



Impacts of Different Leadership Styles on the Performance of Teachers' and Organizations

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Abstract

Leadership style is observed as one of the significant elements that effect on the performance of teachers' and organizations. The way by which a leader gives direction and inspires others to achieve defined goals is called leadership style. A review research was conducted to examine the effects of various leadership styles on teacher and organizational performance. The prior researches were chosen based on exclusion and inclusion criteria. The final version of 167 published articles was completed. The outcomes of the review showed that transformational, charismatic, transactional and democratic leadership styles are the most practical styles that have significantly positive impacts on the performance of teachers and organizations. Leadership styles namely bureaucratic and autocratic have the no or little impacts on the performance of teachers and organizations. These leadership styles may have negative impacts on the organizational and teachers' performance.

Introduction

The leadership has a great importance for an organization to develop a vision and purpose, defining goals, selecting and executing strategies, policies, and managing and directing organizational operations. To fulfill the mission and vision and address environmental changes, top-tier leadership is necessary. Numerous organizations are now concerning about the immoral business practices, low retention of staff, poor economic performance, and other challenges. This might be the outcome of ineffective leadership. Many organizations aim to meet their stated objectives; thus, effective leaders are required to organize and motivate their personnel. Unfortunately, some firms neglect to evaluate their managers' management styles (Cherian et al., 2020). Organisational execution is defined as the effective use of all assets at the organization's transfer for benefit maximization and long-term organizational development. For employees to perform successfully and meet objectives, they need the necessary skills, drive, and dedication (Dim & Nzube, 2020).

A dynamic, compelling, transformative leader delivers a distinct visualization, an inclusive mission produced with involvement from all stakeholders. To enhance the performance of an organization, a leader must build a situation that encourages fun and excitement, adequate coaching or training for the development of key skills, team building, and motivating through material or intangible incentives (Al Amiri et al., 2020).

Academic Leadership is reliant upon people who assume critical parts in instructive foundation organization. These people are at the core of hierarchical and individual development, which at last prompts the improvement of society. From now onward, indefinitely quite a while, the most common way of classifying perspectives, ways of behaving, and qualities of viable authority in instructive organizations has been broadly explored (Antonopoulou et al., 2021).

The elements and qualities of the instructive area are extraordinary and serve the goals of satisfying instructive institutional needs. An initiative methodology known as “transformational leadership” initiative urges colleagues to develop and perform far in excess of what was recently expected (Andriani et al., 2018). “Transformational leadership” energizes the development of individuals around them. Lai et al., (2020) expressed that transformational pioneers that encourage individuals to meet desires can alter their sees. Transformational administration centers on how pioneers impact their individuals. “Transformational leadership” empowers the development of individuals around them. Lai et al., (2020) expressed that “transformational leadership” also explain how the supervisor or leaders influence their team members and people and it also urge team members to do task on time and guide individuals to live up to assumptions can change their perspectives.

The current study will focus on different leadership styles as transformational, charismatic, democratic, bureaucratic, transactional and autocratic. These leadership styles were selected since they're the ones that get used the most over the world, which supports the decision. The study's conclusions may inspire the creation of a fresh philosophy that would strengthen these beliefs and enhance organizational performance (Muchiri & Hazel, 2019). Therefore, these six leadership styles were intended to be the focus of this study.

Objectives of the Study

The organizational and teachers' performance depends on the leadership style. The leadership style decides how he/she has the ability to derive the teachers and an organization dynamically and successfully. The objective of this systematic review of the research is to find the impacts of different leadership styles on the performance of teachers and organizations.

