needs of the followers and the situation.

2.1.4 Participative theory

This theory explains about the collective decision making abilities of a leader or shared influence of the subordinates in decision making. This leadership style would help in motivating the team members as their inputs are being considered and given due importance (AnitSomech, 2006) [24]. Fiedler’s Contingency Theory, 1967) [25] explains about the relationship between leadership style and performance of the group during different situations. This theory is based on some decisive elements like behavior of the leader (i.e). Task based or relationship based, the leader’s effective orientation based on the situation and leader member exchange (Encyclopedia of group processes and Intergroup Relations, n.d) [26].

This theory is also closely related to this research as it takes into consideration the task and the relationship based leadership styles and its impact on the followers which is highly connected to the study.

2.1.5 Situational Theories

There are three situational dimensions attached to the effectiveness of a leader. 1) Leader member relations where it determines the subordinate’s loyalty, dependability and support, 2) Task structure depending on the subordinates routine jobs and 3) Position power where the leaders’ authority is displayed. All the three situational dimensions help leaders in having a situational control. Managers having favorable relationship with subordinates would be able to have more task structure and reward or punish their employees without any issues (Bolden et al., 2003) [27]. In Fiedler’s model leadership effectiveness is determined based on relationship between the style of the leader and the working environment of that leader. Leadership style will vary based on the personality styles of a leader and
the working environment will be based on the situational aspects which will enable a leader to influence his or her followers (Patrich Antoine, n.d) [28].

This research is based majorly on this theory as if focuses on the leadership style, situation and the followers. Adapting an appropriate leadership style based on the need of the followers and the situation is the key.

2.1.6 Contingency theory

This theory focuses on factors connected to environment which might determine the leadership style that would be most appropriate for a particular situation. Various factors includes - the leadership style, followers and the situation.

Situational theory emphasizes that the leaders will choose the best style of leadership based on the situation and the group to be influenced (Bolden et al., 2003) [27]

The contingency theory focuses on the elements like flexibility of the leadership styles based on the situation and the followers which is similar to the situational theory. Hence this theory is also closely associated with this research.

2.1.7 Transactional Leadership Theories

Graen, G.B. and Uhl-Bien, M. (1995) [29] developed leader member exchange theory (LMX) by taking into consideration the leaders at multi level and multi domain. Transactional leadership is more of a managerial leadership where the leaders are more focused on the compliance of their followers by rewarding or punishing them for their performance. These leaders would be inclined in completing the tasks in a set fashion without any deviations and would best suit in case of emergency projects or compliance projects (Odumeru J, &IfeanyiG O, 2013) [30]

This theory focuses on the task based leadership style which is focused in this research for S1 and S2 type of leaders.

2.1.8 Transformational Leadership Theories

In Transformational Leadership, the leaders are focused in transforming and developing their followers to be successful in achieving their goals. These leaders pay attention to the concerns of their followers and work with them to make sure that the followers are motivated and get all help they need for achieving their goal successfully (Odumeru J, &IfeanyiG O, 2013) [30]
To sum up, the leadership styles and contingency theories play a significant role in the literature pertaining to leadership (Shaun Killian, 2007) [31]. Leaders have to know how their leadership styles influence the performance of their followers. This might have both positive and negative impact on their followers for example: being supportive and consistent/being inconsistent/being unsupportive and inconsistent. Hence the leadership styles and contingency theories dominate the literatures on leadership (Warrick, n.d) [32]. Literature also reveal that one of the most important functions of a leader is to monitor team performance and forecast the impact of the environment conditions that might have an effect on the team’s performance. (Peter D. B.et.al., 2000) [33].

