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SITUATIONAL LEADERSHIP MODEL AND ORGANIZATIONAL EFFECTIVENESS

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Abstract
Being a manager, has to do with the ability and capability to plan for possibilities of creating a surplus and ensuring efficiency of goods and services delivery, this only can be achieved through the competencies of a manager. Based on this fact, Situational Leadership ultimately refers to the capabilities of a management or an appointed leader to persuade the subordinates to work in line with the set standard of the organization. Little wonder then that situational leadership is being applied in nearly all organisations that aim to achieve the expected results from their employees. This paper highlights the concepts and theories of situational leadership and also expresses the features of situational leadership through the descriptive survey method to research the relevance of situational leadership theories and features that allow managers to provide an enabling environment for both the employees and customers for effectiveness in an organisation. This study through the concepts, theories and features discussed ascertained that situational leaders are the real agents of possibility and effectiveness in organizations.

Keywords: Situational leadership, Model, Theories of leadership, Organisational effectiveness.

Introduction

It is a clear fact that leadership deals directly with the behaviours of individuals, communities, groups and followers. Currently, organisations and corporate entities are facing a series of problems to sustain themselves in a highly competitive environment in the local and international markets. This made it impossible for the workings and performance of the organization to be appreciated based on poor managers' styles and inappropriate leadership approaches. This will lead to the enforcement of different conflicts in the organization, such as overload, overtime, risks, bullying, and others which can easily prevent the progress, productivity and performance of the workers in the organization. Under such an atmosphere; it is imperative to select the right managerial techniques practices and leadership credit so that improvement can be conducted to the organizational effectiveness.

Several reasons could cause employees' productivity, so, there can be little doubt that leadership style and behaviour are considered principal factors here. Leadership has been studied for years, and proven to be responsible for affecting different organizational areas. Organizations, on the other hand, try to put in place a series of mechanisms to get the maximum possible employee 'productivity and accurate performance and ignore the importance of a leader in motivating and increasing subordinates' performance (Sorrentino and Field, 2013). Each dimension in the situational leadership style helps in dealing with different situations that take place in the organization's management process. Sequel to this assertion, leaders that adopt situational

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leadership styles adopt different traits such as flexibility, coaching, delegating, participating and humility to ensure that decisions are made in dimensions that affect the welfare of employees and organizational productivity effectiveness.

Many organizations are facing different crises, problems and challenges in their organizations during the process of carrying out their day-to-day activities without acknowledging the situational leadership theories that can easily drive organizational effectiveness. This research work prepared to cover the gap posed by many previous literature review studies that didn't pay attention to the application of situational leadership theory to solve a series of organizational problems. This paper, therefore, highlights the concept and theory of situational leadership and expresses the characteristics that affect organizational effectiveness.

Literature Review

Martins (2015) discovers that the transformational leadership style is embraced by the managers to stimulate the followers and outline each member's duties. A transformational leader will encourage the employees to accept the right approach so that they can manage difficult situations like risk effectively by adopting a positive attitude. Soneni and Moreen (2015) posited that transactional leadership is allied with the recognition of organizational objectives and direction so that they can attain effective employee participation. The transactional leader supplies suppleness, incentives, and heartening to the employees to embrace practical approaches to sort out issues and come out of the provocations.

Maurice *et al.* (2014) found that charismatic leadership uses connections, self-observation, modesty, maturity, materiality, activeness, and other skills to develop a strong connection with the members of staff and team members. As stated by Assan and Rjoub (2017), leadership is mentioned to be the competencies of the executive or senior to impact the subordinates to achieve targets set by the firm. Successful leadership aids in growing the links between members of staff to settle any dispute between the team members and ensures that a productive measure is maintained within the organizational territory. Walls (2019), excavated the situational leadership theory, and quizzes situational leadership is a concoction of many leadership styles in which the leaders embrace any leadership as per the situation stipulations in the firms. Cote (2017) submits that there is a dissimilarity between situational leadership and transactional leadership as the situational leader embraced different techniques, such as telling and directing, selling and coaching, supporting and engagement, with entrusted attitude, while the transformational leader embraced a communicative, visionary, and team-first behaviour to execute management activities.

