Participative Leadership Style as a Viable Strategy for Increasing Organization Productivity

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Abstract

Against the globally acknowledge view that organizational success largely depends on the type of leadership style adopted. This paper examines among others participative leadership styles as a viable turnaround strategy with a view to determining its positive change potentials to achieve organizational productivity. It further reveals that as one of the major types of existing leadership styles participative leadership styles has the potentials of generating far-reaching benefits than others. The style allows for the development of additional leaders who can serve the organization in future. On the basis of its derivable benefits, the paper suggests methods such as frequency of meetings, consultative leadership, standing advisory committee workers council, labour-management cooperation as well as management by objective (MBO) and total quality management (TQM) as ways of strengthening the viability of the concept to organizations considering participate leadership style as ideal. It therefore concludes that the success of failure of an organization is directly connected to leadership style and participative leadership style is a sine-qua-non for organizational productivity. It recommends continuous training programme to expose organizational leaders on the imperatives of participative leadership as well as legislation (law) to enforce it.

Keywords: *Participative Leadership, Decision Making, Organization, Productivity.*

Background to the Study

Today, leaders or manager or administrators of men and material resources in modern organization are waking up to adopt new concept of leadership style to turn around there organizations in order to achieve desired goals in terms efficiency and effectiveness. As Etzoni, succinctly put it" goals are desired state of affairs which an organization attempts to realize", to realize these goals in line with global trend largely depend on the quality of the organization's leadership style. To Ehrhart (2004), Leadership Style refers to the way leaders behave towards or treat the individuals they leading while Drucker indicate that the quality and performance of managers are the key criteria in deciding organization success. An enterprise without a manager's eldership is not able to transform impute resources into competitive advantage. Therefore, it is clear that the leadership style of a manager has closer relationship to the development of organization. The study made by Bass (1990) shows that 45% to 65% of the total factors causing success or failure of organization are decided by leaders. Leadership style has influence on employees' behavior, including their adoption of the firm's strategy and organizational value and has been link to both organizational outcomes and employee work performance Ehrhart (2004).

Leadership styles have evolved for several decades, with a prominent shift from the autocratic and directive leadership of the new generation. In a global study involving 389 leaders from 28 countries, the centre of creative leadership (CCL) found that 83% of the leaders surveyed believe that the definition of effective leadership has changed in the past five years. These changes to leadership styles can be attributed to a combination of issues including a shift in people's attitude as well as advances in technology. Thus, there is an imperative for leaders of organization including human resources (HR) Managers, to plan ahead and adapt to the movement of these evolving trends to ensure the best outcomes for their organization.

The move has shifted from authoritarian leaders who believed in top-down management strict rules, and exact orders, to a progression into white collar careers with more individualized thinking and individual ownership over tasks. It was here that participative leadership styles settled in, and this style is now one of the most common leadership styles in contemporary society. The participative style of leadership management is where the group is central to the decision making process, and not the leader alone. The environment is more flexible and manager feels at ease with regards to drawing on the knowledge of experienced followers. Today's leaders speak in terms of "open" dialogue and "collaboration" and indeed if you mask the great leaders of today they will invariably point to their close collaborators and mentors as being part of the leadership.

Conceptual Literature
Leader, Manager, Administrator and Leadership

Leadership has been conceived in several ways by different scholars. According to Northouse (2004), leadership is defined as a process by which an individual influence a group of individual to have common goals". The term follower will be used to describe those whom the leader is attempting to influence. The term subordinates is often used in organizational setting, but the term followers suggest that leaders can be in any role or position, and a bureaucratic hierarchy is not necessarily implied. Another useful way to frame leadership is

to contrast it with management. According to Kotter (1990), management produces predictably, order and consistency regarding key result and includes planning, budgeting, organizing, staffing, controlling, and problem solving, leadership produces change and includes establishing direction through visioning, aligning people with the vision and strategies and motivating and inspiring staff. One conceptualization for human services organizations defines administration as a combination of leadership and management (Roberts-DeGennaro & Packard, 2002). Leadership includes visioning, change management strategy development, organization design, culture management and community collaboration. Management includes program design, financial management, information systems, human resource management program evaluation, and project management. Effective execution of management functions often requires leadership.