Although there were several studies made, which concluded that there is no momentous relationship between leadership styles and personality types. (Pearman.et.al,1997) [34] observed a strong relationship between the psychological types and leadership behavior which was re-affirmed by using Myers Briggs Type Indicator (MBTI) for understanding the type preferences and reflections of a leader. Literature also talks about the importance of self awareness in a managerial career development and the findings reported that there is a relationship between the self awareness and the managerial career development process (McCarthy, A. and N. Garavan, 1999) [35]. The inferior function is not the natural but will be the least preferred to be used. Hence, it comes into picture during circumstances like when an individual’s energy levels are very low, drained, at times of stress, illness, fatigue etc.(Quenk, 2002) [36]. This theory focuses on the relationship based leadership style which is focused in this research for S3 type of leaders.

On the basis of Research purpose, research problem and objectives of the research study presented in the Introduction Chapter and the review of theories on leadership, six theories were found to be relevant for this research study. The conceptual framework presented in Chapter 3 is on the basis of concepts from the theories of: behavioral, participation, situational,contingency,transactional and transformational

2.2 Personality Type and Leadership

Leaders should understand their preferences to be able to communicate effectively. Understanding the communication style and core values contribute to a great extent
in conversing and passing on the information to others which will in turn improve
the learning environment around us. Leadership characteristics are best described
as “personality traits rather than skills or strategies to be learnt and applied”
(Schneider and Burton, 2005) [37]. As compared to the developed traits, the innate
traits of leaders are effective because of being natural and stable. The developed
traits are built on the basis of maturity, experience and training. These developed
traits are: personality, thinking, feeling and actions, that form a pattern for leaders
with which they react to a situation (Dolly L. Adams, 2009) [38]. In older days
leaders were considered to be responsible for their subordinates and they were
autocratic, but in recent times leaders create opportunities and encourage
employees to contribute and participate in decisions and meetings. The servant
leadership made leaders to serve other people and support them emotionally and
materially (Daft, et al., 2005) [39].

The personality of leaders will have a significant impact on their behavior, for
example being an extrovert or an introvert is completely different to each other. An
extrovert is a person who likes to talk to people and prefers to be surrounded by
others. They will be perceived by others as cheerful and optimistic. On the other
hand the introvert would like to be less interactive. Some people are neither
extrovert nor introvert but behave differently based on the situation. Each person
has a pattern of traits differentiating them from others and making it a unique
personality. This is termed as ‘nature’ or ‘nurture’. Nature is natural personality
inherent or hereditary on the other hand nurture is the personality developed by
life’s experience. There is no best among these two as personalities are from the
pattern developed by each individual (Ali Hussein Alkahtani, et.al.,2011) [40].

Leaders having task- oriented personality will be more detail oriented. They will
focus on collecting all the facts before starting to work on something and focus
more on results. While leaders having relation- oriented personality type would
focus on results but would look for comparatively less facts. Hence it is important
for leaders to understand their personality type and adjust the same based on the
situation. This combination of psychology and leadership gives the philosophy of
a leader. Leadership is not just knowing their leadership styles, but it is important
for a leader to know his or her personality type and be able to change the same
based on the situation. Though leaders will have a different patterns of personality
formed it is at some point important to be flexible based on the circumstances. The effectiveness of leadership is depended on factors like situation, problem, team, culture and strategy (Andrew J, 2005) [41].

The research has emphasized that knowledge on Myers Briggs Type Indicator (MBTI) will help leaders to understand the areas to be worked on while paying attention to employees needs and potential development areas. The understanding of four mental processes in Jung Theory gives information on energy, data collection, decision making, and orientation as these are the more critical areas in identifying what is required to make Blanchard’s model more relevant. Hence linking MBTI and Situational leadership will give good insight to employees about self and others (CPP, n.d) [42].