Review of the Related Research

Leadership

A person's capacity to influence another individual or gather to act or comply them within the way that individual crave is alluded to as administration. Analysts have already recognized a few administration styles with characteristics perfect for completing obligations in a certain setting as well as for a assortment of occupations and ventures (Beakana, 2017; Owani et al., 2020). Leaders create a long-term vision for an organization and then motivate all of its members to work collaboratively to achieve it (Alade, 2022). Sürücü & 'Yeşilada, (2017) stated in thei

research that leadership in an organisational environment is a social instrument for shaping the resources and people of the organisation in a way that results in the achievement of organisational goals and objectives. Htike, (2019) proposed that a leadership style is a person's behaviour that directs a group of people toward the accomplishment of shared objectives. The successful leadership enables a company to respond appropriately to external elements such as time, culture, wants, and requirements while ensuring that these aspects work in harmony to maximize profit and organisational progress. The result of these components working together is an improvement in the organization's performance (Asgari et al., 2020).

Different Leadership Styles

1. Transformational Leadership Style

A transformational leader inspires followers to perform at the anticipated level by using values and principles. In terms of the motivational strategy used by the leaders, transformational leadership varies from transactional leadership. When a leader adopts a transformational leadership style, his followers show honesty, loyalty, and respect for him. They are driven to go above and beyond what their leader expects of them. The way of motivating followers selected by the leader is dependent on the desired outcome, urging them to put the interests of the company and the team ahead of their own. The leader activates the higher order needs in Maslow's hierarchy of wants in order to motivate his followers. Through the intellectual stimulation of followers, this method promotes critical thinking and unconventional problem-solving. Employee commitment to achieving the objectives of their organisation is increased and improved as a consequence, along with their level of happiness and performance (Khan et al., 2020).

Charisma, inspiring drive, intellectual simulation, and individual consideration are the four behavioural elements of transformational leadership. Most academics have credited transformative leadership for improving organisational performance in the literature that has so far been evaluated. The majority of experts concur that via the leader's inspiring abilities and organizational vision, transformational leadership inspires supporters to accomplish at a higher level (Tedla & Redda, 2021).

2. Charismatic Leadership Style

It has been demonstrated that charismatic leaders significantly affect a company's performance. According to the researchers, charismatic leadership may also have a bad side that can outweigh its favourable elements and hurt both the leader and the organisation as a whole by introducing instability and uncertainty into management and decision-making processes (Yaacob, 2019).

3. Transactional leadership style

The idea of transactional leadership is based on a short-term business contract, economic exchange, or cost-benefit analysis. The contingent reward technique and management by exception are used to construct the concept of transactional leadership, which is based on an economic transaction. For leaders to promote organisational competitiveness in an era of global competition, transactional leadership is just as crucial as transformational leadership in practice (Ullah, 2018). Organization, control, and cooperation are significantly emphasized in the transactional leadership

style. This leadership style focuses on particular duties and encourages followers through incentives and punishments (Haibo, 2022).

4. Democratic Leadership Style

Democratic leadership is defined as a leadership style in which all participants participate in decision making (Choi, 2007). There are numerous sorts of associations, counting instructive educate that will advantage from this authority fashion. Everybody gets the chance to lock in, conclusions are unreservedly voiced, and discourse is empowered beneath a majority rule authority fashion. In spite of the reality that this strategy ordinarily emphasizes gather balance and the free trade of thoughts, the democratic leader is in any case there to supply direction and control (Andriani et al., 2018).

Autocratic Leadership Style

The leadership style in which a person has total control over all the choices with least input from the bunch individuals is called Absolutist administration fashion. Absolutist pioneers as often as possible make choices based exclusively on their conclusions and rarely inquire their devotees for input. The defining specific of autocratic leadership is entire, despotic control over a group (Dyczkowska & Dyczkowski, 2018).

5. Bureaucratic leadership Style

The tight framework encouraged by bureaucratic leadership encourages the implementation of effective processes and calculability. Because employees are aware of their tasks and the reporting hierarchy, this organisational structure allows a company to run like a well-oiled machine. Although it may be found in many industries, this type of leadership is particularly common in large corporations and factories (Al Khajeh, 2018). A hierarchy of power creates management and decision-making criteria under bureaucratic leadership. A tight and formal hierarchy can be visible along the whole chain of command in a bureaucratic leadership system. It is built on a foundation that needs the right framework to support and guide its activities (Arshad et al., 2021). The different leadership styles, their assumptions and how to apply these styles are discussed in table 1.