Leadership is one of the buzzwords of management professional these days and those in charges or organization would rather be perceived as leaders than managers. Northouse (2004) definition of leadership, the emphasis is on the involvement of motivated individuals towards achieving of set goals. If expanded, then leadership is actually a persuasion process on someone's behalf so that subordinates carry out the task needed to accomplish organizational objectives as well as a visionary endeavour to be communicated to others. Moreover it is a way of creating followers as a result of possessing the right knowledge and skills. Thus, in Peter Drucker's words, "Leadership is all about results" (2006).

In a similar vein, (Bass 1990), defined leadership as a process of interaction among individual and groups that include a structured or restructured situation, members' expectations and perception. Leadership can be explained as the ability of an individual to have power that focuses on how to establish directions by adapting forces (Go et al., 1996) an organizational perspective, Schermerhorn (1999) believed that leading is a process used to motivate and to influence others ,to work hard in order to realize and support organizational goals, while Hersey et el. (2001) believed that leadership influences individuals' behavior based on both individuals' and organizational goals, (Robbins 2001). Defines leadership as the ability of an individual to influence the behavior of a group to achieve organizational goals. It is possible to conclude from these discussions that leadership is a group of phenomena, whereby leaders are distinctive from their followers and can influence individual's activities to achieve set goals in their organizations to this end, Northouse's definition will be adopted.

Objective of the Study
Therefore, for the purpose of this paper, it could be argued that leadership can be seen as attitudinal manifestations of whatsoever is at the helm of affairs in an organization, be it private or public and at whoever level. It is something more than personality, situation or appointment but immutably linked with behaviour.

For example, autocratic leadership differs from participative leadership simply in terms of behaviour. The former has been simple as authoritarian, issuing orders or commands, s hutting out input to decision making by subordinates and where it is even allowed. It is usually symbolic as the leader would have concluded on what to do. The later differs in the sense that it accommodates different shades of ideas or opinions and allows them to

influence the final decision taken. All organizations have leaders and them across all segment, section or level, of the organization. Thus, it is simply matter of nomenclature to refer to those at the helm of affairs as leaders, managers, or administrators in organizations. Hence, they shall be used interchangeably in this paper. Whether as a leader, manager or administrator, therefore, the Leader combines human and material resources to achieve desired organizational set goals. The concern however is whether these leaders possess leadership qualities that would trigger organizational effectiveness and efficiency when considering the fact that different leadership styles have the ability t o influence subordinates behaviour in differing ways. Managers must henceforth be informed to adopt appropriate leadership style that brings about desired organizational goals.

Leadership style is defines as the pattern of behavior that leaders display during their work with and through others (Hersey and Blanchard, 1993). Miller et al. (2002) view leadership style as the pattern of interactions between leaders and subordinates. It includes controlling, directing, indeed all techniques and methods used by leaders to motivate subordinates to follow their instructions. Management literature has identified leadership styles like: autocratic leadership, bureaucracy leadership, charismatic leadership, democratic leadership or participative leadership, laissez-fair people-oriented leadership or relations-oriented leadership servant leadership, task-oriented leadership, transactional leadership, transformational leadership. Each style of leadership impacts organizational performance differently, some of them helping organization evolve and achieve success, others only hindering their development and being a source of dissatisfaction and demotivation. For example, Popa 2012) noted that laissez-fair is a hands-off approach where no one sets any objectives, directions, restrictions etc., hence the lack of motivation, poor; work practices and lack f performance. Another leadership style which can have a negative impact upon the performance of an organizational is the autocratic style. It is an extreme form of leadership where the exerts extreme power upon the staff/subordinates, offering them very few opportunities of saying what they think or involving themselves actively in the way the activity is developed . Therefore, the level of performance is very low.

According to Kavanaugh and Ninemier (2001), there are three factors that determine the type of leadership style: leaders' characteristics, subordinates' characteristic and the organization environment. More specifically, the persona background of leaders such as personality, knowledge, values and experiences shapes their felling about appropriate leadership that determine their specific style; employees also have different personalities, background expectations and experience, for example employees who are more knowledgeable and experience may work well under a participative leadership style, while employee with different experience and expectations require and automatic leadership style. Some factors in the organization environment such as organizational climate, organization values composition of work and type or work can also influence leadership style. However, leaders can adapt their leadership style to the perceived preferences of their subordinates (Wood, 1994).