2.2.1 Myers Briggs Type Indicator (MBTI)

MBTI is a psychological instrument developed by Isabel Briggs Myers and her mother, Katharine Cook Briggs, this has been used by people around the world over 60 years to understand their personality and interests. They created 16 types with the description explaining individual’s personality (Joseph D, 2009) [43]. The report helps to understand the differences of each type. These personality types are exhibited by four letters based on their four preferences namely Extroversion/Introversion (E/I), Sensing/Intuitive (S/N), Thinking/Feeling (T/F), Judging/Perceiving (J/P). The terms used, have a technical meaning related to MBTI rather than the word by itself (CPP, 2009) [44]. This instrument helps a leader to a great extent for leading virtual teams which indeed has been a great challenge because of less interaction between the leaders and subordinates. A leader has to know his subordinates in order to keep them motivated so as to change his/ or her leadership style for getting the task done and ensuring their subordinates stay motivated. In this regard knowing the MBTI personality type of their subordinates will help the leaders lead effectively (Pearl, 2001) [45] (Carl, 2001)[83]. Hence, knowing the MBTI type of a leader is essential for leadership development. Considerable research was done on the self awareness of a leader for enhancing their leadership skills. Through MBTI, leaders get a chance to assess their preferences that might impact their leadership styles (Kathleen 2009) [46].

The basic premise of (MBTI) is that people have inborn preferences and they “cannot be changed. MBTI is an instrument that helps in effective communication
with others. Any information received by people are perceived and acted upon differently. Hence when we try to communicate with people knowing their preferences it helps not only to get the desired output but also make them feel happy about the information received from us and work delivered.

There is a strong relationship between the psychological types and leadership behaviour which was reaffirmed by using MBTI for understanding the type preferences and reflections of a leader. The researchers have emphasized that knowledge on MBTI will help leaders to understand the areas to be worked on while paying attention to employees needs and potential development areas (Kathleen, 2009) [46].

Research reveals that effective leaders focus on self awareness, self management and empathy for understanding their own emotions and emotions of others, which in turn would help them in changing their leadership style to appropriate to the current situation and people around. Leadership characteristics “were better described as personality traits rather than skills or strategies to be learnt and applied” (Schneider and Burton, 2005) [37]. According to Keirsey and Bates, leaders should know their personality for being able to know personality of their subordinates (Keirsey and Bates, 1984) [47].

The 16 MBTI types help the leaders understand their personality types based on extroversion or introversion; sensing or intuition; thinking or feeling and perceiving or judging which would help them to understand their personality and flex their leadership styles appropriate to their subordinates (Myers and McCaulley, 1985) [48].

### 2.3 Situational Leadership

Reviewers of the literature on leadership and personality (Bass, 1981 [49]; Mcall & Lombardo, 1978 [50]; have typically expressed disappointment or even dismay, about the array of confusing and contradictory results and have debated on once widely pursued but now outmoded approach (e.g the pursuit of the characteristics of the “great man”). Research in personality generally has also had a checkered recent history, as their earlier search for robust personality characteristics was deflated in the 1960 by research that found substantial impacts of the situation, but not of personality dispositions (Mischel, 1968) [51]. The importance of followers
in determining the effective leadership style is because it is followers who accept or reject a leader. The term readiness level means the ability and willingness to perform a specific task (Hersey & Blanchard, 2001) [52].

The situational leadership theory developed by Paul Hersey and Ken Blanchard in 1969 [53] proposes that effective leadership depends on the ability of the leader to change his or her behavior to suit the situation. The task and relationship behaviors are called directing and supporting behaviors. Task behavior is when the leader engages in one way communication and gives instructions to followers as to how, when and where a task needs to be performed. Relationship behavior on the other hand is when a leader engages in two way communication and encourages the interested followers to participate and contribute in decision making (Dave Watkins, n.d) [54].

Hersey and Blanchard (1977) [55] highlighted four different types of leadership behavior namely - **telling** (S1-high directive, low supportive), **selling** (S2-high directive, high supportive), **participating** (S3-low directive, high supportive), and **delegating** (S4-low directive, low supportive).