Situational leadership is a leadership theory that merges both directive and supportive dimensions, and each of these dimensions is to be applied correctly in a given situation. Leaders operating under the Situational type of Leadership theory have to assist their employees by evaluating their commitment to accomplish a certain work (Kindle, 2009). Situational leadership is the mixture of tasks and the employee's behaviour, workers' commitment and relation behaviour (Farmer, 2012). A situational leader tries to discover the characteristics of his/her subordinates to know which leadership style to use with him/her.

Situational Leadership Models

The situational leadership model of a fielder claims there is no new design type

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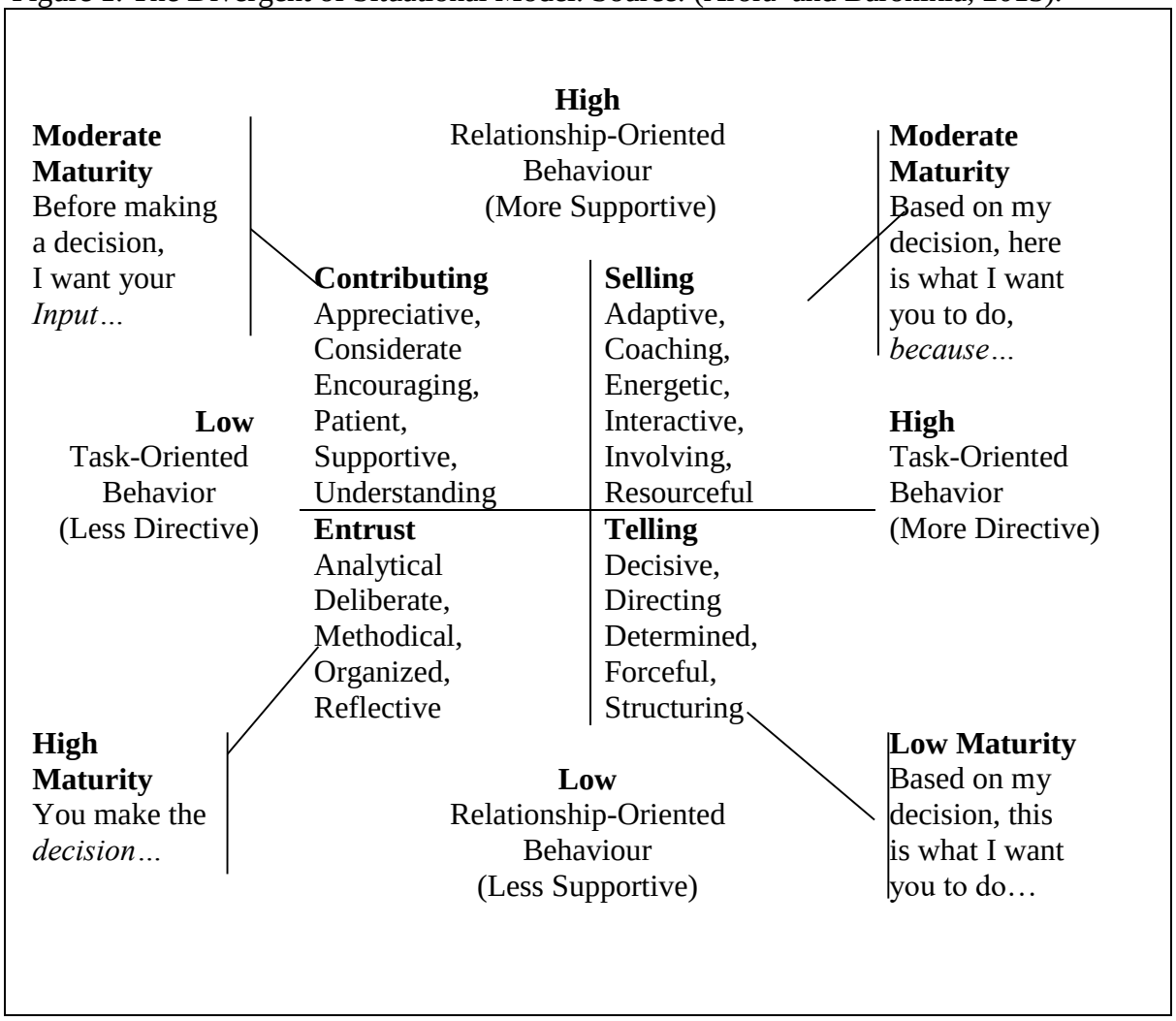
of leading, and consequently, it would be very productive for the leader to behave according to the needs created with every situation. When leaders and members are in excellent communication, and when cooperation exists between staff and team members, the situation is regarded as promising. Fielder split up leaders into two parts: task-oriented and connection-oriented (Fielder, 2007).