Leadership styles can be classified according to the leaders' power and bahaviour as autocratic, democratic, and laissez-fair, where styles are distinguished by the influence leaders have on subordinates. (Rollinson, 2005). More specifically, power has been considered as: the potential of a process to influence people (Hersey et al., 2001); a part of the influence process at the core of leadership (Northouse, 2004); and the rights that allows individuals to take decision about specific matters (Rollinson, 2005). The influence of leadership will differ according to type of power used by a leader over their subordinates (Mullins, 1998). Hence leaders will be more effective when they know and understand the appropriate usage of power (Hersey et al., 2001). According to Kavanaugh and Ninemeir (2001) an autocratic style is embedded in leaders who have full organizational power and authority for decision making without sharing it with their subordinates, while a participative or democratic style implies that leaders share their authority of decision making with employees most of the laissez-fair or free-rein style exist where leaders give their employees most of the authority over decision making. Here, participative leadership is considered appropriate as a result of its far-reaching benefit in achieving organizational goals. It has become the most viable leadership style when creative thinking is needed to solve complex problems.

Participative Leadership
In simple terms, the "participative" in the participative leadership style is interchanged with the popular understanding of the world "Democratic". It implies that all stakeholders within a specific human and organizational system have an equal share in defining the basic goals, strategic and values that define their shared activities and the overall direction they move in together. It also implies that the people in question are all ready, willing and able to row in the same direction together.

In a similar dimension, participative leadership is a style of leadership that involves all member of a team in identifying essential goals and developing procedures or strategies to reach those goals. From this perspective, participative, Leadership can be seen as a leadership style that relies heavily on the leader functioning as a facilitator rather than simply issuing over or making assignments. This type of leadership style can be utilized in business setting volunteer organizations and even in the function of the home. Participative leadership involves consulting with subordinates and the evaluation of their opinions and suggestions before the managers makes the decision (Mullins, 2005).

Participative leadership is associated with consensus, consultation, delegation and involvement (Bass 1981). Results revealed that employee who perceives their managers as adopting consultative or participative leadership behavior are more committed to their organization, more satisfied, with their jobs and higher in their performance. (Yousef, 2000). Because of the consultative nature of participative leadership, it has the potential to enhance the dissemination of organizational and managerial values to employees. Employees who work for a participative leader tend to exhibit greater involvement, commitment, and loyalty than employees who work under a directive leader (Bass 1981). Consequently employees who are allowed to participate in the decision –making process are likely to be more committed to those decisions. Therefore, management must allow employees to participate in the decision-making process.

Several studies indicate that participative leadership is more conducive to employee commitment and loyalty than any other leadership style. For example, while the manipulative nature of autocratic leadership tends to focus on specific job/tasks, a participative leader invites the input of employees and strives for consensus (Bass 1981). Because participative leadership values the employee more than it does the task, such leadership is likely to engender increased commitment among employees. As a result, the likelihood that the organization's employees will adopt the manager's orientation to serve quality increases. Hence participative leadership style is associated with employee commitment to service quality Dolatabadi and Safa (2010).

Organization
Basically, an organization in its simplest form (and not necessarily a legal entity e.g. corporation) is a person or group of people intentionally organized to accomplish an overall common goal or set of goals. Business organizations can range in size from one person to tens of thousands. An organization operates according to an overall purpose, or mission. All organizations operate according to overall values, or priorities in the nature of how they carry out their activities. These values are the personality, or culture, of the organization. Organizational member often work to achieve several overall accomplishments, or goals, as they work toward their mission. Organizations usually follow several overall general approaches to reach their goals. Organizations have major subsystems, such as department programme, division, teams etc. each of these subsystems has a way of doing things to, along with other subsystem achieve the overall goals of the organization. Often, these systems and processes are defined by plans policies and procedures.

Furthermore, organization can be defined as a social unit of people, systematically structured and manager to meet a need or to pursue a collective goal on a continuous basis. All organization has a management structures that determines relationship between functions and positions, and subdivides and delegates roles, responsibilities, and authority to carry out defined tasks. Organizations are open system in that they affect and are affected by the environment beyond their boundaries. Therefore, organizations can be classified as either private or public. The former is managed by private individuals while the latter is opened and controlled by government in term of funding and appointment of the leadership or head. Thus, organization (private or public) sponsors and appoints leaders for the sake of achieving desired goals.