Situational leadership was created by Paul and Blanchard, this theory states that leaders should use different leadership styles appropriate to the followers they lead wherein the leaders exhibit more of task or relationship behaviour with their followers based on their need. This would help in successful completion of the job. According to Hersey and Blanchard there are four types of leadership styles namely **Telling (S1)** is where a leader gives directions to followers on the task to be completed and how to be done **Selling (S2)** is leaders give direction and also have more communication with their followers and sell their ideas to them **Participating (S3)** is leaders focus more on relationship than on task hence would share with their followers about decision making process **Delegating (S4)** is leaders pass on more responsibility on the followers and would be less involved in decision making. Hence S1 and S2 are task oriented leadership styles and S3 and S4 are relationship based styles (Center for Leadership Studies, n.d) [16].

The situational leadership model implies that if a leader understands and diagnose the four leadership styles to be adopted based on the situation, it would help
inbecoming an effective leader. The style (S1,S2,S3,S4) may have to be changed and used to a same follower at different situations (Dave Watkins, n.d) [54].

The major responsibility of a leader is to ensure performance coaching in three phases such as reparation, execution and review. In the first stage, people are identified. In the second stage, standards will be set based on the experience of people as it helps in achieving the results for individuals. Once the second phase is done, the performance during the assessment period is assessed by observing the individual’s performance and getting feedback from others on the same. The Situational leadership helps leaders to guide people all the way through the performance cycle. The fundamental principle in situational leadership is to change the leadership styles of a leader to match the followers’ readiness levels for a given task. Leadership is managing the task and relationship behaviour based on the need of the followers (Paul H & Roger C, 2000) [56].

The leadership styles were categorized as democratic, multifactor and the situational styles. The democratic style means open communication with interested people involved in decision making. The multifactor style considers task and expressive factors, the task factor deals with standard objectives and goals; expressive deals with the group socio emotionally. The situational deals with the situational variables based on the leader member relation. A successful leadership lies in understanding when and how to use a particular leadership style based on the situation (Lester, C 1975) [59].

Researches state that leaders adopting four or more leadership styles have proven to be effective. These leaders do not just map their leadership styles based on the situation but also adjust their styles suiting the need of their followers and thereby achieve the best results (Daniel G, 2000) [11]. Leadership styles are based on the leader’s personality, behavior and communication used to lead their followers in order to achieve the desired results. There are instruments which reveal the self perception about the individual’s leadership styles (John R. Hoyle, n.d) [60]

According to (Hal F, 2001) [61]. Leadership style might be appropriate, over leading (subordinates feel leaders are over doing) or under leading (subordinates feel leaders are not giving them the required guidance) to the followers at various
readiness levels. The leadership style adopted by a leader should vary according to the readiness level of the followers.

2.3.1 Readiness Levels

The role of a leader is to continuously monitor and acclimatize their leadership behavior to each follower’s task maturity (i.e) Readiness Levels like R1, R2, R3 and R4. R1 being low maturity on performing a task and R4 being high on performing a task (Module 16, Update) [57]. According to situational leadership theory, successful leadership lies in choosing an appropriate leadership style based on the readiness level of the followers. The importance of followers in determining the effective leadership style is because it is followers who accept or reject a leader. The term readiness level means the ability and willingness to perform a specific task. The Situational leadership focuses on flexible leaders using appropriate behavioral responses at various situations. (Yaser M, 2012) [58].

2.4 Impact of Leadership styles

Over many years there have been discussions, arguments and experiments by various authors on leadership. The research revealed that there were some qualities different that were found in leaders as compared to the results of the followers. Regardless of the categorization of leadership qualities identified, researches show that there were few common observable fact of leadership, they are 1. Leadership is a process 2. Leadership involves influence 3. Leadership occurs within a group context and 4. Leadership involves goal attainment (Leon C & Simone T, 2009) [62].

2.5 Leadership is a process

Leadership is not a capability that is seen in individuals by birth, very few are born with it. Leadership is defined as relationship between leaders and followers. Leaders impact their followers and vice versa with their behavior as leadership is a two way communication (John P, 2001) [63]. This process enables a person to influence others for achieving their objectives, which in turn would help the organization to be more unified and rationale. The knowledge and skills of leaders could be influenced by their traits like beliefs, values, ethics and character. Great leaders are developed and not born, hence for an effective leadership it is important that the leader undergoes lot of self study, education and training (Manoj
K&Shilpa J, 2013) [64]. Leaders play a very important role in the success of an organization as they create a climate that would influence employee’s attitudes, motivation and behaviour (LinjuanR,2010) [65]. Leadership is a complex phenomenon that relates to many organizational and personal preferences, it is a process where the way it is occurred and the related values and ethics are covered (Richard B,2004) [66].