Table 1: Leadership Styles, their Assumption and Implications

Sr. No	Leadership Styles	Assumptions	How to Apply
1	Transformational	- Individuals will obey a man who motivates them. - A person with energy and vision may fulfill extraordinary things. - The best strategy to achieve objectives is to approach them with energy and vitality. With excitement and energy.	- Make an elevating future vision. - Persuade other individuals to back and actualize the vision. - Oversee the vision's conveyance. - Build up tried and true, long-lasting connections together with your fans.
2	Charismatic	All that is required to get followers is charm and elegance.	Appeal to their team's personal sentiments more.

		• Leaders must have faith in themselves. • People who they personally admire often follow them.	• Willing to adapt and take action in response to what their staff members are feeling rather than ignoring the bigger picture. • Empathize with their staff on a human level.
3	Transactional	• People work best when there is a clear and established chain of command. • Reward systems and sanctions are used to inspire employees. • The major purpose of the followers is to carry out the leader's directives and directions. • Subordinates must be rigorously overseen to ensure that expectations are met.	• Maintain close observation of followers to enforce rules, recognize success, and penalize failure. • Ensure that the group's structure is maintained. • Delegating certain duties to particular employees will help leaders ensure that things get done.
4	Democratic	• Members of the group have a wealth of expertise and are willing to impart it. • Allow enough time for everyone to contribute, build a plan, and then decide on the best course of action.	• Invest in training • Maintain neutrality • Find opportunities to improve
5	Autocratic	• Few or no group members made any contributions. • Leaders are those who make decisions. • Group leaders impose their own style of operation. • Rarely are group members trusted with significant choices or duties.	• Pay Attention to Team Members • Establish Clear Ground Rules • Provide Resources • Be Consistent • Recognize the Success
6	Bureaucratic	• Authority structure • Task and labour division • Formal choice • Regulations and rules • Impersonality	• Depends on an established chain of command • Strict guidelines • Conformity from its followers

Research Questions

RQ1: What is the impact of transformational leadership style on an organization and teachers' performance?

RQ2: What is the impact of charismatic leadership style on an organization and teachers' performance?

RQ3: What is the impact of transactional leadership style on an organization and teachers' performance?

RQ4: What is the impact of democratic leadership style on an organization and teachers' performance?

RQ5: What is the impact of autocratic leadership style on an organization and teachers' performance?

RQ6: What is the impact of bureaucratic leadership style on an organization and teachers' performance?