Productivity of an organization is defined as the ratio of output produced by the organization and the resources consumed in the process. Here the output refers to the quantity of goods and services produced by the company, and inputs refers to the quantity of resources such as labor, material, physical facilities and energy consumed for producing the same productivity is used to assess the extent to which certain outputs can be extracted from a given impute. We can measure productivity for single input resources such as manpower used, or multiple resources. There can be many different types of productivity measurement depending on the type of resources considered. Measures or productivity describe how well the resources of an organization are being used to produce input. They are very useful in achieving and maintaining high leave of performance in any organization, particularly in

improving the efficiency of various operations within the organization as well as for the total organization. Productivity measures are also used for planning, monitoring and improving performance at national levels.

Productivity can be improved by increasing the outputs keeping the inputs constant, or by giving the same quantity of outputs with reduced inputs, or by increasing outputs and at the same time reducing inputs. These can be done by several methods such as: improving system and methods of operations. Among others measures this use of automation; improving planning and scheduling; improving control and improving motivation of people.

Decision Making
This entails a choice or taking definitive position or stand in a given situation. It is also seen as choosing the best from many alternatives in problem solving as Herbert. Simon puts it; there are programmed and non-programmed decisions. Decision that emanate from definite procedure or are routine are programmed decision and those that arise from motive and are unstructured at non-programmed decisions and those that arise from motive and are unstructured are non-programmed decision. However, the concern about decision here is in its totality. Subordinates can make inputs to programmed decision and where the leader out of exigency takes a sole decision, it behooves him to inform their subordinates within a short time for their suggestions.

Theoretical Framework
Participative Theories:
Participative leadership theories suggest that the ideal leadership style is one that takes the input of others into account. These leaders encourage participation and contribution from group members and help group members feel more relevant and committed to the decision-making process. In participative theories, however, the retains the right to allow the input of others. This situation is known to have been abused as some subordinates will take the laws into hands negating the achievement of the organizational set goals.

Management theories, also known as transaction theories, focus on the role supervision, organization and group performance. These theories base leadership on a system of rewards and punishments. Managerial theories are often used in business; when employees are successful, they are rewarded; when they fail, they are reprimanded or punished. This theory is known to have adversely affected the achievement of organizational set goals as some leaders have failed to appreciate the positive contributions of their employees. The latter in most cases, dwindles enthusiasm in the affected employees.

In most Nigerian public institutions, the symptoms of low organization productivity characterized by inefficiency and ineffectiveness labor, material, physical facilities and energy consumed for producing goods and services have been identified as he major challenges preventing the total realization of public sector and development. In additional, factors such as undue interference, poor funding, lack of initiative, competition, poor technology, poor infrastructure, indiscipline, lack of transparency, disorderliness, poor work attitude and leadership incompetency have equally been noticed as fundamental triggering variables.

However many resist studies have shown that organization which are low in productivity tend to have leaders who are highly bossy. Decision making is centered on them alone. The problem with none public organization is that the leaders are not democratic in their relation with their subordinates. They dictate the tune and have the administration of the organization centered on them. The need for subordinates to participate in decision making is not a passing fancy. it is noted deep in the culture of free men around the world and its is no doubt the basic drive in men. The process of participation b ring drive into plays the higher drives and motives of men. The drives for self-expression, accomplishment, autonomy, and self-assertion. It makes the subordinates know that their contribution are sought and appreciated. Participation has enormous potential for raising productivity, bettering morale and improving creative thinking. It affords a means of building some of the human values needed in a group and creates an asset in morale so that when necessary orders are given, subordinates will respond more co-operatively because they are participating. Great benefits to the organization and its members can derive from a leadership style of this nature.

Furthermore, other critical issue of concern in public organization leadership is the competence of the leaders, so appointed. In most cases, some of the appointments lack merit. What become of such organization is having incompetent leaders who lack the abilities or capabilities to lead the members to attain se goals or objectives. Thus, what are usually fund in some of these organization are "round pegs in square holes" or "square pegs in square holes". Once this situation arise, there will be arbitrariness in the such leader behave or administer the organization and this will in turn affect the goals of the organization and by extension leading to poor organization productivity in the public sector of the Nigeria economy.