2.6 Leadership involves influence

Researchers have identified that the important purpose of leadership is interaction between leaders and followers, though most of the definitions of leadership are subjective, a defined leadership is where an individual influence group’s interpretation of events, objective and strategy of an organization. It is the leadership that moves everyone in the same direction for achieving their goal (Jonathan. et al,2010) [67]. It is this influence from a leader that inspires the group to achieve the set goals with motivation. This cannot happen by forcing people to think and work in a desired manner. Leaders footprints are seen everywhere but not the leaders themselves (Bennis W&Nanus M, 1985) [68]. The primary responsibility of a leader is to be able to influence and not just get their followers to follow them (Barry O, 2012) [69]. Influencing also helps in innovative thinking (i.e) impacts idea generation and their motivation towards work (Jeroen P& Deanne N, 2015) [70].

2.7 Leadership occurs within a group context

A leader member exchange is based on the group context wherein a leader influences group of followers for achieving a goal ensuring team’s motivation and learning. Some of the leaders are so focused in their group achieving their goal and might not focus on the group itself and vise versa. Hence a leader should focus both on task and relationship of the group (Hersey P & Blanchard K,1988) [71]. When people think that a person can influence a group and an organization regardless of his or her title and position power that person is a potential leader. The major difference between a leader and management is how they influence a group for attaining a common goal (Leadership Theory and practices, n.d) [72].
2.8  Leadership involves goal attainment

Leadership is about influencing a group of people to achieve a common goal. It is where a leader directs all followers in a direction towards attaining that goal. Leaders spend considerable time in determining these goals. (John P, 2001) [63]. Barrow J (1977) [73] defines leadership as the “behavioral process that influences individuals and groups towards set goals”.

According to YuklG (1998) [74] “influence exerted...over other people...in a group or organization” Leadership plays a major role in effective strategic planning and entrepreneurial firm performance (Baum R, et.al, 1998) [75].

Leaders have to understand the significance of their leadership styles and also how does it reflect the performance and motivation of their employees. Though leadership styles alone is not the only variable that has an effect on the performance of the employees there are also other variables that would have an impact on the performance of employees like job satisfaction, working conditions, interest, opportunities for growth and advancement. Having listed the other variables also it is required for leaders to understand their leadership styles as it cannot be undervalued (WarrickD, n.d) [76]. The key concept of leadership is dynamic and changing based on the requirement of the group. The main responsibility of a leader is to drive this group to achieve the set goals for which the leader has to use different leadership style based on the situation (Kim B, 2006) [77].

The personality of leaders will impact their behaviour which will persuade the thinking, feeling and the way the leaders would relate to people. Researches shows that the personality of a leader is one of the most important factor for leading a change in any organization and is closely related to transformational leadership (Ali H et. al, 2011) [2].

2.9  Leadership Styles

Leadership is all about influencing followers for attaining the set goals. The key for a successful leader is leading followers with appropriate leadership style as it would affect the job satisfaction, perception, commitment and productivity of employees. Researchers have proved that the transformational leadership has been
more successful in organizations, especially for employee’s job satisfaction. There are different types of leadership like **Autocratic** leadership style used when an employee needs a close supervision and direction for performing a task, **bureaucratic** style is followed when a leader wants to follow certain process and procedures without giving room for innovation, **Charismatic** leaders are those who concentrate on their own performance and create dependency on them for the organization, **democratic** or participative leaders involve their team in decision making process and give equal opportunity, **lassiez faire** leadership is a leadership style where leaders lose control on their team and don’t lead at all, **people oriented** leadership style is where the leaders connect very well with their followers ensuring job satisfaction and support, **servant** leadership is similar to democratic leadership where the team is involved in the decision making process and equal opportunity, **task oriented** leadership is where the leader focuses more on tasks and accomplishing the same rather than the individuals and their needs, **transactional leadership** is the power given to leaders for achieving a task and get the team to perform the same, **transformational leaders** focus on communicating effectively with the team and meeting the needs of the team focusing on efficiency and **environmental** leadership where leader create a learning atmosphere and develop leaders at all levels which nurture the team and organizational environment (Julio W, 2015) [78].