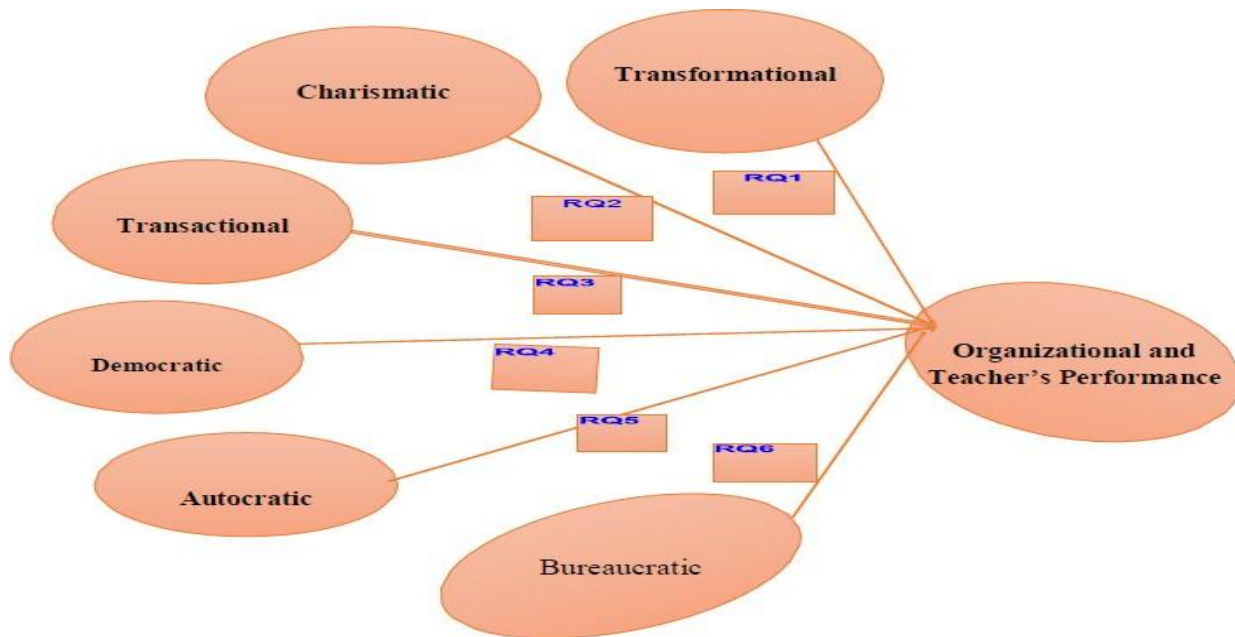


Fig.3: Research Model

Methodology

Articles used in this study were chosen via looking through Scopus, the Snare of Science, and the ERIC information bases. At first, 436 studies were identify and choose. There were few records that were duplicated and 112 studies found duplicate in initial testing. However the first and second authors reconsidered study and reviewed all the studies in context to abstract and titles based on inclusion and exclusion criteria.

After reviewing and removing all duplicated studies the leftover examinations were 324 for screening. Records rejected based on the abstract reviews was "n=40, not relevant n=20, and not in English n=9". In addition, n=246 basic eligibility requirements were obtained by examining the full-text publications, and it was discovered that there is no significant association or correlation between educational institution improvement and transformational leadership. Consequently, n=79 basic eligibility requirements were eliminated. Therefore, n=167 was obtained as final and these were included in the process of reviews. Figure 2 Prisma diagram shows the selection process carried out in articles.