Prospect

Given the relevance of involving employees in making decisions, organizational managers adopting this type of leadership style have continued to derive the following benefits to their own advantage:

One of the main benefits of participative leadership is that, the process allows for the development of additional leaders who can serve the organization at a later date. Because leaders who favour this style encourage active involvement on the part of everyone on the team, people often are able to express their creativity and demonstrate abilities and talents that would not be made apparent otherwise. The discovery of these hidden assets help to benefit the work of the current team, but also alert the organization to people within the team who should be provided with opportunities to further develop some skill or for future use.

Participate leadership also expands the range of possibilities for the team. When leadership styles that essentially leave all the direction and decision making in the hands of one individual, it is much more difficult to see a given approach from several different angles. When the leadership style encourage others to be involved in the decision making process, a given course of action can be approach from a variety of perceptions. This can often point out strengths or weaknesses to the approach that would have gone unobserved and thus unresolved without this type of participatory brainstorming and decision making.

Effective participative leadership allows the talent and s kills of all the team members to be utilized in arriving at decision and taking course of action. While the team leader is usually still responsible for making the final decision, this sharing of functions within the tem provide the perfect environment for everyone to provide input that has the potential to make that final decision more well round and ultimately profitable for the company as a whole.

Participative leadership's ability raised the commitment, involvement, and loyalty among employee and has become very attractive to managers wishing to promulgate his or her commitment to service quality to employees. Since participative leadership leader consults with subordinates and consider their suggestion and ideas when making decision and taking particular actions, it helps to align organizational values and employee values and this make employees to recognize that the leader gives consideration to their idea and opinions. Because of the consultative nature of participative leaders, the style will greatly enhance the degree f shared values between the organization and its employees. Participative leadership allows employees to have input into and some control over their roles and responsibilities. With a participative connection, employees can still gain feedback from their manager on role when needed. As a result, role clarity is likely to increase as information and expectation and expectation about employees' roles are managed by consensus (Bass 1981). The participative leadership style provides motivation for all workers that are allowed to take part in decision-making this is because, it has been discovered that in modern organization so many workers are intelligent and highly skilled professionals.

Having considered the immense prospects of participatory leadership style to organization efficiency, some of the under-listed suggestion could as well significantly improve participative leadership style methods and activities in achieving organization desire goals. Frequent or regulate meeting: this requires of the leader to meet with the subordinates or their elected representative at scheduled or unscheduled intervals. It could for example, be weekly bi-weekly or forth-nightly (although come can also be daily). The meeting will depend on the situation on ground or better still for the leader to keep the subordinates abreast of development in the organization, seeking for views where necessary, or to pass on information and directives to them or to involve them in group discussion for the purpose of decision making or implementing decisions. This can be done at any level of leadership or management be it management, middle-management or the supervisory level.

Individual participation: here the leader can pick subordinates in their individual capacity to seek suggestions or ideas from them. The implication is that he decides who to liaise or discuss with and can deliberately leave out some. In this case the group does not meet. Although this method, is however; considered as bad as autocracy because it is not collectively representatives and the individual subordinate's ideas may just be very subjective and witch-hunting. Therefore, leaders are advised to be cautious on the typ e of issues personal opinion can sorted for in order not to end up controlling the organization.

Consultative Leadership: here the leader can call a meeting of all his subordinates wherever the situation requires, obtaining their ideas on some organization problems. He presents the problem and seeks questions, ideas or criticisms. He may also present a solution for the subordinates to deliberate upon be he would have assured them that such solution is not final but subject to change or bow to a superior solution. Alternatively, the leader can present a problem to the subordinates, seek their suggestions but make the final decision taking into account the suggestions from the subordinates. Thus, the subordinates would have participated and the decision based on consensus.

Suggestion arrangement through boxes or letter written form subordinates: this is another method of participation. Here, the leader establishes a formalized system whereby the subordinates are encouraged to comment on or submit suggestions or ideas that can improve the organization. The snag here is that the subordinates will have less interest to do so 'since they may be afraid of reprisal or such suggestions being thrown into the dustbin. Therefore, the leader can use the payment of monetary awards to induce contributions. In this case, a means of ensuring participation is established and encouraged and it provides an avenue for upward communications as most subordinates would have been insulated from the leaders. The point however is that the leader has to be sincere enough in treating the suggestions.