Leaders should adopt the appropriate leadership style based on their team for high productivity and job satisfaction. Research shows that the transformational leadership is best as it motivates people for personal development. These leaders understand follower’s aspirations which increase the followers commitment and performance level of the individual. This leadership style correlates with employee perception about the job and organizational satisfaction. It also makes the employees feel that their manager exhibits both task and relationship oriented behaviour (Von W et al, 2011) [79].

**2.10 Learning from Literature Review**

- Better understanding of different leadership styles makes the communicating process easier. The styles may vary depending on the person and the situation. By trying to understand individual members of the team, possibly through MBTI
The selection of an appropriate leadership style depends on the situation as well as the personalities of those with whom you are communicating.

Knowing and understanding the different types of personality can form the basis of your own personal leadership style right from the start.

The four dimensions of the MBTI display the direction of energy and attention (extraversion–introversion), the way of perception of information (sensing–intuition), decision–making (thinking–feeling) and lifestyle (judging–perceiving). These dimensions can also be called dichotomies.

The MBTI is one of the most widely used instruments in human resource development; Approximately two million people fill out the MBTI annually the results of MBTI’s relation to transformational leadership are mixed however, the MBTI type of leader seemed to be a more dominant factor in leadership assessment by subordinates than is the MBTI type of the subordinate.

The advantage of the MBTI is the dynamic and positive approach as well as steady theory behind it.

Situational leadership is not something you do to people but something you do with people.

For example, a study of MBTI profiles for 26,477 aspiring executives who attended the Center for Creative Leadership’s Leadership Development Program from 1985 to 1993 (Pearman R& John W, 1997) [34] found this sample of aspiring middle to senior managers was strongly Thinking and Judging oriented rather than Feeling and Perceiving in type. This type of normative imbalance can have a crucial effect upon organizational climate, especially those elements related to developmental issues and change.

McCaulley (1994) [85] points out that individuals representing all sixteen types can function successfully as leaders, although they do not all lead in the same way and are not necessarily at their best in all situations. The MBTI makes a positive contribution to the integration of many types of people in the workforce as leadership in organizations become more heterogeneous. This integration occurs because the MBTI focuses on valuing differences rather than evaluating differences, which can lead to an appreciation of those who accomplish tasks in a different manner.
The Blanchard organization offers another means of combining MBTI type and SLII® in a model titled The Leadership Bridge. The leader who works to understand the unique needs of his or her employees will build loyalty and dedication to both himself or herself and the organization, while achieving a higher level of performance. Having an understanding of his or her Myers-Briggs type preference enables the leader to use the awareness of his or her style to shift and flex behaviors to meet employees where they are. Using SLII® and MBTI together offers a more holistic look at what leadership requires and at different perspectives and ways to understand the individuals involved.

I discovered that different leadership styles, from directing to delegating, are appropriate depending on the different situations and personalities. My goal is to be able to identify the best leadership style for each person in a given situation and apply it.

The above explained are few findings from the literature that bring out the connectivity between MBTI and Situational Leadership.

2.11 MBTI type predisposes leadership style

MBTI assessment helps in understanding the personality type and how it impacts your behaviour while working with people. The selection of appropriate leadership style depends on the personality of the leader and understanding the expectations of the follower. Although the personality type of the leaders doesn’t change the situations but it may lead the leaders to change their leadership style accordingly (Carl, 2001) [83].