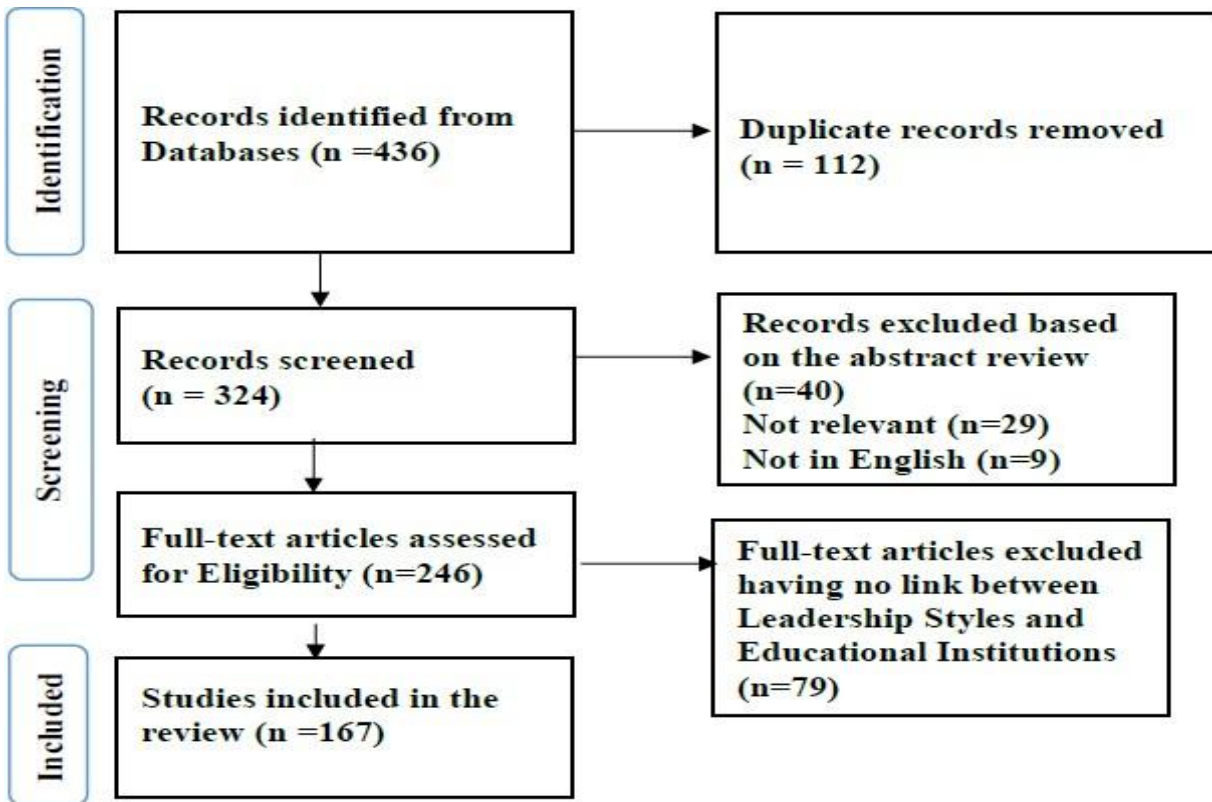


Fig.2: Prisma Diagram for Article Selection Process

Results

Leadership Styles, Organizational and Teachers' Performance

Leadership styles have a major impact on classroom results and business outcomes. Organizational culture is influenced by leadership style, which in turn affects organizational performance (Günzel-Jensen et al., 2018). The leadership style of an organisation determines its success or failure. Many research studies on leadership and organisational performance asserted that top management's leadership attributes and behavioral paradigm influence organisational performance (Banjarnahor et al., 2018; Munga et al., 2021). From the leader's personality qualities to the leadership style, systemic behavior and leadership method have altered.

RQ1: What is the impact of transformational leadership Style on an organization and teachers' performance?

Transformational Leadership Style, Organizational and Teachers' Performance

The goal of a transformational leadership style is to help followers grow and take into account their requirements. Strengthening the whole value system, morale, competencies, and level of motivation of their staff is a top priority for managers who place a strong emphasis on transformational leadership. Transformational leadership increases the relationship between followers and leaders by developing a complete awareness of motivational levels, beliefs, and interests. Chege & Gakobu, (2017) stated that transformational leadership exhibits excellent leadership abilities. When the employees' interests are broadened or elevated, this is when transformational leadership takes place. Leaders who transform their teams motivate their employees to look beyond themselves.

According to study by Yaacob, (2019) performance is a result of one's abilities, talents, knowledge, and desire that is directed toward a certain action. The study's other finding was that transformative leadership enhances followers' general growth. Followers see transformational leadership as a self-defining and satisfying relationship with a person or group. Transformational pioneers energize their supporters to distinguish with them by their philosophy and behavior. A transformational pioneer makes uncommon bonds with their group individuals, advancing a agreeable climate that boosts efficiency. To achieve corporate goals, transformational leadership focuses on boosting followers' intellectual growth, self-confidence, team spirit, and passion (Muchiri & Hazel, 2019). Kadiyono et al., (2020) concluded in a research that transformational leadership style gives the way of improving teacher's development, process-oriented and motivating them to work beyond expectations. Qadir & Yeşiltaş, (2020) conducted a research to find the effect of leadership styles on the teachers' performance. They concluded that transformational leadership style is the most effective style that enables the teachers to boost their work performance. By adopting the transformational leadership style, the teachers can easily share knowledge between them. Khan et al., (2020) concluded in a research study that transformational leadership style brings change and innovation in the performance of organization and teachers.

RQ2: What is the impact of Charismatic Leadership Style on an organization and teachers' performance?

Charismatic Leadership Style, Organizational and Teachers' Performance

An inspiring leader develops a vision and motivates their followers to adopt and carry it out. This is one of the most important leadership principles. Under charismatic leadership, people are seen to be motivated and encouraged to be imaginative and creative. The followers are fully dependant on the leader in this leadership style, leaving them without guidance if the leader leaves the group. As charismatic leaders fail to groom their people for future positions, the problem increases. This leadership approach results in contented followers but few new leaders. As a result, it may have a long-term negative influence on the company's effectiveness (Osman, 2020; Munga et al., 2021). Tedla and Redda (2021) proposed in their study that charismatic leadership and organisational leadership are inextricably linked.