Standing Advisory Committee: in this case, the leader can constitute a standing committee or group within the organization or what can be called a junior board of executive to always look at issues or problem affecting of emerging in the organization and make recommendation to him, or her as the case may be. This board will be held in high esteem by the leader and its recommendation taken very seriously. The board members do not need to be representational but a system will be devised whereby the embers can be rotational or at least have a way of coming in and going out of the board at intervals. Thus, every subordinate will have the opportunity or chance of becoming a board member. Those who are there at a particular time will want to strive to leave a good legacy. The leader need not be part of the suggestion process but may have to make a choice from the very few suggestions that will be made.

Collective Bargaining: here, the leadership at the top recognizes the subordinates elected representatives, to negotiate with it on matter affecting them in the; organzaition. These representatives who are also workers in the same organization will help to relate with the leadership (management) on such matters as salaries, pension plans, grievance procedures, benefit plans, compensation plans, leave and leave bonuses or allowances, discipline, promotions, health matter etc. the compromise reached must be binding on all the fully implemented to earn full participation.

Departmental Representations: here each department in the organization elects a representative who will from time to time hold meeting with the leadership, and brief members of the department on development on regular basis, by the same toke. The representatives will forward the suggestion or ideas of the departmental members when meeting for consideration. In this case, there will be participation.

Worker's Council: a worker or subordinates can be constituted not necessarily unionize but will be made up of respected workers whose views the workers hold in high esteem. The workers will bare minds to these men among them who will then put the issues across to help the leadership or management. The leadership will have no serious harm to the organization if their views are not respected. This group plays a significant role in creating a balance in the organization.

Subordinates/union-management Corporation: indeed, it has been found to be very useful in organizational goal attainments and devoid of rancor. The system implies that both leadership (management) and subordinates jointly accessed problem, set goals, set standard, set target, and fashion out means of attaining them. Thus, a formal programme of cooperation and consultation between the leadership and subordinates on their union is made to solve problems and improve effectiveness and efficiency for the mutual benefits of both the workers and the organization. The programme can be with incentives or non-incentives. The one with incentives implies that once the set targets are met, the excess can be converted into monetary benefit and shared among subordinates. The non-incentive type will not attract such opportunities or benefit. Overall, subordinates will feel a sense of participation and this can actually b ring about harmony and stability in organizations. Typical examples are management by objectives (MBO) popularized by Peter Drucker; Total Quality Management (TQM) which hinges on joint co-operational efforts towards improving the quality of goods and service for benefit of the end users (consumers). The Scanlon plan originated by Joseph N. Scanlon which hinges on participating on incentive basis or a system or toward; theory Z (the Japanese approach) coined by W. Ouchi, an American exponent of Japanese management style. The theory hinges on high degree of mutual trust and loyalty between management and employees (subordinates) with decision making share at all levels among others.

Every success or failure of an organization is directly connected to the leadership style, thus there is no gainsaying the fact that participative leadership style is a sine-qua-non to organizational effectiveness and efficiency. This cannot be achieved in the absence of a leadership that can adapt to the changes and challenges of the environment, the know how to motivate the employees and that encourages them to take more ownership for their work.

Therefore, organizational leaders must as a matter of urgency re-orientate organizational leadership to be participative in nature. This is because participation is not a passing fancy. It is rooted deep in the culture of free men around the world, and it is a basis drive in man. It is observed that when ideas and suggestions are; sought from subordinates, they will be challenged and will want to be committed to the set goal for which their ideas and suggestions were sought organizational leadership should realize that no man is a repository of knowledge. A tam work will bring about commitment and progress is productivity. Subordinates should be given an opportunity to direct their initiative and creativity towards the goals of the organization.

It should be realize that participative leadership style differs from "consent" seeking which entails only the creativity and ideas of the leader who brings his idea to the subordinates for their approval rather than their initial contribution to the idea. Participation is a two-way psychological and social relationship among people rather than a procedure imposing ideas from above and it should be embraced as a solution to the persistent ineffectiveness and inefficiency of most of service delivery organizations. Available records have shown that participative leadership style is not without its own barriers. Generally, it can be very useful and far outweigh any other approach such as autocratic, laissez-faire etc.

In the light of the above analysis, there is dire need for continuous training programme to expose organizational leaders on the imperatives or participatory leadership as well as legislation (law) making it mandatory for all organizational leaders in Nigeria to be participatory in all their approach. Furthermore, organizational leaders should be evaluated individually and encouraged to embrace participative leadership style. Bye and large, appointment to leadership positions could be based on the reconsideration of the mentioned theories subject to the related environment.

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