One of the important factors for Individual’s effectiveness and performance at work depends on the leadership style exhibited by a leader. Leaders have the choice of choosing the leadership style based on their personality for leading their followers (Mohammadreza B, et al. 2012) [86]. Researches had shown that the MBTI type of leaders have direct impact over the subordinate’s expectations from their leader (Tiina M.2006) [87]. People having task oriented personality (T) would not focus on the process until they see the all the facts on the other hand if they are relationship oriented (F) then they initiate the process with necessary facts. Hence it is essential for a leader to understand their personality to regulate their leadership
styles (Andrew J, 2005) [88]. The four mental process in Jung Theory (MBTI) determines the energy, data collection, decision making and orientation of an individual, hence understanding this would help the leaders to know themselves better and understand others as well. Hence combining MBTI and situational leadership would help in developing great leaders (CPP, n.d) [89].

The attributes for strategic leadership are mastery of behavioral and cognitive complexity, social intelligence (Boal K & Hoojeberg R, 2001) [90]. Leaders having high absorptive (ability to learn) and adaptive (ability to change) capacity and managerial wisdom are proven to be more effective. Research has revealed that certain MBTI personality types predispose managers, executives and leaders, in particular it was found with thinking and judging combination of leaders (Kirby L, 1997) [91]. Personality types have been a strong influencing factor for any person which acts positively or negatively in one’s behaviour. The personality type here refers to Jung’s theory (1971) [92] which argues that the different personality types are categorized based on the preference of people using their mind to take and organize information and finally reach the conclusion (Coetzee M, 2005) [93]. Personalities are in born that influences people to behave in certain way (Engstrom M, 2005) [94]. It is a unique set of behaviour as defined in MBTI which tells us how individuals represent themselves in a social circumstances encouraged by their energy system. There are sixteen MBTI types defined based on individual’s preferences (Desire P, 2011) [95].

2.12 MBTI type – Impact on learning new style of leadership

The MBTI types define four different pairs of preferences named dichotomies of people. These eight preferences are important and will be used by people in some circumstances. Having said this, the preferences of people used the most compared to the other preference in a pair forms the MBTI type of a person. There are 16 MBTI types which are unique and play a significant role in leadership; though people can play different leadership roles the preference defines a comfortable role for them. The MBTI scores shows the areas of strength for a leader but if pushed too much the strengths could also turn to be less effective for a leader (Judy S, 2009) [96].
The researches show that the majority of leaders show preferences of ‘Thinking and Judging’ or ‘Feeling and Perceiving’. The characteristics with ‘Thinking’ include being logical, task oriented and problem solving. The characteristics with ‘Judging’ includes organized, well planned and timely. When people exhibit these characteristics based on their preferences they tend to see it in the best possible way. On the other hand when they are forced to stick on to other characteristics out of their preferences they might exhibit their characteristics less effectively. When it comes to leadership styles where they tend to show behaviors which are not developed and against their preferences which will disappoint the followers rather than motivating and influencing the followers (Jennifer O, 2015) [97].

Understanding oneself creates a self awareness which is really important for leaders to be effective. Knowing the MBTI type of a leader would help them in understanding how their preferences impact their leadership style. This understanding is really important for transformational leadership suiting the needs of their subordinates which will in turn ensure the change in leadership style is highly effective (Stanley D, 2011) [84]. It is important for leaders to know different styles of leadership as it would make the communication process much easier with subordinates, for instance if a subordinate needs more encouragement for accomplishing a task then that person needs a supportive leadership style to be adopted. As leadership is all about influencing people, it is highly important to think and act based on the perception of the subordinates since they are at the receiving end (Carl, 2001) [83].