Teachers' job performance is significantly impacted by charismatic leadership. Teachers are likely to be happier in their jobs as a result of the school's head working more closely with them. Additionally, customized attention predicts instructors' work satisfaction favorable. This indicates that teachers who are happy in their jobs are more likely to believe that their principal serves as a mentor for them and is concerned about their success as professionals. Meanwhile, there was a

substantial inverse relationship between passive management by exception and teachers' work satisfaction. The fewer instructors appear to be content with their jobs, the more the school's head fails to address their issues and difficulties in the classroom (Haibo, 2022).

RQ3: What is the impact of Transactional leadership style on an organization and teachers' performance?

Transactional Leadership Style and Organizational Performance

Transactional leaders are leaders that are continually keen to obtain something in return. This might include a promotion, pay raise, performance reviews, more work, and so forth. The expectation is the main challenge with this leadership approach. So, according to Al-Mansoori & Koç (2019), transactional leadership describes the exchange of objectives and rewards between management and personnel. A study by Andriani et al., (2018) found that a transactional leadership style enhances organisational performance. Employees frequently receive tangible as well as intangible benefits, proving the success of transactional leadership in establishing and maintaining the conditions essential for the full realization of organisational and individual potential. This leadership style not only articulates a compelling vision that boosts organisational performance overall, but it also makes it easier to create an environment that encourages success. The success of the firm was not found to be directly impacted by transactional leadership. Due to the lack of support for employee creativity and innovation from this leadership style, employee performance falls short of corporate goals (Cherian et al., 2020).

In a study conducted by Paracha et al. (2012), data from six private school teachers in the Rawalpindi district were used to examine the impact of transactional and transformational leadership styles on the performance of the instructors. The study came to the conclusion that instructors perform better at work when their bosses adopt a transactional approach rather than a transformative one. In order to determine the impact of transactional leadership style on the productivity of university lecturers, Azizaha et al., (2020) developed a research study. A survey on the impact of leadership style was used to gather the quantitative research's data. The study came to the conclusion that the university lecturer's work performance was enhanced by a transactional leadership style.

RQ4: What is the impact of Democratic leadership style on an organization and teachers' performance?

Democratic Leadership Style, Organizational and Teachers' Performance

A leadership style that decentralizes decision-making and involves all subordinates is known as a democratic leadership style. Poor decision-making and implementation are two risks of the democratic leadership style. Nevertheless, it is thought that democratic leadership motivates people to perform better since their thoughts and ideas are valued. Another key difficulty with democratic leadership is the notion that everyone involved in the decision-making process has an equal stake and level of knowledge (Dim & Nzube, 2020). Organisations become more effective under democratic leadership.

Workers may make choices and pass on them to administration and the bunch beneath majority rule administration. Representatives are given valuable feedback and appreciation beneath this fashion of administration, which moreover cultivates a sense of obligation (Dyczkowska & Dyczkowski, 2018). Bhargavi & Yaseen, (2016) examined how majority rule administration impacts organizational proficiency. Agreeing to their discoveries, law based administration makes strides organizational execution by permitting individuals to take an interest in decision-making and express and execute their unique thoughts. Moreover, by creating future pioneers, this administration technique benefits the organization within the long run. As a result, law based leadership may be utilized to extend generation and effectiveness interior a enterprise. As a result, law based administration may be considered to make strides an organization's adequacy.

Democratic leadership inspires staff and teachers to confidently carry out their tasks, recognises and supports innovation and originality, and provides staff and teachers with the opportunity to learn from their mistakes (Saputra & Mahaputra, 2022). Principal democratic leadership can take the form of persuading teachers to work together to accomplish educational goals, in which instructors enhance their performance in their particular professions. Teachers' educational, personality, professional, and social abilities are favorably and dramatically impacted by a democratic leadership style. It may improve academic institutions' teacher job discipline (Hafeez et al., 2021).