Four Different Qualities and Styles of Situational Leadership

Revealing: High Task/Low Connection
Vend: High Task/High Connection
Contributing: Low Task/High Connection
Entrust: Low Task/Low Connection

Figure 1. The Divergent of Situational Model. Source: (Arora and Baronikia, 2013).



Leadership Contingency Theory as Believed by Fiedler

Preliminarily, contingency theories included Fred E. Fielder's resolutions on leaders were either task-oriented or relationship-oriented. Fielder's (1967), study more distant defined task-oriented leaders as ones who are concerned with full information and who are unwilling to evolve action plans without clear and convincing evidence. Relationship-oriented leaders, in contrast, are results-driven and need a few facts before developing action plans (Fielder, 1967; Daft, 2014).

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Fieder suggested that employing the best style of leadership is not a matter of finding anyone's best style but the most functional style for a particular situation (Lonesu and Negrusa, 2007). Robert, (1996) accepted that a leader's behaviour is contingent on employee satisfaction, employee motivation and employee performance. Path goal theory states that a good leader provides clear direction, sets high goals, gets involved in achievement and supports his employees. Path goal leadership theory is based on the expectancy theory" established by Victor Vroom. This theory states that leaders' effectiveness is related to the degree of complementation between leaders and followers when it comes to the employee's environment to encourage good performance levels.

The situational Leadership Model by Harsey and Blanchard (2008), culminates that no unique leadership style is satisfactorily acceptable for all situations. This is because leaders must meet employee's needs and want to ensure their satisfaction. It is on this understanding, that this paper Situational Leadership, Theory and its Effectiveness is indispensable things that managers at all levels in the organizations should put into consideration when actions are taken in the organization.

Characteristics of Situational Leaders

1. Adaptability: This is the flexibility of the leader to engage with whatever leadership style approach makes the most sense given the circumstances of the situation at hand.
2. Communication: Good communication skills such as the ability to listen well, respond and reach compromises, can inspire people and build a healthy relationship. Situational leaders are skilled communicators.
3. Vision: Visionary leaders think long-term and how new plans will impact others, they can communicate that vision so workers feel on a mission and are inspired to continue toward goals.
4. Empathy: Empathetic leaders can understand how others feel or, at least, consider their position. They are open to reading emotions, and they can respond well to the movement and anticipate reactions, they are kind and considerate. Empathy is the foundational characteristic that drives a situational leader's ability to establish and build both credibility and trust. Without credibility and trust, attempts to influence others will predictably fall short of the intended goals.
5. Feedback: Leaders who give feedback can communicate and reorient team members without making them feel judged or frustrated. Leaders who give feedback know that feedback leads to growth and healthy outcomes.
6. Organisation: Organised leaders can put together plans and delegate each part so the plan succeeds. An organized leader can stay on track with deadlines, hold people responsible and support each team member well. They are good examples of time management, recognition and work-life balance.

Conclusion

Situational leadership has been proven to be an effective leadership style to drive the employees in any kind of organisation. This research paper has expressed the situational leadership model, theory and its effectiveness according to the different literature reviewed by many authors who conducted thorough studies on this topic, most especially the situational leadership model, and theory. Therefore, effective leaders are necessary for organisational success; however, to achieve the set standard of the organization situational leadership skills are essential for organisational effectiveness. A situational leader is an ideal leader who sets an example for others to emulate and

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comprises characters and determination in appropriate to motivate employees in the organisation for the actualization of organisational goals and objectives. Finally, the mitigation effects call for the embracement of such leadership that could help reduce the challenges that are faced by different organisations.

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