2.13 Follower based Leadership Style

Leaders will aim at creating an identity for the group and they resolutely believe that the followers have to be thinking of becoming one with the leader while joining the group which will create a very comfortable situation for them. The leader’s perspective about the followers and the situation will impact their leadership style. Transformational leaders will focus on creating a vision and insight for the followers to bring out their potential. Creating Trust and personal integrity is the key for the transformational leaders to sell their ideas and motivate their followers. These leaders are people oriented and believe that true commitment can lead to success (Leadership Styles, n.d) [98]
Follower based leadership aims at achieving success through the growth and development of followers. These leadership styles are adapted in organizations which focuses on human capital and equality and considers employees as their assets. Apart from the transformational leadership styles there are also participative and servant leadership that focuses more on their followers, where the aim of the leaders would be to develop their followers as future leaders ensuring that they achieve their goals and stay motivated (Lena M, 2007) [99]. There has been very limited research on this area, though it is very important in the current scenario specially to manage change in an organization. As we are aware relationship between leaders and followers are not always one way. There will be situations where leaders should be like followers and vice versa. Since they both are interdependent, the importance for followers can never be under estimated. Research says that there can be an integrated model developed in this regard to suit the organizational goals and culture (Elizabeth C.et al,2006) [100].

2.14 Leadership Research - Current Scenario

Leadership is one of the four management functions that all managers should understand. Several studies have been undertaken on effective leadership style, the research revealed that the results proven to be effective in one country would not be effective in other country; hence an ideal leadership should be flexible and personalized suiting the needs of the subordinates (MoeyY,2009) [101]. There is a huge shift in the current leadership style from one way hierarchical communication to two way communication. This shift has changed the perspective of leadership to networking focused, participative and collaborative leadership styles. Most importantly it is the new mind set of leaders in the current scenario that has brought this shift which is much needed for the current situation (Nick P, 2014) [102]. As leadership plays an important role in educating and developing of employees specially during organizational change which requires effective and highly competent leaders in order to be able to handle the issues arising from an organizational change.

Researchers have proven that in order to be an effective leader, it is important to focus on competencies like vision and innovative approach along with other characteristics while handling successfully the implications of an organizational
change. Hence today leadership has become the most important area of focus for many organizations. Leaders are the ones who establish directions for the working group who in turn motivate the members to achieve their goal successfully. Though there have been numerous definitions for leadership and a debate over best leadership for long time, the leaders have the authority to process everything around the organization. A good leader is one who has good personal values, followership based and social presence. Influencing is a key that helps in motivating people and directing them towards achieving their goals (WasimA& Imran A,2010) [6].

There have been numerous researches done on leadership as it is the most important in organizational science. Various researches have contributed to the development of leadership theories. The analysis of research has shown that personality of leaders may vary based on various situations which may affect the performance rating of leaders affecting the organizational change process. The leaders can be organizational architects as they can influence the inputs received from different levels and ensure the desired output. Hence influencing the followers by changing their personality based on the readiness level of their followers would help in achieving the best results (Dinh, J. et al, 2014) [103].

2.15 Problems and Research Gaps

The literature review highlights the importance of relationship between MBTI and situational leadership, but attempts to find relationship between psychological types and leadership style, using the leadership Effectiveness and Adaptability Description (LEAD) questionnaire and the Fiedler Contingency Model Questionnaire (CMQ), have failed (Berg 1993 [104], Davis 1981 [105]; Dietl, 1981 [106]; Dobbs 1989 [107], Flores 1987 [108], Frankowski 1993 [109]; Pierson 1984 [110]; Savelsbergh 1989 [111].

This is because the instruments captured either the leadership styles or personality types, but it did not integrate both and factor the readiness levels of the followers. The questions raised for this research are: whether type predisposes a manager of certain leadership style? and whether Personality type makes it difficult to match the expectation of the followers?
This research will help in enabling the leaders to be more effective in influencing their subordinates by knowing their own preferences and how it impacts their leadership styles. This in turn will help the leaders to modify their leadership styles according to the expectations of their followers.

On the basis of understanding from the literature review and identification of Research Gap, the purpose of this research is to fill the gaps identified above. A framework for effective leadership is conceptualized and presented along with the concepts in the next chapter.