RQ5: What is the impact of Autocratic leadership style on an organization and teachers' performance?

Autocratic Leadership style, Organizational and Teachers' Performance

Autocratic rulers are inflexible and oppressive. Autocratic leaders need their subordinates to work for them. Decision-making authority is by and large held by autocratic leaders. Autocratic leaders compel their supporters to carry out indicated administrations and plans. Hafeez et al., (2021) looked at how administration rationalities influenced organizational performance. Agreeing to the study, autocratic leadership is another equivalent word for authoritarian leadership. Autocratic leaders need creative energy and fair energize one-sided talk. This has a negative impact on representative fulfilment and inspiration. In any case, authoritarian leadership is recognised to have a few short-term victories. Under authoritarian leadership, it is difficult to create an engaging work atmosphere where intuition and communication are required for effective organisational performance. Organisational conflicts induced by authoritarian leadership have a negative impact on performance as well.

Farooq et al., (2022) studied leadership styles as well as educator performance. The study's findings revealed that autocratic leadership style has a substantial impact on teachers' execution in terms of competency at the school level. As a result, it was established that authoritarian leadership had a considerable impact on teachers' execution in terms of school-level qualifications. The findings revealed that autocratic leadership style has a considerable impact on teachers' performance in terms of school involvement. As a result, it was built up that authoritarian leadership had a significant impact on teachers' performance in terms of school experience. Utilizing information from chosen provincial community schools in Ondo State, Nigeria, Okoji's,

and (2016) relationship research looked at the association between secondary school foremost authority styles and educator work execution. Factually critical relationships between majority rule and autocratic leadership methods of insight and teacher work performance were found, concurring to the findings.

RQ6: What is the impact of Bureaucratic leadership style on an organization and teachers' performance?

Bureaucratic Leadership Style, Organizational and Teachers' Performance

Bureaucratic leaders urge people reporting to them to follow the policies and procedures they have established. They are, however, not as committed to their people as they are to their systems and processes. As a result, they come across as remote. This method is ineffective because it stifles employee growth and motivation. These leaders are primarily concerned with the meticulous accomplishment of their tasks (Qadir & Yeşiltaş, 2020). The bureaucratic leadership has a negative impact on the company's effectiveness. They contend that bureaucratic leaders are unable to motivate their employees to complete needed tasks, which could boost organisational performance. Munga et al., (2021) revealed similar findings, concluding that a bureaucratic leadership style has little to no impact on the productivity or performance of the organization's personnel. This strategy is useful only when tasks must be completed in less time while adhering to the described technique.

It is considered that the bureaucratic structure of schools plays a significant role in limiting teachers' job happiness. Because the human component of schools is more sensitive than their organisational part, the school's bureaucratic structure is critical to the job satisfaction of instructors working in school organisations that place people at the centre. Teachers' job satisfaction is related to school administrators' bureaucratic management style, according to the findings of Gamay and Ancho's (2019) study.

Discussion

It is impossible to emphasize the importance of leadership in any system, whether it is formulating an organization's vision and mission, establishing its objectives, selecting and implementing its strategies, formulating its policies and procedures, managing and coordinating its activities, etc. Excellent leadership is required to achieve the objective and realize the vision while adapting to shifting conditions in the external environment. Today, unethical behavior, high employee turnover, poor financial results, and other problems plague many businesses. This may be due to poor leadership. (Farooq et al., 2022). Many firms' primary goal is to achieve its stated goals; as a result, skilled leaders are required to organize and encourage the staff. Regrettably, some businesses neglect to evaluate their managers' management styles. Based on this premise, the current study tries to determine the impact of various leadership styles on organizations and teacher performance (Tjabolo & Otaaya, 2019). The major findings of the study are discussed in the following lines:

Findings Related to RQ1

The first research question of this review study was “what is the impact of transformational leadership style on an organization and teachers' performance”. According to a review of previous research, transformational leadership enhances organizational performance by creating a strong bond between the staff and the leaders. A transformational leadership style instills the correct values, abilities, and motivation in an organization's staff members, improving organizational performance.

The performance of the teachers is also enhanced by the transformational leadership style. The transformational leadership style creates self-confidence, intellectual skills and team spirit in the teachers to improve their work performance.

Findings Related to RQ2

The review study's second research question was "what is the impact of charismatic leadership style on organizational and teacher performance?" According to a study of prior studies, charismatic leadership is the most effective leadership style because the charismatic leader develops a vision and urges their followers to follow and carry it out. An examination of the literature revealed that this leadership style is highly motivating and results-oriented. A charismatic leader inspires people and encourages them to follow the directions given by the leader and improve the performance of the organization. Charismatic leadership has a significant positive effect on teachers' job satisfaction and work performance. A charismatic leader enhances the efficiency of the teachers by inspiring and motivating them and creates team spirits in the teachers. Nevertheless, the key weakness of charismatic leadership style is that the supporters are totally reliant on the leader.

Findings Related to RQ3

What does effect a transactional leader's style have on the effectiveness of their team and their teaching was the focus of the review's third inquiry. Goals and incentives are traded between the leadership and the workers under the transactional leadership style. Based on the findings of the reviewed studies, this type of leadership helps to foster a performance culture that boosts the efficiency and effectiveness of businesses. The research synthesis also showed that using the objectives and rewards concept among instructors under transactional leadership can boost their performance. One of the biggest drawbacks of this type of leadership is that it does not encourage employees to be creative and innovative..

Findings Related to RQ4

"What is the impact of democratic leadership style on an organizational and teachers' performance" was the fourth research question in this review study. In a democratic leadership style, all subordinates partake in the decentralized power. According to a study of the literature, a democratic leadership style fosters the exchange of ideas and thoughts, which enhances organizational performance. By providing constructive criticism and praise, the staff members grow in their sense of responsibility. According to a study of the literature, democratic leadership, which gives employees the opportunity to participate in decision-making and contribute ideas and concepts to decision-making, enhances employees' performance. However, due to power sharing, the democratic leadership style has a sizable risk of poor implementation and poor decision-making since all the stakeholders might not agree on a single topic.

Findings Related to RQ5

"What is the impact of an autocratic leadership style on an organization and teachers' performance" was the fifth research topic in this review study. An authoritarian leader, according to previous research, wants their followers to work for them. Autocratic leaders typically retain the power to make decisions. Autocratic leaders compel their subjects to carry out predetermined tasks and strategies. The results suggest that authoritarian leadership philosophies may be effective for a brief period of time. In the long run, an organization could not find it valuable.

The study defines an autocratic leader as one who dictates the goals, tactics, and rules for his or her team and expects others to abide by them. When there is a constant stream of new employees, there isn't enough time or money to make decisions, and significant decision-making is necessary, autocratic leadership is acceptable. According to the research, teachers' performance can be enhanced by autocratic leadership style as long as they do not take on extra work at the leader's direction.

Findings Related to RQ6

The sixth research question of this review study was “what is the impact of bureaucratic leadership style on an organization and teachers’ performance”. According to earlier research, bureaucratic leaders are primarily concerned with the careful fulfillment of their tasks. According to the review, this leadership style has a negative impact on organizational performance. According to the study, bureaucratic leaders fail to motivate their workers to complete required tasks, which could improve organizational performance. The review of the research also indicated that the bureaucratic leadership style does not improve the performance of the teachers due to no or very low inspirations from the leaders of this type.

Conclusion

Leadership styles have a significant impact on an organization's and an individual teacher's performance. The literature has reported on several leadership styles. The current review study sought to ascertain the effects of various leadership styles on the performance of organization and teachers. The review of the previous research indicated that transformational, charismatic and democratic and transactional leadership styles are the most influential styles that greatly impact the performance of an organization and teachers. The other leadership styles like autocratic and bureaucratic are the least effectiveness on the performance of an organization and teachers.

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